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Human Resource Planning And Employees Performance Of Public Universities In Anambra State, Nigeria

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ABSTRACT: This study examine the effect of human resource planning on employees' performance of public universities in Anambra State Nigeria. The specific objective seek to investigate the effect of recruitment and selection, training and compensation on employee performance. The study employed of public universities in Anambra State Nigeria. Descriptive survey research design was adopted in this study. The population of this study consist 1929 of public universities in Anambra State Nigeria. Sample size of 371 was determined using Borg and Gall (1973) formula. The researcher used both primary and secondary sources for data collection. Face and content validity was adopted. Reliability of instruments was conducted using test-retest and Cronbach Alpha. Simple percentages was use for the research question while Simple Regression Analysis was use in testing the hypotheses. The findings of the study revealed that recruitment and selection has a significant positive effect on employee performance, training had a positive significant effect on employee performance and compensation had a positive significant effect on employee performance of public universities in Anambra State Nigeria. The study concluded that human resources planning had a positive significant effect on employee performance of public universities in Anambra State Nigeria. On the bases of the findings of the study and the conclusion, the study recommended that adequate recruitment and selection policy be implemented in public universities in \Nigeria to ensure that the right candidates are employed for the organizations since selection process narrows down the application and choosing of the best candidates that meet all the requirements. Public universities in Nigeria should embark on better training and retraining of their staff since various benefits can be obtained through effective training of staff. Public universities in Nigeria should ensure adequate compensation plans are put in place to ensure employees‟ performance.

Keywords: Recruitment and Selection, Training, Compensation, Employees Performance.

INTRODUCTION

Human Resource planning appears to be the management function that implements strategies and policies relating to the management of individuals. Human resource assumes a quantitative and strategic approach to labour management demanded by corporate management to gain a competitive advantage, and to utilize limited and highly skilled workers (Andrews, 2019). Usefulness and effectiveness of human resource planning in the performance of have not been clearly defined and focus on human resources management has mainly been on multinational or international corporations. This is why Omolo, Oginda and Oso, (2022) stated that the outlook of all organizations,

regardless of sizes and types, are directly linked to their personnel. The backbone or foundation of an organization seems to be its core staff. The performance of public universities in Anambra state, Nigeria in Nigeria could be a reflection of the performance of their staff, and how they are managed, and more specifically, how they are recruited and selected for the available positions. Organizations human resources are its greatest asset and the effective management of its human capital is a fundamental source of competitive advantage. Organizations worldwide are now realizing the importance of personnel in driving the strategic focus and realizing the goals of the business. Human resources management practices seem to have planning good policies that can enhance employees‟ efficiency in any organization.

Human resources could also comprise of people that are employed in an organization to carry out their daily duties in exchange for wages, salaries or rewards (Denisi and Griffin, 2015). Human resource management (HRM) seem to be the formal system that includes practices, policies, and philosophy in an organization to ensure that it effectively utilizes the knowledge, skill, abilities, and other characteristics of the employees to achieve the organizational goals (Pynes, 2019). Adequate management of human resources could provide a competitive edge for organizations to compete in their respective firms. According to Salami, Ajobor & Okwuise (2023), Human Resource Management (HRM) appears to be a function within an organization that addresses issues on recruitment and also providing directives for the people who work in the organization.
Human Resource planning could also be seen as a process that helps to manage employees at work place environment. Practicing adequate human resource management may help managers of any bank to express their goals with increasing worker comprehension of goals and also making the necessary resources available to promote successful achievement of goals. The techniques may make managers of any bank to express their practices by the work force and to provide the resources needed for them to successfully accomplish their tasks. Human resource planning appears to be a key in risk reduction within organizations. It focuses on organizational breakthrough via organizational personnel. This is why caution must be taken in the employment and management of personnel within the organization. Human resource practices such as the recruitment and selection, training and re-training programmes, performance appraisal, Compensation and job security among others appear to be key issues in an organization. It is important for the banking sector to recruit the right people to fill up available vacancies in order to attain the standard needed in delivering the required quality of services.

