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STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE IN MINISTRY OF WORKS, ANAMBRA STATE

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Abstract

This study examined strategic human resource management practices and organizational performance in Ministry of Works, Anambra State. The study was guided by two research questions and two hypotheses. This study adopted correlational research design. The population was made up of 182 working staff of Ministry of Works, Anambra State. Due to the small and manageable population size of the study, the entire population was used as the sample size of the study. A questionnaire was used as the instrument for data collection. The data obtained through a structured questionnaire were analysed, using both descriptive and inferential statistics. Pearson Product Moment Correlation was used to test the hypotheses. The study found that there is significant relationship between workforce planning and organizational performance. There is a significant relationship between talent acquisition and organizational performance in Ministry of Works, Anambra State. The study therefore concluded that workforce planning is strongly related to organizational performance and talent acquisition also plays a vital role in organizational performance. *It is strongly recommended that organizations should conduct regular assessments to ensure workforce skills are aligned with organizational goals and Organizations should craft clear and compelling job descriptions to attract top talents.*

Keywords: Strategic Human Resource Management, Workforce Planning, Talent Acquisition, Organizational Performance

Introduction

Strategic human resource management is now a crucial element for every organization, emphasizing the importance of its employees. Oyewole, Okoye, Ofodile, Odeyemi, Adeoye, Addy, and Ololade (2024) describe it as the practices companies implement to manage their workforce effectively, aiming to meet organizational goals and gain a competitive edge through HR systems. Furthermore, Armstrong and Taylor (2020) opine that strategic human resource management deals with employment procedures and management of staff members as well as the relationship that exists between employees and managerial structures in an organization. Also, Noe (2018) defined human resources management (HRM) as strategies, measures, and structures that sway workers' behaviour, attitudes, and performance. Hence, this concept deals with searching for skilled staff, hiring, retaining as well as developing employees to achieve organizational objectives. These efforts are geared to ensure there is improved organizational performance.

Organizational performance according to Uzohuo (2022) is the financial health and success of an organization, including metrics such as profitability, revenue growth, return on investment (ROI), and financial stability. As noted by Sharma (2023), financial performance is a key indicator of an organization's overall success and is closely monitored by stakeholders, investors, and management. In this study, organizational performance refers to the efficiency and effectiveness of an organization's operations and processes in delivering products or services. It includes measures such as production output, supply chain management, quality control, and cost management. According to Bititci (2020), operational performance is crucial for achieving competitive advantage and meeting customer expectations.

The performance of the organization as Uzohuo (2022) argued in many cases hinges on the strategic human management practices of the organization. He further stated that strategic human management practices many organizations adopt to improve organizational performance include workforce planning and talent acquisition. For workforce planning, Yingying (2017) stated that workforce planning is a strategic HR practice that involves

forecasting future workforce needs and aligning human capital with organizational goals. It encompasses analyzing current workforce capabilities, identifying skills gaps, and developing strategies to ensure the right talent is available at the right time.

Ammirato, Felicetti, Linzalone, Corvello, and Kumar (2023) state that workforce planning seeks to maximize the efficient use of human resources and improve organizational effectiveness. Successful workforce planning has a notable effect on various aspects of organizational performance. Firstly, it enables organizations to anticipate and respond to changes in the business environment, such as market demands, technological advancements, and regulatory requirements. By having the right talent with the required skills and competencies, organizations can adapt quickly and remain competitive.

Talent acquisition refers to the strategic process of identifying, attracting, and hiring top talent to meet the workforce needs of an organization. It involves leveraging various recruitment channels, employer branding, and candidate assessment techniques to acquire individuals who possess the skills, experience, and values aligned with the organization's goals and culture. According to Phillips and Gully (2015), talent acquisition aims to ensure that the organization has the right people in the right roles at the right time. Effective talent acquisition significantly impacts organizational performance in several ways. Firstly, it contributes to building a high-performing workforce by attracting top performers and subject matter experts who can drive innovation, productivity, and growth Wright (2013). These individuals bring valuable skills, fresh perspectives, and a strong work ethic that positively influence team dynamics and overall performance.

