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Original Research Article

ROLE OF HUMAN RESOURCE PLANNING IN ACHIEVING INSTITUTIONAL GOALS IN RIVERS STATE UNIVERSITIES

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ABSTRACT: This study investigated role of human resource planning in achieving institutional goals in Rivers State Universities. Three objectives, three research questions and three hypotheses guided the study. The study adopted descriptive survey research design. The population of this study was 179 management staff consisting of 6 principal officers (Vice Chancellor, Deputy Vice Chancellor administration and Deputy Vice Chancellor academics, Registrar, University Librarian and Bursar), 15 Dean of Faculties and 97 Head of Departments from Rivers State University and 4 principal officers (Vice Chancellor, Registrar, University Librarian and Bursar), 7 Dean of Faculties and 50 Heads of Departments from Ignatius Ajuru University of Education. The population was considerable enough so the researchers used the entire population as sample which infers adopting census sampling method. The instrument for data collection was a structured questionnaire titled: "Role of Human Resource Planning in Achieving Institutional Goals Questionnaire" which was face and content validated by two experts in Measurement and Evaluation and Department of Educational Management. Cronbach Alpha was used to establish the reliability of the instrument which yielded reliability indexes of .86, .84 and .82. Mean and standard deviation were used to answer the research questions while z-test was used in testing the formulated null hypotheses at .05 level of significance. Findings of the study revealed that to a high extent forecasting human resource needs, human resource inventory and job analysis enhance achievement of institutional goals in Rivers State Universities. Based on the findings, it was recommended among others that university management should institutionalize systematic forecasting of human resource needs so as to proactively plan for recruitment, training and redeployment, thereby minimizing staff shortages and ensuring continuous academic and administrative efficiency.

Keywords: Human Resource Planning, Institutional Goals, Human Resource Forecasting, Human Resource Inventory, Job Analysis.

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INTRODUCTION

Universities, as citadels of knowledge generation, innovation and human capital development, require a competent and well-motivated workforce to function effectively. The academic and non-academic staff play central roles in the delivery of academic programmes, research,

community service and administrative functions. University education is that aspect of tertiary education saddled with the responsibility of producing intellectuals, researchers and required general workforce needed for societal development (Paul & Amadi in Amie-Ogan & Epelle, 2023). National Planning Commission in Osuji et al. (2023) stated that university education is an instrument for empowering young people with knowledge and skills which provide them access to productive employment. Therefore it can be categorically stated that university education is the surest instrument that helps any nation build sustainable capacity for developing critical manpower for public and private sector.

Institutional goals refer to the long-term aims and objectives that guide the overall mission, vision and strategic direction of an organization. In the context of educational institutions, these goals represent the aspirations that an institution seeks to achieve in its pursuit of excellence, sustainability and relevance (Bryson, 2018). Federal Republic of Nigeria in her National Policy on Education (2014), outlined the goals of university education to: intensify and diversify its programmes for the development of high level manpower within the context of the needs of the nation; making professional course contents reflect our national requirements; making all students part of a general programme of all-round improvement in university education, to offer general study courses such as history of ideas, philosophy of knowledge, nationalism and Information Technology (IT), and making entrepreneurial skills acquisition a requirement for all Nigerian universities. In achieving these goals, universities requires deliberate human resource planning (HRP) to avoid issues such as staff shortages, skills mismatch, overstaffing or underutilization. The importance of HRP becomes even more pronounced given the increasing demand for quality education, global competitiveness and the need for achieving institutional goals.

In the Rivers State university system, challenges such as brain drain, poor staff motivation, irregular recruitment processes and the absence of strategic succession planning have continued to affect the efficient functioning of institutions. These issues are often the result of inadequate or poorly implemented HR planning mechanisms. For instance, without a clear understanding of the future staffing needs, universities may either over-recruit or suffer from critical manpower shortages, particularly in specialized academic disciplines. This scenario undermines the ability of universities to effectively implement their academic calendar, conduct groundbreaking research and provide administrative support services essential for institutional success (Ogunode, 2021).