Statement of Problem

Public universities in Anambra state, Nigeria seem to fall desperately behind the learning culture because training and development of their human element seem to be perceived as ancillary activities, rather than a pragmatic catalysts to business results. They fail to see the payback of investments in their human assets. They tend to see human expenses as something which needs to be minimized. Lack of continuous learning opportunities is because the focus of public universities in Anambra state, Nigeria appears to be devolved to bottom-line, short term payback. Leaders have not nurtured or developed people. They seem to have mistakenly highly paid their so called all-stars with the need to truly reward the qualities that provide for long term stability and resilience. They seem to ignore the fact that appropriate recruitment & selection, training and re-training of

employees, adequate performance appraisal, Compensation and job security influence employees‟ performance. One of the major problems facing public universities in Anambra state, Nigeria seems to be the issues of recruitment and selection which involve making decisions about people. Where there are several job applicants for the job, they appear to be unaware that they must decide which recruit is the most qualified. Selection is the process of identifying that those recruited individual will best be able to assist the firm in achieving organizational goals. However, most bank managers ignore it with the view of fixing their relations in the positions. This may send the firm to early grave.

In Nigeria public universities, the training and retraining of employees is yet to receive the desired level of attention from all levels of management. There seem not to be enough systematic attention to update regularly the knowledge and skills of the staff in the light of the changes in the environment and the wider society. This neglect has in turn affected the quality of service in public universities in Nigeria. Hence, this study seeks to assess the direct impact of human resources planning on employees‟ performance within the Nigerian public universities.

Objectives of the Study

The general objective of this study is to determine the effect of human resources planning on employees' performance. The specific objectives are to:

1. Determine the effect of recruitment and selection on employee performance in public universities in Anambra State Nigeria.
2. Examine the effect of training on employee performance in public universities in Anambra State Nigeria.
3. Investigate the effect of Compensation system on employee performance in public universities in Anambra State Nigeria.

Research Question

This study shall be guided by the following research questions.

1. How does recruitment and selection affect employee performance in public universities in Anambra State Nigeria?
2. What is the effect of training on employee performance in public universities in Anambra State Nigeria.?
3. How does Compensation system affect employee performance in public universities in Anambra State Nigeria.?

Hypotheses

Based on the objectives and research questions, the following hypotheses were formulated to guide this study;

Ho_1: Recruitment and selection has no effect on employee performance in public universities in Anambra State Nigeria.

Ho_2: Training has no significant effect on employee performance in public universities in Anambra State Nigeria.

Ho_3: Compensation has no significant effect on employee performance in public universities in Anambra State Nigeria.

LITERATURE REVIEW

Human Resource Planning

Human resource planning is defined according to Hayes and Ninemeier (2019) as the process by which management determines how an organization should move from its current manpower position to its desired manpower position. Lecture note of National open University of Nigeria on further states that human resource planning is also called manpower planning, personnel planning or employment planning. Human resource planning can also be defined as the process of

assessing an organizations human resources needs in the light of organizational goals and changing condition and making plans to ensure that a competent and stable workforce is employed for the achievement of the organizations goals. According to Fayana (2022), human resource planning is the systematic and continuing process of analyzing manpower needs under mutating conditions and developing workforce policies suitable to the long-term effectiveness of the organization. It is an important aspect of organizational planning and budgeting procedure.

According to Singh (2022), human resource management is made up of three components. The first component is the traditional management activities which include recruitment and training. The second component is that employees are viewed as the major asset in the organization and there is a willingness to develop these employees. According to Obeidat (2022), planning is the process of identifying the right people for the right job at the right time at the right cost. This process involves the forecasting of the future manpower needs of an organization and also meeting the needs through the available labor force. In the study of Pravin (2020), there was a positive relationship between Human Resource planning and labor productivity. According to Naser and Khaled (2023), manpower of any organization is a source of competitive advantage. However, for this to be realized, the organization requires HRP capability to manage productivity and realize the potential within its employees (Ristow, Pearse, Ristow, & Amos, 2018). Human Resource Planning practice is considered a critical organizational resource that helps in sustaining effectiveness. Human Resource Planning is the philosophy, policies, procedures, and practices of the management of an organizations staff (Sims, 2022). Human resource planning is an important area that affects employees‟ attitudes towards duty. Human resource practices can influence the organizations performance by improving employees skills and quality (planning, selection, recruitment, and training), whereas it can indirectly do so by increasing employee motivation (job evaluation and Compensation).