It is believed that these strategic human resource management practices can improve any organization, including ministry of works that is always involved in making sure jobs are done with the state just as the Ministry Works in Anambra State. This is because by aligning human resource strategies with the Ministry’s goals, strategic human resource management practices help improve overall performance and efficiency in executing public infrastructure projects. Strategic human resource management practices ensure that the Ministry attracts, hires, and retains skilled professionals essential for planning,

designing, and managing complex construction and maintenance projects. More so, through continuous training and development programs, strategic human resource management practices enhance the skills and competencies of the Ministry's workforce, ensuring they stay updated with the latest industry standards and technologies. It is on this note this study seeks to examine strategic human resource management practices and organizational performance in Ministry of Works, Anambra State.

Statement of the Problem

The Ministry of Works plays a critical role in infrastructure development, construction projects, maintenance of public facilities, and ensuring the safety and functionality of essential services. Organizational performance is paramount for the Ministry of Works as it directly impacts its ability to fulfill its responsibilities effectively and efficiently. More so, organizational performance is crucial for executing infrastructure projects timely, within budget, and meeting quality standards. High performance ensures that roads, bridges, utilities, and public buildings are built or maintained to serve the needs of communities and support economic growth.

However, when there is poor organizational performance, this can lead to project delays, cost overruns, and substandard outcomes. This can strain budgets, hinder project progress, and negatively impact public services and infrastructure quality. Also, inadequate performance may compromise safety standards, leading to accidents, structural failures, and legal liabilities. This poses risks to public safety, property, and the environment. More so, poor organizational performance damages the ministry's reputation, erodes public trust, and undermines confidence in government capabilities. This can affect stakeholder relations, funding opportunities, and future project approvals. It is against this background that this study seeks to examine strategic human resource management practices and organizational performance in Ministry of Works, Anambra State.

Objectives of the Study

The main objective of the study is to examine strategic human resource management practices and organizational performance in Ministry of Works, Anambra State. Specifically, this this study seeks to:

1. Examine the relationship between workforce planning and organizational performance in Ministry of Works, Anambra State.
2. Determine the relationship between talent acquisition and organizational performance in Ministry of Works, Anambra State.

Research Questions

The study will be guided by the following research questions:

1. What is the relationship between workforce planning and organizational performance in Ministry of Works, Anambra State?
2. What is the relationship between talent acquisition and organizational performance in Ministry of Works, Anambra State?

Hypotheses

This study will test the following null hypotheses at 0.05 significant level.

$H0_1$: There is no significant relationship between workforce planning and organizational performance in Ministry of Works, Anambra State.

$H0_2$: There is no significant relationship between talent acquisition and organizational performance in Ministry of Works, Anambra State.

REVIEW OF RELATED LITERATURE

Strategic Human Resource Management Practices

Strategic Human resources management (HRM) is the administrative activity that identifies the needs and resources necessary for the success of a project, as well as providing numbers and competencies compatible to those needs to achieve organizations' objectives Uzohuo, (2022). HRM is concerned with policies and functions required to carry

out the activities needed by organizations to conduct successful businesses and accomplish functions in a rapidly changing businesses environment.

The definition of strategic human resources management (HRM) requires defining both HRM and management. Human resources are the key function of any organization that is responsible for the people dimension of the organization Dessler (2015). HRM is responsible for getting competent people, training them, getting them to perform at best effort, and providing mechanisms to ensure that these employees maintain their productive affiliation with the organization. The value of HR arises from the ability such as knowledge and skills, attitude, personal qualities of individuals, intellectual acumen and the ability to transfer knowledge, in addition to interpreting things differently Hartog (2013).

From these definitions, strategic human resources represent a mix of knowledge, skills, competencies, and trends that the organization uses to achieve its objectives and that these resources differ from one institution to another, Liu, Chow, Xiao and Huang (2017).
SHRM has been described by Boxall (2016) as the interface between HRM and strategic management. In other words, it describes how the future development of the organisation and the achievement of its objectives can be supported by its HR policies and practices. Having a skilled, capable and motivated workforce is perceived as fundamental to competitive advantage and SHRM is oriented towards recruiting, supporting and developing high quality employees.