Moreover, the lack of reliable HR data and projections have limited the ability of administrators to plan proactively, thereby making it difficult to adapt to changing educational trends or policy directions. Institutions that fail to integrate HRP into their strategic management processes may find it difficult to attract and retain top talent, enhance productivity, or remain competitive both nationally and globally. Effective HR planning also supports talent development, succession planning and institutional resilience, which are crucial for sustainable growth and performance (Wright & McMahan, 2021). Therefore, it is imperative for universities to embrace a strategic approach to HR planning, not only as an administrative tool but as a catalyst for achieving academic excellence, improved service delivery and overall institutional goal achievement.

Human Resource Planning (HRP) is a fundamental aspect of strategic human resource management that enables organizations to align their workforce requirements with long-term institutional goals. At its core, HRP is a proactive process that ensures an organization has the right number of people, with the right skills, in the right roles and at the right time (Boxall &

Purcell, 2016). According to Jackson, Schuler and Jiang (2022), human resource planning is the process by which an organization ensures that it has the human talent capable of meeting its strategic objectives in the short, medium and long term. It encompasses the forecasting of future human resource needs, assessing the current workforce, identifying gaps and developing strategies to fill those gaps through recruitment, training, succession planning and retention initiatives (Armstrong & Taylor, 2023).

Dessler (2020) asserted that human resource planning helps in identifying existing workforce capacities, determining future human capital requirements and formulating policies that ensure the recruitment, development and retention of a competent workforce aligned with the university's mission and vision. HRP enables administrators to make informed staffing decisions that support curriculum delivery, research productivity and institutional governance. This alignment is particularly critical in universities where talent is the primary asset. When properly implemented, HRP promotes efficiency, reduces turnover, enhances job satisfaction and supports succession planning, all of which are vital for achieving institutional goals.

Forecasting human resource needs is a critical component of human resource planning that enables universities to anticipate future staffing requirements and take proactive measures to align workforce capacity with institutional goals. According to Armstrong and Taylor (2023), human resource forecasting involves estimating the number and types of employees an institution will require in the future, based on internal and external environmental factors and matching those estimates with current workforce capabilities. Accurate HR forecasting allows university administrators to make informed decisions regarding recruitment, promotion, training and succession planning. For instance, when a university identifies an expected increase in student enrollment or the introduction of new academic programmes, it can use forecasting to determine the number of lecturers and support staff required to maintain quality instruction and administrative services. This proactive approach ensures that institutions are not caught unprepared by sudden changes in demand, thus preventing disruptions in academic delivery or a decline in service quality (Jackson et al., 2022).

HR forecasting help to mitigate issues such as delayed recruitment, lack of specialization and frequent staff turnover by identifying gaps in staff competencies and planning adequately to fill them (Okoye & Eze, 2020). HR forecasting facilitates resource optimization. By forecasting human resource needs, institutions can prioritize recruitment and staff development in areas of strategic importance, such as emerging academic disciplines, technology integration or research innovation. This ensures that resources are not wasted on redundant or non-essential staffing but directed toward achieving long-term institutional goals (Wright & McMahan, 2021). Additionally, HR forecasting supports succession planning, a critical yet often neglected area in Nigerian universities. Aging faculty, especially professors in specialized fields, are retiring without clear succession strategies in place. By forecasting retirements and turnover, university management can develop internal talent pipelines and ensure knowledge transfer, thereby preserving institutional memory and continuity (Aina & Ajayi, 2022). This directly impacts the achievement of institutional goals by maintaining leadership stability, academic integrity and programme sustainability.

Human Resource Inventory (HRI), also referred to as manpower inventory or skills inventory, is an essential aspect of human resource planning. According to Jackson, Schuler and Jiang (2022), HRI involves systematically collecting, organizing and maintaining comprehensive records of the qualifications, experiences, competencies and potential of all employees within an organization. Human resource inventory provides a clear picture of the human capital currently

available within an institution. HRI can help university management redeploy staff more efficiently to meet operational needs (Ezeani & Oladele, 2020). This strategic deployment prevents both overstaffing and understaffing, and ensuring that human resources are allocated in line with institutional priorities. For instance, by examining the inventory, management may discover that a lecturer qualified in digital learning technologies is underutilized in a department with limited technological integration, thereby providing opportunities for reassignment that align with emerging institutional goals. Universities, like other institutions, are faced with challenges such as retirements, transfers and deaths which could lead to leadership vacuums or disruptions in academic continuity if not stalled by human resource planning procedure. HRI allows institutions to identify staff with leadership potential and prepare them through mentorship or administrative training to fill future vacancies (Okoye & Eze, 2020).