Lastly, the management people integrate the personnel management function into the strategic management. Becker and Gerhart (2016) pointed out that human resource management was considered a strategic asset of an organization and human resource policies and practices were important to an organization‟s competitive advantage in a competitive world. Researchers have given several definitions of human resource management. Mathis and Jackson (2000) referred to it as the design of management systems to ensure that talented employees in the organization are being used efficiently and effectively to achieve organizational goals. On one hand, Nickson (2017) defined human resource management as a set of professional practices which include a range of personal practices that can be integrated to ensure a professional approach in managing people in the organization. In the view of Randhawa (2017), human resource management is seen as planning, organizing, directing, development, Compensation, integration, maintenance, controlling and separation of human resources so that individual, organizational social objectives are achieved.

Human resource planning implied that employees are resources of the employer**.** According to Obasan (2014), Human resource management is blend of policies, practices and systems that influence employees‟ behavior, attitudes, and performance. Armstrong, (2019) defined human resource management as a tactical and strategic way to attain, develop, manage and motivate and

gaining the commitment of the employees. Some scholars (Schuler and Jackson, 2015) have identified that human resource management can be source for competitive advantage of accompany and company performance is influenced by a set of effective human resource management practice. McMillan (1983) argued that the emerging importance of human resource management practice tends to be overlooked by many organizations as a tool to achieve a competitive advantage. Achieving an organizational accomplishment needs to be facilitated by employment of sophisticated human resource management infrastructure (Schuler and Jackson, 1987) and human resource management practice needs to be strategically designed, installed and adopted to promote desirable outcomes. Human resource management practice is described as managing a pool of organizational activities and directs them towards the fulfillment of organizational goals.

Employee Performance

Every organization has been established with certain objectives to achieve. They continue to hold the belief that people are the most important source of competitive advantage. Every manager, no matter what his or her role, knows that exceptional employee performance is critical in today world (Ripley, 2018). According to Zainal and Nasurdin (2021), the impact of HRM practices on organization performance is dependent on how HRM practices affect employees‟ skills, abilities, and motivation as well as organizational structure. The impact of HRM practices on employees‟ skills and abilities are portrayed in recruitment, selection, and training. Organizations can hire employees through sophisticated selection procedures created to choose the best potential employees. After selection, employees can be provided with comprehensive training and development programs in order to advance their knowledge, skills, and ability in performing their jobs. Second, the effectiveness of skilled employees will be restricted if they are not motivated to perform the job. Therefore, to motivate employees, employers can encourage efficiency through performance appraisals based on individual and group performance. Relating these appraisals to internal promotion systems based on employee merit and other types of incentives will support the interest of employees with those of shareholders. Finally, the contribution of skilled and motivated employees is influenced by the way in which a workplace is structured. If jobs are structured, it will limit the way in which employees perform their job. Therefore, HRM practices can affect organizational performance in addition to the organizational structure, which supports employees‟ participation and encourages them to improve the way in which they perform their jobs.

Theoretical Framework

Recruitment and Selection

Recruitment is the process of locating and encouraging potential applicants for existing or anticipated job openings. In simple terms, recruitment strategies attempt to create a pool of appropriately qualified, skilled, and experienced people so that selection strategies and decisions can be effective (Compton, Morrissy, & Nankervis, 2019). According to Sohail, Tanveer, and Muneer (2021), there exists a positive relationship between HR recruitment and employees‟ performance. The purpose of selection interview is to obtain and assess information about a candidate which will enable a valid prediction to be made of his or her future performance in the job (Salami et al, 2023). Both recruitment and selection are important in order to retain employees and both processes are interrelated. Recruitment is a process used to attract a pool of job candidates and the most suitable person

for the job requirements will be selected and shortlisted. The process usually starts with the production of the specifications based on the job description and end with the appointment of the successful applicant (Boella and Turner, 2015). The objective of selective hiring is to get the most suitable applicant to fill the vacant position (Mess, 2004). Since the selection process narrows down the application and choosing of the best candidates that meet all the requirements, several stages will take place to get rid of unsuitable candidates (Hughes, 2022). Relying solely on an interview by the manager would not necessarily guarantee that the best applicant who is committed and fits with the organization can be found.