Workforce Planning

Workforce planning involves aligning the organization's human capital with its strategic goals and objectives. It includes forecasting future talent needs, identifying critical roles, analyzing skills gaps, and developing strategies to acquire, develop, and retain the right talent to support organizational success, Oginni, Olabode and Ojo (2018). In the talent management workforce planning of the strategic human resource management practices focuses on managing talent throughout the employee lifecycle, from recruitment and onboarding to development, succession planning, and retention. It aims to ensure that employees are equipped with the necessary skills, competencies, and career paths to

contribute effectively to organizational performance, Mullins (2022). More so, of the strategic human resource management practices involves operational workforce planning. This involves day-to-day workforce management activities, such as scheduling, workload balancing, resource allocation, and performance monitoring. It aims to optimize workforce productivity, efficiency, and alignment with operational goals and priorities Mathis and Jackson, (2014).

Talent Acquisition

Talent acquisition involves aligning talent acquisition strategies with the organization's long-term goals and objectives. It includes identifying critical roles, forecasting talent needs, developing employer branding, and implementing recruitment strategies to attract top talent aligned with the organization's culture and values, Oginni and Faseyiku (2015). In addition, Armstrong (2016) described talent acquisition as acquiring individuals with specific skills, competencies, and qualifications essential for performing key roles within the organization. It emphasizes matching candidate capabilities with job requirements to ensure a high-performing workforce, Anakwe (2022).

Talent acquisition also involves acquiring talent from diverse backgrounds, cultures, and experiences to promote inclusivity, innovation, and a broad range of perspectives within the organization. It encompasses inclusive recruitment practices, diversity initiatives, and fostering a culture of belonging, Inegbenebor and Agbadudu (2015). The Ministry of Works plays a pivotal role in infrastructure development, construction projects, and public service delivery. The relationship between talent acquisition and organizational performance in this context is critical for ensuring effective project execution, resource optimization, and stakeholder satisfaction. The talent acquisition strategies in the Ministry of Works are aligned with the state's infrastructure development plans, including road construction, bridge maintenance, water supply projects, and public facility upgrades. By identifying critical roles such as engineers, project managers, and technical experts, the Ministry ensures that it attracts individuals with the necessary skills and qualifications to contribute effectively to project delivery, Akindele (2017).

Performance Management

Performance management involves setting clear performance goals and objectives aligned with the organization's strategic priorities. It includes defining key performance indicators (KPIs), establishing performance standards, and monitoring progress towards achieving goals, Aguinis (2019). Also, performance management includes providing regular feedback, coaching, and development opportunities to employees. It focuses on identifying strengths, areas for improvement, and supporting employees in enhancing their performance and professional growth, DeNisi and Murphy (2017).

Performance management encompasses formal performance appraisals, evaluating employee contributions against established criteria, and recognizing achievements through rewards, incentives, and career advancement opportunities, Armstrong and Baron (2022). The Ministry of Works in South East Nigeria plays a critical role in infrastructure development, construction projects, and public service delivery. The relationship between performance management and organizational performance in this context is crucial for achieving strategic objectives, improving project outcomes, and enhancing overall efficiency and effectiveness.

Organizational Performance

The meaning of organizational performance comes in different ways. One of the definitions is that organizational performance is the financial health and success of an organization, including metrics such as profitability, revenue growth, return on investment (ROI), and financial stability. As noted by Ittner and Larcker (2017), financial performance is a key indicator of an organization's overall success and is closely monitored by stakeholders, investors, and management.

More so, Akbar (2013) defined organizational performance as the efficiency and effectiveness of an organization's operations and processes in delivering products or services. It includes measures such as production output, supply chain management, quality control, and cost management. According to Bititci (2020), operational performance is crucial for achieving competitive advantage and meeting customer expectations. Akindele,

Olajide and Ajayi (2021) stated that organizational performance encompasses the achievement of strategic goals and objectives set by the organization's leadership. This includes strategic planning, execution of strategic initiatives, market share growth, expansion into new markets, and innovation. As discussed by Kaplan and Norton (2016), strategic performance measures are essential for evaluating long-term success and aligning activities with strategic priorities.

Another meaning of organizational performance is the fulfillment of expectations and satisfaction of various stakeholders, including customers, employees, suppliers, shareholders, and the community. This involves maintaining positive relationships, delivering value, meeting regulatory requirements, and corporate social responsibility (CSR) initiatives. Freeman (2014) emphasizes the importance of considering multiple stakeholders in assessing organizational performance and sustainability.

These meanings of organizational performance highlight the multidimensional nature of evaluating an organization's success, encompassing financial, operational, strategic, and stakeholder-related aspects. Each dimension plays a crucial role in assessing and improving overall organizational effectiveness and competitiveness.