Lategan (2021) asserted that HR inventory enables institutions to track individual and collective development needs, thereby supporting professional growth and improving overall staff performance, which directly contributes to the achievement of institutional goals. Human resource inventory system can transform how decisions are made regarding budgeting, departmental planning and policy formulation. For example, when proposing new academic programmes, the HR inventory can be used to assess whether the institution has the necessary academic personnel or whether additional recruitment or training is required. Human resource inventory facilitates informed recruitment and internal mobility (Okoli & Orji, 2020). By analyzing the available inventory, institutions can determine whether existing staff can be promoted or transferred to fill new or vacant positions before embarking on external recruitment. This does not only reduce recruitment costs but also motivates internal staff who see opportunities for growth and recognition.

Job analysis is a foundational process in human resource planning that involves systematically gathering, documenting and analyzing information about the duties, responsibilities, necessary skills, outcomes and work environment of a specific job. According to Dessler (2020), when conducted effectively, job analysis ensures that the right people are placed in the right roles with clear expectations, ultimately promoting productivity, accountability and institutional cohesion. A well-structured job analysis process helps identify the specific qualifications and competencies required for various roles, which in turn guides the recruitment of suitably qualified candidates (Ogunode, 2021). For example, defining the role of a lecturer in terms of expected teaching load, research output and student supervision enables universities to set clear performance benchmarks and hire candidates who are capable of fulfilling those responsibilities. Job analysis enhances workforce planning by identifying overlaps, gaps and redundancies in job functions.

Conducting job analysis allows university management to restructure departments, redistribute tasks and ensure optimal utilization of human resources (Ezeani & Oladele, 2020). This rationalization of human capital promotes operational efficiency, cost-effectiveness, and a more focused approach to achieving institutional objectives. Hill and Jones (2022) asserted that job analysis serves as a basis for employee development and performance management by clearly outlining the duties and performance standards expected of each role. In the same vein, Shattock (2021) opined that job analysis informs the creation of new roles, the modification of existing ones and the elimination of redundant positions, thereby ensuring that institutional changes are well-supported by a capable and adaptable workforce. For universities to function optimally and remain responsive to the demands of modern higher education, job analysis must

be institutionalized as a core human resource practice that underpins all aspects of employee management and achievement of institutional goals.

Statement of the Problem

The attainment of institutional goals in universities depend significantly on the effective planning for human resources engagement. In Rivers State Universities, there has been a growing concern over the persistent challenges associated with inadequate staffing, poor succession planning, skills mismatch and irregular recruitment practices. These challenges have continued to hinder the operational efficiency and overall performance of universities in the State.

In spite of the increasing demand for quality education as explicated in goal 4 of sustainable development goals and the need to remain competitive both nationally and globally; many universities in Rivers State appear to lack a strategic framework for forecasting, acquiring and developing the human capital necessary to meet their academic, research and administrative objectives (Okoye & Eze, 2020). Notably, Rivers State Universities continue to face challenges related to workforce management, including poor staff forecasting, poor human resource inventory and job analysis. These challenges often result in staff shortages, uneven workload distribution, delays in staff recruitment, underutilization of available personnel, lack of structured career development pathways and reduced operational efficiency. This disconnects raises critical concerns about the extent to which human resource planning is effectively utilized as a strategic tool for achieving institutional goals.

Additionally, in the face of increasing students' enrollment, expanding academic programmes and evolving technological demands, the absence of a coherent HR planning places additional strain on existing staff and compromises the quality of education and achievement of institutional goals. It is against the foregoing that this study addressed the gap in knowledge by investigating, "Role of Human Resource Planning in Achieving Institutional Goals in Rivers State Universities".

Purpose of the Study

The purpose of the study was to investigate role of human resource planning in achieving institutional goals in Rivers State Universities. Specifically, the study sought to:

- Examine the extent to which forecasting human resource needs enhances achievement of institutional goals in Rivers State Universities.
- Determine the extent to which human resource inventory enhances achievement of institutional goals in Rivers State Universities.
- Ascertain the extent to which job analysis enhances achievement of institutional goals in Rivers State Universities.