Training

Training on its own suggest a methodology of development of the employees in behaviour, skill acquisition and professionalism, general knowledge e.t.c. Training is defined as a planned process which helps to provide on the job experience, and modify the attitudes, skills and knowledge of employees to achieve satisfactory performances while handling their daily task or activities (Goldsmith et al., 1997). Training can be viewed as the systematic development of the attitude knowledge and skill pattern required by a person to perform a giving tax or job (Salami et al, 2023).It can be expected that an investment in both technical and nontechnical training will have a positive impact on the extent to which the firm succeeds in developing the skills/knowledge of its employees (Fey, Bjorkman, & Pavlovskaya, 2000). Saiyadain (2019) opine that the objectives of training differ according to the employees at different organizational levels. The basic objective of training is to establish a match between an employee and his job to improve knowledge, skills, and attitude, thus equipping the individual to be more effective in his current job or prepare him for a future assignment. Mansour (2020) found a positive relationship between HR training and labor productivity. The main objective of training is to improve employees‟ performances in the organization. Three elements that an individual must have in order to effectively carry out their duties are knowledge, skills, and attitudes (Boella and Turner, 2015) which can be developed and improved through effective training. Training of the staff is important as the organization can obtain a satisfactory investment return to the organization‟s business (Jerris, 2019).

Compensation System

Compensation can be in any form-cash or kind but must be a form of reward or payback from one party to another (employer and employee) for job done or services rendered. Employee Compensation refers to all forms of pay reward giving to employee and arising from employment Salami et al, (2023). The Compensation practices of employers are intended to provide “fair” Compensation to the employees. The implementation of “fair” Compensation practices attracts, retains, motivates, and develops a competent employee (Pohlen and La Londe, 1994).Employers spend an excessive amount of money for employee Compensation (Mathis & Jackson, 2021). A Compensation system based on excellence increases employee performance and competitive advantage. One way by which the Compensation system contributes to the organization‟s performance is by enabling the organization to attract more and better candidates and retain essential employees for longer periods of time. According to Chow, Haddad, and Wingender (2021), there exists a positive relationship between HR Compensation and labor productivity. Mess (2024) pointed out that Compensation was created for the employees with superior performance in the form of financial and non-financial means. According to Namasivayam

et al., (2017), Compensation can be divided into direct and indirect. Direct Compensation is base Compensation such as salary and pay incentives such as bonuses and profit sharing. On the contrary, indirect Compensation consists of the benefits given to the employees such as health insurance and unemployment insurance, leave allowance and other fringe benefit. Pay practice is very important to the organization as it might help to attract employees to apply for positions (Mudor and Tooksoon, 2021).

Theoretical Framework

Human Capital Theory

This was propounded by Gary Becker and Theodore Schultz. The theory of human capital is practiced by top managers to assess the workforce in the organization with a view of gaining knowledge of the worker's skills and productivity or lack of it. This knowledge is vital in ensuring the organizations has productive workforce. Bearing in mind that gathering experience requires skills and may take time, it is vital to nurture the human capital in order to enhance productivity (Green, 2008). Human capital is the supply of creativity and the possession of skills by employees in an organization (Kwon, 2009). Collins (2007) asserts that this idea of having the correct human capital involves gradually acquiring the right mix of workers in the organization. According to Delany (2000), human capital means viewing employees as an important integral part of the organization that can produce important values for the firm. In this study, this theory will be used to identify the skills employees possess, the gaps and how to align them to better productivity. Green (2005) argues that an organization can establish the creation of human capital in two ways. Firstly, by employing people as workforce and secondly by investing in workers through training and education in order to improve productivity. This means that the organization must ensure that the workforce is available (physical capital) and that the workers if available are well trained and educated on service delivery to improve performance.