Relationship between workforce planning and organizational performance

Workforce planning plays a critical role in shaping organizational performance by aligning human capital strategies with business objectives and enhancing the capabilities, engagement, and productivity of employees. The relationship between workforce planning and organizational performance is multifaceted and dynamic, impacting various aspects of organizational effectiveness. One key aspect of this relationship is strategic alignment. Workforce planning starts with a thorough understanding of the organization's strategic goals, market positioning, and future needs. By aligning workforce planning efforts with strategic objectives, organizations can identify critical roles, competencies, and talent gaps essential for driving performance, Becker (2020).

Furthermore, workforce planning contributes to optimized workforce utilization and resource management. By analyzing workload demands, skills distribution, and

performance metrics, organizations can ensure that employees are deployed effectively to maximize productivity, minimize bottlenecks, and meet operational objectives Oginni and Faseyiku (2015). Workforce planning also supports organizational agility and adaptability, which are essential in today's rapidly changing business environment. By anticipating future skills requirements, market trends, and industry disruptions, organizations can align workforce strategies to respond quickly to challenges, seize opportunities, and stay ahead of competitors Uzohuo (2022).

In conclusion, the relationship between workforce planning and organizational performance is pivotal in achieving strategic objectives, optimizing talent management, improving workforce productivity, and fostering organizational agility. By integrating workforce planning as a strategic priority and aligning human capital strategies with business goals, organizations can enhance their competitive advantage, drive innovation, and achieve sustainable performance outcomes in today's dynamic and competitive business landscape.

Relationship between talent acquisition and organizational performance

Acquiring individuals with specific engineering, construction, and project management skills is essential for enhancing organizational performance in the Ministry of Works. Skills-based talent acquisition ensures that employees possess the technical expertise and competencies required to execute projects efficiently, meet quality standards, and adhere to safety regulations Wei (2016). More so, embracing diversity and inclusive talent acquisition practices in the Ministry of Works fosters a culture of innovation, collaboration, and creativity. By recruiting talent from diverse backgrounds, experiences, and perspectives, the Ministry can leverage a broader range of ideas, problem-solving approaches, and best practices, leading to improved project outcomes and organizational performance, Uzohuo (2022).

Moreover, the relationship between talent acquisition and organizational performance extends to employee engagement, retention, and development. Acquiring and retaining top talent through effective recruitment, onboarding, and career development initiatives

contributes to a motivated and skilled workforce, which is essential for achieving strategic objectives, delivering high-quality projects, and enhancing stakeholder satisfaction, Guess (2021).

In conclusion, the relationship between talent acquisition and organizational performance in the Ministry of Works, Anambra State, South East Nigeria, is instrumental for achieving infrastructure development goals, optimizing project delivery, fostering innovation, and promoting inclusivity. Strategic talent acquisition, skills-based recruitment, diversity initiatives, and employee engagement practices are essential components of effective talent management that contribute to the Ministry's success in driving economic growth and improving public service delivery in the region.

Theoretical Framework

This study is anchored on the Human Capital Theory, propounded by Becker (1993). The theory posits that investments in human capital, which includes employees' skills, knowledge, experiences, and abilities, lead to increased productivity, innovation, and organizational performance. This theory suggests that individuals' capabilities and contributions are valuable assets that organizations can leverage to achieve strategic objectives and gain competitive advantage.

Human Capital Theory emphasizes the importance of investing in employees' skills and knowledge through training, development programs, and continuous learning initiatives. Strategic HR practices focus on identifying skills gaps, developing training plans, and providing opportunities for employees to enhance their competencies. By investing in employees' human capital, organizations can improve job performance, increase efficiency, and drive organizational success, Becker (1993).

Human Capital Theory underscores the significance of retaining talented employees who possess valuable knowledge and expertise. Strategic HR practices such as talent management, career development, and succession planning aim to attract, engage, and retain top talent within the organization. By retaining skilled employees, organizations can

maintain a competitive edge, foster innovation, and enhance organizational performance, Becker and Huselid (2018).

Human capital theory recognizes that motivated and engaged employees are more likely to contribute positively to organizational goals and outcomes. Strategic HR practices such as performance incentives, recognition programs, and employee involvement initiatives aim to enhance motivation, job satisfaction, and engagement levels. Engaged employees are more committed, productive, and innovative, leading to improved organizational performance, Edwards and Edwards (2021).