Research Questions

Three research questions guided the study:

- To what extent does forecasting human resource needs enhance achievement of institutional goals in Rivers State Universities?

- To what extent does human resource inventory enhance achievement of institutional goals in Rivers State Universities?
- To what extent does job analysis enhance achievement of institutional goals in Rivers State Universities?

Hypotheses

Three hypotheses further guided the study:

- There is no significant difference between the mean ratings of management staff of Rivers State University and Ignatius Ajuru University of Education on the extent to which forecasting human resource needs enhances achievement of institutional goals in Rivers State Universities.
- There is no significant difference between the mean ratings of management staff of Rivers State University and Ignatius Ajuru University of Education on the extent to which human resource inventory enhances achievement of institutional goals in Rivers State Universities.
- There is no significant difference between the mean ratings of management staff of Rivers State University and Ignatius Ajuru University of Education on the extent to which job analysis enhances achievement of institutional goals in Rivers State Universities.

METHODOLOGY

The study adopted descriptive survey research design. The population of the study was 179 management staff consisting of 6 principal officers (Vice Chancellor, Deputy Vice Chancellor administration and Deputy Vice Chancellor academic, Registrar, University Librarian and Bursar), 15 Dean of Faculties and 97 Head of Departments from Rivers State University and 4 principal officers (Vice Chancellor, Registrar, University Librarian and Bursar), 7 Deans of Faculties and 50 Heads of Departments from Ignatius Ajuru University of Education. The population was considerably adequate hence the researchers used the entire population as sample which infers the adoption of census method. The instrument for the study was a questionnaire titled, "Role of Human Resource Planning in Achieving Institutional Goals Questionnaire (RHRPAIGQ)." It was structured on a four point rating scale of Very High Extent (VHE)-4 points, High Extent (HE)-3 points, Low Extent (LE)-2 points and Very Low Extent (VLE)-1 point respectively. The instrument was face and content validated by two experts in Measurement and Evaluation and Department of Educational Management. Cronbach Alpha statistics was used to test the reliability of the instrument which yielded reliability indexes of .86, .84 and .82. Mean and standard deviation were used to answer the research questions with a criterion mean of 2.50. Items above 2.50 signified 'High Extent' while items below denoted 'Low Extent'. The hypotheses posed in the study were analyzed using z-test at 0.05 level of significance. Where the z-calculated value was above z-critical value of ±1.96, the hypothesis was rejected and below was accepted.

RESULTS

Research Question 1: To what extent does forecasting human resource needs enhance achievement of institutional goals in Rivers State Universities?

Table 1: Mean and Standard Deviation Ratings of Management Staff of Rivers State University and Ignatius Ajuru University of Education on the extent to which Forecasting Human Resource Needs Enhances Achievement of Institutional Goals in Rivers State Universities

S/N	Item	RSU N=118			IAUE N=61		
		Mean	SD	Remark	Mean	SD	Remark
1.	Forecasting helps estimate the number and types of employees an institution will require in the future to enhance the achievement of institutional goals.	3.10	0.81	**HE**	3.61	0.85	**HE**
2.	Forecasting allows university administrators to make informed decisions regarding recruitment, promotion, training and succession planning.	3.23	0.74	**HE**	3.26	0.63	**HE**
3.	Forecasting helps to identify gaps in staff competencies and planning adequately to fill them.	3.35	0.67	**HE**	2.73	0.54	**HE**
4.	By forecasting human resource needs, institutions can prioritize recruitment and staff development in areas of strategic importance.	3.55	0.65	**HE**	3.17	0.83	**HE**
5.	By forecasting retirements and turnover, the university management can ensure knowledge transfer, thereby preserving institutional memory and continuity.	2.75	0.53	**HE**	3.05	0.68	**HE**
	Grand Mean/SD	**3.19**	**0.68**	**HE**	**3.16**	**0.70**	**HE**

Results in Table 1 revealed that questionnaire items 1, 2, 3, 4 and 5 had mean scores 3.10, 3.23, 3.35, 3.55 and 2.75 and standard deviation 0.81, 0.74, 0.67, 0.65 and 0.53 for management staff of Rivers State University and on the contrary mean scores of 3.61, 3.26, 2.73, 3.17 and 3.05 with standard deviation of 0.85, 0.63, 0.54, 0.83 and 0.68 for management staff of Ignatius Ajuru University of Education. In summary with grand mean scores of 3.19 and 3.16 which were above the criterion mean of 2.50, the summary of results indicated that to a high extent forecasting human resource needs enhances achievement of institutional goals in Rivers State Universities.