The relevance of this theory is that human capital portrays a person (employee) as a creator capable of acquiring skills, knowledge as well as competency in exercising their daily activities which are geared towards improving oneself (Craft, 2000). Empowerment of the employees as well as personal possession of the necessary knowledge and skills can be translated into service delivery (Woodhall, 2001). In the context of HRP and practice, this theory is most suitable because it justifies the rationale of attracting and retaining workforce with the necessary skills, knowledge and competences.

Empirical Review

Mwangi and Wanyama (2021) aimed to determine the effect of human resource planning on organizational performance of Deloitte Kenya. A descriptive survey design was adopted. The targeted population of the study comprised of 500 managers and non-supervisory employees of Deloitte Limited. Out of this, 116 respondents formed the sample size and were selected using stratified random sampling technique. Data collection was carried out using structured questionnaires. Descriptive statistics such as mean scores, standard deviation, frequency and percentages and inferential statistics including Pearson correlation and regression were used to analyze the data. Statistical Package for Social Sciences (SPSS version 20) software was used to generate the results. The results were then being presented using tables and figures. The findings indicate that there is a positive and significant correlation between human resource planning and organizational performance as supported by r =.704**, and P

= .000. This implies that an increase in aspects related to human resource planning results in an increase in organizational performance of the Audit firms. The findings revealed that human resource planning has a significant effect on organizational performance of Audit firms. The 35study therefore recommends that Audit firms should strengthen their HR planning related factors such as supply forecasting, demand forecasting and action planning.

Edeh and Dialoke (2020) investigated the effect of human resource planning on the organizational performance of selected hotels in Nigeria. The method of data analysis was a cross-sectional survey research. A self-developed close-ended questionnaire was used to collect data from managers, supervisors, and front desk officers working in 15 selected hotels operating in Ebonyi state, Nigeria. Descriptive statistics were used to analyze participants' demographic characteristics while regression was used to analyze the hypotheses. The study found that human resource planning dimensions, namely, adequate funding, competence, age, and cultural background have a positive significant effect on organizational performance. It recommended that HR managers must focus on the financial capability of the firm as well as the age, competence, and cultural orientation of the prospective employees while making the HR planning.

Ivan, Turyareeba, Wagima, Wemesa, Ssebbaale and Moses (2020) examined the process of human resource planning and its influence to the performance of the health sector in Uganda, considering a case study of IHK. The study adopts a descriptive research design. Data was collected using self-administered questionnaires. The study finds that External Scanning and Determination of Goals are the most important components of human resource planning process that influence performance at IHK. The study further suggests that Human Resource Planning Departments IHK should focus mostly on scanning the External Community and Determination of Goals components of Human Planning Resource Process and IHK should embrace the use of modern technology in the recruitment and selection of staff.

AL-Riyami (2019) studied the impact of human resources planning on organizational performance in the government ministries in the Sultanate of Oman. It has investigated key determinants of human resources planning that may affect organizational performance in Omani ministries. The study population, which consisted of staff in human resources and human development departments in the Ministry of Health and the Ministry of Agriculture and Fisheries, and includes 20 respondents. To achieve the objectives of the study, the researcher distributed a questionnaire, and collected and analyzed data using. A comprehensive analysis was conducted based on descriptive statistics and correlation analysis. The results indicated that human resources planning is closely linked to organizational performance in the Omani Ministry.

Anya, Umoh & Worlu (2017) examined human resource planning as it concerns forecasting manpower demand and strategic action on organizational performance of oil and gas firms in Port Harcourt. It tries to make available solution to the relationship between human resource planning and organizational performance. 5(five) firms were selected using stratified sampling technique in oil and gas firms in Port Harcourt. The Taro Yamane was used to determine the sample size which aggregate of 70 managers and supervisors was derived. Using the spearman rank order correlation coefficient, we found out that there is a significant

relationship between human resource planning and organizational performance and that the relationship between the variables is moderated by organizational structure. From the findings, we recommended that oil companies and their human resource managers should continually carryout manpower audit and planning to determine in advance the demand and supply situation in the labor market prior to recruitment of employees. Finally, conclusion and contribution to knowledge was provided.