Empirical Review

Akwei and Nwachukwu (2023) examined from the perspective of human resources management practitioners the survival strategies adopted to cope with the challenges of human resources management practices in the Nigerian business environment. Challenges such as funds, high unemployment, inflation, godfatherism, economic recession and ownership beliefs as well as labour mobility were identified while survival strategies include outsourcing, reduction of Training and Development (TandD) cost and frequency, seldom promotion, festival motivation (bonus) and human resources planning. It was found that reduction in training and development cost and frequency as a survival strategy in the wake of economic recession was paramount ($\dot{X} = 4.78$, $\sigma = 0.231$) and outsourcing ($\dot{X} = 5.24$, $\sigma = 0.412$) was used to augment the lead time in human resources planning ($\dot{X} = 4.62$, $\sigma = 0.215$) and the degree of practice also varies which was a function of the nature and characteristics of the organisation. It was concluded that the inability of employers of labour in Nigeria to meet internationally acceptable standard in HRMP is contingent on these challenges and this also explains why the strategies adopted do not totally support global HRMP. It was recommended that Training cost can be reduced but frequency should not. Organisation should see training cost as part of overhead cost to be incurred in order to forestall unnecessary accidental cost due to constant mistakes and repeat of processes.

Ismail, Majid, Jibrin-Bida and Joarder (2021) focused on the 'Impact SHRM (strategic human resource management) practices has on performance management within the IT

sector in Nigeria. The researcher adopted the quantitative research method to answer both the main research questions as well as sub research question, this is to ensure that employees of both companies (NIIT and SBSC) are able to provide sufficient answer. Furthermore, this study utilized survey research instrument and SPSS software to enable the researcher statistically analyze and interpret data derived from stated questions. Hence, the study took the descriptive form and applied Pearson correlation method to test its significance. The study adopted positivist cross sectional research with an online method to distribute constructed survey question and get across targeted employees ranging from senior managers to entry level staff within both organizations available to answer the questions. The study found s SHRM (Strategic Human Resources Management) which plays a vital role in the evolution of HR personnel's as well as their job jurisdiction. Hence, this study focused on the 'Impact SHRM (strategic human resource management) practices has on performance management within the IT sector in Nigeria.

Ikyanyon, Johnson and Dawson (2020) examined the impact of human resources management practices on organizational excellence in Sudanese public organizations. The descriptive and analytical methods were used. The research community included all employees in Sudanese public organizations. A random sample of 245 employees was selected to represent the research community. The primary data were collected using a questionnaire. The questionnaires' validity and reliability have been ascertained. The findings showed that there is a statistically significant effect of the dimensions of human resources management practices on the dimensions of organizational excellence in Sudanese public organizations.

Chong, Ngolob and Palaoang (2020) examined human resource management (HRM) practices. The study utilized descriptive- quantitative methods to provide an in-depth understanding to the Human Resource Management (HRM) practices to the 90 employees and eight (8) managers of Long Hope Communication Co., Ltd. The results of the empirical study suggest that human resource management practices are effective in maintaining the productivity of the employees which implies that the company is invested in training their employees, providing opportunity for promotion, positive feedback, clarity of information

of designation to whom the employee reports to and opportunity for employees to be responsible with the quality of their work. Further analysis however indicates that the conduct of Human Resource Management (HRM) practices of Long Hope Communication Co., Ltd. is moderately efficient which implies that the employees perceive the management to lack in providing opportunities for employees to be promoted, to be appraised, and to participate in the administration tasks. The major problems encountered by the management and employees in the implementation of HRM practices are: lack of interest of employees; lack of management support; and lack of involvement of employees in decision making. In brief, HRM practices of Long Hope Communication Co., Ltd. could still be improved to effectively and efficiently maintain the productivity of the employees.