Research Question 2: To what extent does human resource inventory enhance achievement of institutional goals in Rivers State Universities?

Table 2: Mean and Standard Deviation Ratings of Management Staff of Rivers State University and Ignatius Ajuru University of Education on the extent to which Human Resource Inventory Enhances Achievement of Institutional Goals in Rivers State Universities

S/N	Item	RSU N=118			IAUE N=61		
		Mean	SD	Remark	Mean	SD	Remark
6.	Human resource inventory helps to ensure that human resources are allocated in line with institutional goals.	3.20	0.78	**HE**	3.41	0.79	**HE**
7.	HRI allows institutions to identify staff with leadership potential and prepare them through mentorship or administrative training which contributes to the achievement of institutional goals.	2.73	0.61	**HE**	3.13	0.69	**HE**
8.	HR inventory enables institutions to track individual development needs, thereby supporting professional growth which contributes to the achievement of institutional goals.	3.31	0.77	**HE**	2.79	1.01	**HE**
9.	By analyzing the available inventory, institutions can determine whether existing staff can be promoted or transferred to fill new or vacant positions which enhance the achievement of institutional goals.	3.08	0.63	**HE**	3.02	1.00	**HE**
10.	HR inventory can be used to assess whether the institution has the necessary academic personnel or whether additional recruitment or training is required.	3.13	0.79	**HE**	3.00	0.69	**HE**
	Grand Mean/SD	**3.09**	**0.72**	**HE**	**3.07**	**0.83**	**HE**

Data in Table 2 above for research question 2, revealed that all the questionnaire items 6, 7, 8, 9 and 10 had mean scores 3.20, 2.73, 3.31, 3.08 and 3.13 with standard deviation 0.78, 0.61, 0.77, 0.63 and 0.79 for management staff of Rivers State University and 3.41, 3.13, 2.79, 3.02 and 3.00 with standard deviation 0.79, 0.69, 1.01, 1.00 and 0.69 for management staff of Ignatius Ajuru University of Education. In summary with grand mean scores of 3.09 and 3.07 which were above the criterion mean of 2.50, further revealed that to a high extent human resource inventory enhances achievement of institutional goals in Rivers State Universities.

Research Question 3: To what extent does job analysis enhance achievement of institutional goals in Rivers State Universities?

Table 3: Mean and Standard Deviation Ratings of Management Staff of Rivers State University and Ignatius Ajuru University of Education on the Extent to which Job Analysis Enhances Achievement of Institutional Goals in Rivers State Universities

S/N	Item	RSU N=118 Mean	SD	Remark	IAUE N=61 Mean	SD	Remark
11.	Job analysis ensures that the right people are placed in the right roles with clear expectations, ultimately promoting the achievement of institutional goals.	2.98	0.68	**HE**	3.09	0.72	**HE**
12.	Job analysis helps identify the specific qualifications and competencies required for various roles, which in turn guides the recruitment of qualified candidates, which contributes to the achievement of institutional goals.	3.11	0.51	**HE**	2.65	0.51	**HE**
13.	Job analysis enhances workforce planning by identifying overlaps, gaps and redundancies in job functions which contributes to the achievement of institutional goals.	2.68	0.59	**HE**	3.05	0.73	**HE**
14.	Job analysis informs the creation of new roles and modification of existing ones which contributes to the achievement of institutional goals.	3.24	0.62	**HE**	2.96	0.69	**HE**
15.	Job analysis allows university management to restructure departments, redistribute tasks and ensure optimal utilization of human resources which contributes to the achievement of institutional goals.	3.31	0.70	**HE**	2.90	0.76	**HE**
	Grand Mean/SD	**3.06**	**0.72**	**HE**	**2.93**	**0.68**	**HE**