METHODOLOGY

Descriptive survey research design was adopted in this study. Descriptive research portrays an accurate profile of persons, events, or situations. Descriptive research design deem fit for this study since it allowed the collection of data from a sizable population in a highly economical way. This study was conducted in Anambra State, Nigeria. The population of this study consist 1929 plastic manufacturing firms in Anambra State, Nigeria. Sample size of 371 was determined using Borg and Gall (1973) formula. The researcher used both primary and secondary sources for data collection. The primary sources consist of structured questionnaire while secondary source consist of textbooks, published journals and company bulletin. A structured questionnaire was used for data collection. Face and content validity was adopted. Reliability of instruments was conducted using test-retest and Cronbach Alpha. The overall Cronbach Alpha of the survey instrument is 0.93 which is above the 0.7 standard threshold. This showed a strong reliability and internal consistency of the survey. The data generated from the study were analyzed through simple percentages was use for the research question while Simple Regression Analysis was use in testing the hypotheses. All tests were conducted at 0.05 level of significant.

ANALYISES AND INTERPRETATION OF DATA

A total of four hundred and four copies of questionnaires were distributed to the respondents. Three hundred and fifty copies of questionnaires were returned. Out of three hundred eighty six copies of return questionnaires three hundred and fifty copies of questionnaire were returned properly filled and found relevant to the study. Fifty-four copies of the questionnaire were not properly filled. Therefore, the analysis will be based on three hundred and fifty copies of questionnaire copies (350) properly filled copies.

Presentation of Data relevant to the Research Questions

Question One: How does recruitment and selection affect performance in public universities in Anambra State Nigeria?

Table 1: Respondents opinion on effect of recruitment and selection on the employee performance in public universities

S/N	ITEMS	SA	A	U	D	SD
1	Public universities has structured recruitment and selection system.	101 28.9%	126 36.0%	59 8.3%	46 13.1%	18 5.1%
2	The recruitment and selection process in public universities is of global standard.	129 36.9%	130 37.1%	61 17.4%	32 9.1%	8 2.3%

3	The recruitment and selection process in public universities is documented and followed.	134 38.3%	147 40.9%	41 11.7%	11 3.1%	17 4.9%
4	Employee selection in public universities is based on competency and professionalism than favouritism and tribalism	120 34.3%	143 48.3%	32 9.1%	22 6.3%	33 9.4%

Source: Researcher's Field Survey, 2026

Table 1 presents the effect of effect of recruitment and selection on the employee performance in public universities. Regarding the issue bordering on public universities has structured recruitment and selection system, 101(28.39%) of the total sample strongly agreed, 126 (36.0%) agreed, 46(13.1%) disagreed, 18(5.1%) strongly disagreed and 59 (14.8%) were undecided with a mean of 3.74. On whether recruitment and selection process in public universities is of global standard.,129 (36.9%) respondents strongly agreed and130 (37.4%) agreed. On the other hand, 32(9.1%) respondents disagreed, 8(2.3%) strongly agreed and 61 (17.4%) undecided with a mean of 4.00. On the question that recruitment and selection process in public universities is documented and followed., 134 (38.3%) respondents strongly agreed and 147(40.9%) agreed. Conversely, 11(3.1%) disagreed, 17(4.9%) strongly disagreed and 41 (11.7%) were undecided with a mean of 4.05. Question on whether employee selection in public universities is based on competency and professionalism than favouritism and tribalism, 120(34.3%) respondents strongly agreed and143 (48.3) agreed. On the other hand, 22(6.3%) disagreed, 33 (9.4%) strongly disagreed and 32 (9.1%) were undecided.

Question Two: what is the effect of -training on employee performance in public universities in Anambra State Nigeria?