Data in Table 3 above for research question 3, revealed that all the questionnaire items 11, 12, 13, 14 and 15 had mean scores of 2.98, 3.11, 2.68, 3.24 and 3.31 and standard deviation 0.68, 0.51, 0.59, 0.62 and 0.70 for management staff of Rivers State University and 3.09, 2.65, 3.05, 2.96 and 2.90 and standard deviation of 0.72, 0.51, 0.73, 0.69 and 0.76 for management staff of Ignatius Ajuru University of Education. In summary, with grand mean scores of 3.06 and 2.93 which were above the criterion mean of 2.50, it was revealed that to a high extent job analysis enhances achievement of institutional goals in Rivers State Universities.

Test of Hypotheses

Hypothesis One: There is no significant difference between the mean ratings of management staff of Rivers State University and Ignatius Ajuru University of Education on the extent to which forecasting human resource needs enhances achievement of institutional goals in Rivers State Universities.

Table 4: z-test of analysis of difference between the mean and standard deviation ratings of management Staff of Rivers State University and Ignatius Ajuru University of Education on the extent to which forecasting human resource needs enhances achievement of institutional goals in Rivers State Universities

Respondents	N	Mean	SD	Df	SL	z-cal.	z-crit.	Decision
RSU	118	3.19	0.68	195	0.05	0.25	± 1.96	Failed to Reject
IAUE	61	3.16	0.70					

Table 4 shows a summary of mean, standard deviation and z-test of difference between the mean ratings of management staff of Rivers State University and Ignatius Ajuru University of Education on the extent to which forecasting human resource needs enhance achievement of institutional goals in Rivers State Universities. The z-test calculated value was 0.25 and the z-critical value was ±1.96, using 195 degree of freedom at 0.05 level of significance. Since the z-calculated value was less than the z-critical value of ±1.96, the null hypothesis was accepted. This implies no significant difference between the mean ratings of management staff of Rivers State University and Ignatius Ajuru University of Education on the extent to which forecasting human resource needs enhances achievement of institutional goals in Rivers State Universities.

Hypothesis Two: There is no significant difference between the mean ratings of management staff of Rivers State University and Ignatius Ajuru University of Education on the extent to which human resource inventory enhance achievement of institutional goals in Rivers State Universities.

Table 5: z-test analysis of difference between the mean and standard deviation ratings of management staff of Rivers State University and Ignatius Ajuru University of Education on the extent to which human resource inventory enhances achievement of institutional goals in Rivers State Universities

Respondents	N	Mean	SD	Df	SL	z-cal.	z-crit.	Decision
RSU	118	3.09	0.72	195	0.05	0.14	±1.96	Failed to Reject
IAUE	61	3.07	0.83					

Table 5 shows a summary of mean, standard deviation and z-test of difference between the mean ratings of management staff of Rivers State University and Ignatius Ajuru University of Education on the extent to which human resource inventory enhances achievement of institutional goals in Rivers State Universities. The z-test calculated value was 0.14 and the z-critical value was ±1.96, using 195 degree of freedom at 0.05 level of significance. Since the z-calculated value was less than the z-critical value of ±1.96, the null hypothesis was accepted. This implies no significant difference between the mean ratings of management staff of Rivers State University and Ignatius Ajuru University of Education on the extent to which human resource inventory enhances achievement of institutional goals in Rivers State Universities.

Hypothesis Three: There is no significant difference between the mean ratings of management staff of Rivers State University and Ignatius Ajuru University of Education on the extent to which job analysis enhances achievement of institutional goals in Rivers State Universities.