Table 2: Respondents opinion on effect of entrepreneurial pro-activeness on market performance

S/N	ITEMS	SA	A	U	D	SD
1	Training is given adequate importance to employee performance in public universities.	127 36.3%	149 42.6%	43 12.3%	20 5.7%	11 3.1%
2	The training and re-training programmes in public universities is well planned.	122 34.9%	104 46.3%	78 22.3%	22 6.3%	24 6.9%
3	The training in public universities had sufficient duration.	99 28.3%	162 53.0%	48 13.7%	23 6.6%	18 5.1%
4	Employees are helped to acquire technical knowledge and skills through training.	92 26.3%	126 36.0%	42 12.0%	52 14.9%	38 10.9%

Source: Researcher's Field Survey, 2025

The result on Table 2 indicates that 127(36.3%) respondents strongly agreed that Training is given adequate importance to employee performance in public universities, 149(42.6%) agreed, 20(5.7%) disagreed, 11(3.1%) strongly disagreed and 43 (12.3%) were undecided with a mean of 4.10. On whether green training is imparted based on

environmental competency 122(34.9%) respondents strongly agreed, 104(46.3%) agreed, 22(6.3%) disagreed, 24(6.9%) strongly disagreed and 78 (22.3%) were undecided. The table also revealed that 99(28.3%) respondents strongly agreed that raining and re-training programmes in public universities is well planned., 162(53.0%) agreed, 23(6.6%) disagreed, 18(5.1%) strongly disagreed and 48 (13.7%) were undecided. Table reveals that 92(26.3%) respondents strongly agreed that training in public universities had sufficient duration. 126(36.0%) agreed, 52(14.9%) disagreed, 38(10.9%) strongly disagreed and 42 (18%) were undecided.The table also reveals that Employees are helped to acquire technical knowledge and skills through training, 85(24.3%) respondents strongly agreed and 158(45.1) agreed. However, 39(11.1%) disagreed,11(3.1%) strongly disagreed while 57 (19.3% were undecided

Question Three: How does Compensation system affect employee performance in public universities in Anambra State Nigeria.?

Table 3: Respondents opinion on effect of Compensation system on employee performance in public universities

S/N	ITEMS	SA	A	U	D	SD
1	Public universities operates an effective Compensation and welfare programmes.	127 36.3%	149 42.6%	43 12.3%	20 5.7%	11 3.1%
2	Compensation system in public universities is structured to enhance performance.	122 34.9%	104 46.3%	78 22.3%	22 6.3%	24 6.9%
3	Compensation structure in public universities influence employees commitment.	99 28.3%	162 53.0%	48 13.7%	23 6.6%	18 5.1%
4	Compensation system in public universities reduce employees turnover	92 26.3%	126 36.0%	42 12.0%	52 14.9%	38 10.9%

Source: Researcher's Field Survey, 2026

The result on Table 3indicates that 127(36.3%) respondents strongly agreed that Public universities operates an effective Compensation and welfare programmes, 149(42.6%) agreed, 20(5.7%) disagreed, 11(3.1%) strongly disagreed and 43 (12.3%) were undecided. On whether Compensation system in public universities is structured to enhance performance 122(34.9%) respondents strongly agreed, 104(46.3%) agreed, 22(6.3%) disagreed, 24(6.9%) strongly disagreed and 78 (22.3%) were undecided. the table also revealed that 99(28.3%) respondents strongly agreed that Compensation structure in public universities influence employees commitment, 162(53.0%) agreed, 23(6.6%) disagreed, 18(5.1%) strongly disagreed and 48 (13.7%) were undecided. Table reveals that 92(26.3%) respondents strongly agreed Compensation system in public universities reduce employees‟ turnover, 126(36.0%) agreed, 52(14.9%) disagreed, 38(10.9%) strongly disagreed and 42 (18%) were undecided. The table 3 also reveals that Compensation system in public universities reduce employees‟ turnover, 85(24.3%) respondents strongly agreed and 158(45.1) agreed. However, 39(11.1%) disagreed,11(3.1%) strongly disagreed while 57 (19.3% were undecided.

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Test of Hypotheses

Hypothesis One

H_0: Recruitment and selection has no significant effect one employee performance in public universities in Anambra State Nigeria

Ho_1: Recruitment and selection has no significant effect one employee performance in public universities in Anambra State Nigeria

Table 4. 13: Test of significance of simple regression analysis on the effect of recruitment and selection one employee performance

	B	SE B	B	*t*	*p*-value	Decision
Recruitment and selection	.132	.040	.132	3.502	.000	Significant
Employee performance	.142		.142			

The result of the regression model showed that recruitment and selection has a significant positive effect on employee performance of public universities in Anambra State Nigeria, outcome displayed in Table 4.13 shows an unstandardized beta value of .142 and a standardized beta (β) of .132. These values show that a unit increase in Recruitment and selection leads to a .142 increase in employee performance or a .132 standard deviation unit increase in employee performance. These values were statistically significant, $t = 3.502$, $p=0.000<0.05$. Since the *p*-value was less than 0.05, the null hypothesis was rejected. This implies that effect of recruitment and selection has a significant positive effect on employee performance of public universities in Anambra State Nigeria.

Hypothesis Two

Ho: Training has no significant effect on employee performance in public universities in Anambra State Nigeria.

Ho_1: Training has a positive significant effect on employee Performance of public universities in Anambra State Nigeria.

Table 4.14: Test of significance of simple regression analysis on the effect of training on employee performance.

	B	SE B	B	*t*	*p*-value	Decision
Employee Performance	176	.052	243	4.699	.000	Significant
Training	243					

Table 5 shows an unstandardized beta coefficient of .243 and a standardized of .052 for the simple regression model on the effect of training on employee performance. These values show that a unit increase in training leads to .243 increase in employee performance or .176 standard deviation units increase in operational. These values were

statistically significant, t = 4.699, $p=0.000$<0.05. Since the p-value was less than 0.05, the null hypothesis was rejected. This implies that training had a positive significant effect on employee performance of public universities in Anambra State Nigeria.

Hypothesis Three

Ho: Compensation has no significant effect on employee performance in public universities in Anambra State Nigeria.
H_1: Compensation has no significant effect on employee performance in public universities in Anambra State Nigeria.

Table 6: Test of significance of simple regression analysis on the effect of compensation on employee performance

Variable	*B*	SE B	B	*t*	*p*-value	Decision
Employee performance	-.142	.061	-.128	2.659	.000	Significant
Compensation	-.144	.054	-.139			

As presented on table 6, for the compensation sample, the unstandardized of .144 and standardized beta coefficient (β) of.139 was statistically significant. Employee performance using the unstandardized and standardized beta coefficients of .142 and .128 were statistically significant, t = 2.659, p000 <0.05. Therefore, the null hypothesis was rejected. This implies that compensation had a positive significant effect on employee performance of public universities in Anambra State Nigeria.

Summary of Findings

In summary the findings of the study are:

1. Recruitment and selection has a significant positive effect on employee performance of public universities in Anambra State Nigeria.(β = .132, t = 3.502, $p=0.000$<0.05).
2. Training had a positive significant effect on employee performance of public universities in Anambra State Nigeria. (β =.243, t = 4.699, $p=0.000$<0.05)
3. Compensation had a positive significant effect on employee performance of public universities in Anambra State Nigeria (β .139, t = -2.659, p000 <0.05).

CONCLUSION

This study examined the effect of human resources planning on employees performance of public universities in Anambra State Nigeria. The data collected from these respondents were analyzed with the use of simple regression and the result showed that recruitment and selection has a significant positive effect on employee performance of public universities; training had a positive significant effect on employee performance of public universities and compensation had a positive significant effect on employee performance of public universities in Anambra State Nigeria. Therefore, the study concluded that human resources planning had a positive significant effect on employee performance of public universities in Anambra State Nigeria. On the bases of the findings of the study and the conclusion, the study recommends as follows:

1. Adequate recruitment and selection policy be implemented in public universities in

Anambra state, Nigeria to ensure that the right candidates are employed for the organizations since selection process narrows down the application and choosing of the best candidates that meet all the requirements.

2. Public universities in Nigeria should embark on better training and retraining of their staff since various benefits can be obtained through effective training of staff. Such benefits include the implementation of organizational productivity, increasing employees‟ retention and satisfaction, and greater organizational commitment.
3. Public universities in Nigeria should ensure adequate compensation plans are put in place to ensure employees‟ performance. Since adequate design of the compensation system may help in motivating the employees. This will ensure that employees are compensated when they perform extra ordinary to the organization since the implementation of fair Compensation practices attract, retains, motivates, and develops competent employees.

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