Table 6: z-test analysis of difference between the mean and standard deviation ratings of management staff of Rivers State University and Ignatius Ajuru University of Education on the extent to which job analysis enhances achievement of institutional goals in Rivers State Universities

Respondents	N	Mean	SD	Df	SL	z-cal.	z-crit.	Decision
RSU	118	3.06	0.72	195	0.05	1.08	±1.96	Failed to Reject
IAUE	61	2.93	0.68					

Table 6 shows a summary of mean, standard deviation and z-test of difference between the mean ratings of management staff of Rivers State University and Ignatius Ajuru University of Education on the extent to which job analysis enhances achievement of institutional goals in Rivers State Universities. The z-test calculated value was 1.08 and the z-critical value was ±1.96, using 195 degree of freedom at 0.05 level of significance. Since the z-calculated value was less than the z-critical value of ±1.96, the null hypothesis was accepted. This implies that there is no significant difference between the mean ratings of management staff of Rivers State University and Ignatius Ajuru University of Education on the extent to which job analysis enhances achievement of institutional goals in Rivers State Universities.

DISCUSSION OF FINDINGS

Findings on research question 1 in Table 1 revealed that, forecasting human resource needs enhances achievement of institutional goals in Rivers State Universities to a high extent with grand mean values of 3.19 and 3.16. Hypothesis 1 on Table 4 revealed no significant difference between the mean ratings of management staff of Rivers State University and Ignatius Ajuru University of Education on the extent to which forecasting human resource needs enhances achievement of institutional goals in Rivers State Universities with z-calculated value of 0.25 which was less than the z-critical value of ±1.96. These findings are in agreement with Dessler (2020), who asserted that, human resource planning enable administrators to make informed staffing decisions that support curriculum delivery, research productivity and institutional governance. It was reiterated that when this alignment is properly implemented, HRP promotes efficiency, reduces turnover, enhances job satisfaction and supports successive planning, all of which are vital for achieving institutional goals.

Findings on research question 2 in Table 2 showed that, human resource inventory enhance achievement of institutional goals in Rivers State Universities to a high extent with grand mean values of 3.09 and 3.07. Again, information on hypothesis 2 in Table 5 revealed that, there is no significant difference between the mean ratings of management staff of Rivers State University and Ignatius Ajuru University of Education on the extent to which human resource inventory enhance achievement of institutional goals in Rivers State Universities with z-calculated value of 0.14 which was less than the z-critical value of ±1.96. These findings were in line with Ezeani and Oladele (2020), who asserted that, HRI can help university management redeploy staff more efficiently to meet operational needs. Also, in support, Lategan (2021), asserted that HR inventory enables institutions to track individual and collective development needs, thereby supporting professional growth and improving overall staff performance, which directly contributes to the achievement of institutional goals.

Findings on research question 3 in Table 3 showed that, job analysis enhance achievement of institutional goals in Rivers State Universities to a high extent with grand mean values of 3.06 and 2.93. Again, findings on hypothesis 3 in Table 6 revealed that, there is no significant difference between the mean ratings of management staff of Rivers State University and Ignatius Ajuru University of Education on the extent to which job analysis enhances achievement of institutional goals in Rivers State Universities with z-calculated value of 1.08 which was less than the z-critical value of ±1.96. These findings corroborate with Dessler (2020), who asserted that, job analysis ensures that the right people are placed in the right roles with clear expectations, ultimately promoting productivity, accountability and institutional goal achievement. In addition, Shattock (2021) and Amie-Ogan (2025), opined that job analysis

informs the creation of new roles, the modification of existing ones and the elimination of redundant positions, thereby ensuring that institutional changes are well-supported by a capable and adaptable workforce thus aiding in achieving institutional goals.

CONCLUSION

Based on the findings of the study, it was concluded that to a high extent forecasting human resource needs, human resource inventory and job analysis enhance achievement of institutional goals in Rivers State Universities. It is imperative for Rivers State Universities to embrace a strategic approach to HR planning, not only as an administrative tool but as a catalyst for achieving academic excellence, improved service delivery and overall institutional goal achievement.

Recommendations

Based on the findings of the study, the following recommendations were made:

- University management should institutionalize systematic forecasting of human resource needs so as to proactively plan for recruitment, training and redeployment, thereby minimizing staff shortages and ensuring continuous academic and administrative efficiency.
- University management should develop and maintain a robust human resource inventory system so as to enhance transparency in promotions and ensure equitable staff deployment in line with institutional needs.
- Comprehensive and periodic job analysis should be carried out across all Faculties, Departments, Institutes and Units in the institution so as to eliminate role duplication and ambiguity thereby promoting organizational efficiency, improved staff morale and better alignment of individual tasks with institutional goals.

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