Bangbon, Snongtaweeporn, Channuwong, Katangchol, Raktakanishtha, Pleansamai and Klaysud (2023) carried out a study to analyze the effect of strategic human resource management on organizational performance of Thai higher education institutions in Bangkok. This study applied quantitative method. The samples used in this study were 350 employees working in Thai higher education institutions in Bangkok. The instrument used to collect data was a research questionnaire. Statistics used in this study consisted of percentage, mean, standard deviation, Correlation and Multiple Regression Analysis. The research results illustrated that strategic human resource management was positively associated with and had the effect on organizational performance of Thai higher education institutions. Human resource planning had the highest effect on organizational performance of Thai higher education institutions (Beta = .584, $p < .01$), followed by learning and development (Beta = .528, $p < .01$), benefits and compensation (Beta = .425, $p < .01$), recruitment and selection (Beta = .372, $p < .01$), and employee retention (Beta = .207, $p < .01$). This study recommended that strategic human resource management should be applied in Thai higher education institutions to extract talent, skill and knowledge of employees to work for increasing organizational performance in four areas: producing graduates, conducting research, providing academic service to the society and preserving the Thai arts and culture.

METHODOLOGY

This study adopted a survey research design and the study was conducted in the Ministry of Works, Anambra State, Nigerian. Data were sourced primarily from respondents through structured response questionnaire administered to all the 182 staff of the Ministry. The data gotten from the copies of the questionnaire were presented in frequency distribution tables and analyzed with simple percentages, while the hypotheses were analyzed with Person Product-Moment Coefficient. The analyses were carried out with the aid of Statistical Package for Social Science, version 25. Below are the decision range of the correlation:

Decisions

0.80 – 1.00 – Very Relationship

0.60 – 0.79 – High Relationship

0.40 – 0.59 – Moderate Relationship

0.20 – 3.59 – Low Relationship

0.00 – 1.59 – Negligible Relationship

DATA PRESENTATION AND ANALYSIS

Analysis of Questionnaire

Research Question One: What is the relationship between workforce planning and organizational performance in Ministry of Works, Anambra State?

Table 1: The relationship between workforce planning and organizational performance in Ministry of Works, Anambra State

Variables	Organization Performance	Workforce Planning	No. of Respondents	Decision
Organization Performance	1	.819**	175	Relationship
Workforce Planning	.819**	1	175	

Table 1 shows the relationship between workforce planning and organizational performance in Ministry of Works, Anambra State. The result revealed that the r-value was .819. This signifies that there is a positive relationship between workforce planning and organizational performance in Ministry of Works, Anambra State. This means, 81.9% efforts of workforce planning can improve organizational performance in Ministry of Works, Anambra State.

Research Question Two: What is the relationship between talent acquisition and organizational performance in Ministry of Works, Anambra State?

Table 2: The relationship between talent acquisition and organizational performance in Ministry of Works, Anambra State

Variables	Organization Performance	Talent acquisition	No. of Respondents	Decision
Organization Performance	1	.850**	175	Relationship
Talent acquisition	.850**	1	175	

Table 2 shows the relationship between talent acquisition and organizational performance in Ministry of Works, Anambra State. The result revealed that the r-value was .819. This signifies that there is a positive relationship between talent acquisition and organizational performance in Ministry of Works, Anambra State. This means, 85% efforts of talent acquisition can improve organizational performance in Ministry of Works, Anambra State.

Test of Hypotheses

Test of Hypothesis One

H_0: There is no significant relationship between workforce planning and organizational performance in Ministry of Works, Anambra State.

H_1: There is significant relationship between workforce planning and organizational performance in Ministry of Works, Anambra State.

Table 3: Summary of the Results of Test of Hypothesis One

		Workforce Planning				
		Strongly Disagree	Disagree	Agree	Strongly Agree	Total
Organizational Performance	Strongly Disagree	5	0	0	0	5
		.3	.5	1.3	2.9	5.0
	Disagree	7	6	0	0	13
		.9	1.2	3.3	7.7	13.0
	Agree	0	10	44	32	86
		5.9	7.9	21.6	50.6	86.0
	Strongly Agree	0	0	0	71	71
		4.9	6.5	17.9	41.8	71.0
Total		12	16	44	103	175
		12.0	16.0	44.0	103.0	175.0

X^2 (9, N = 175) = 226.287[a], P = .001

The result in table 3 showed that the chi-square value is 226.287 with a p-value of .001. Since the p-value of 0.000 is less than the significant level of 0.05, the null hypothesis is rejected while the alterative hypothesis is retained. Thus, there is significant relationship between workforce planning and organizational performance in Ministry of Works, Anambra State.

Test of Hypothesis Two

H_0: There is no significant relationship between talent acquisition and organizational performance in Ministry of Works, Anambra State.

H_1: There is significant relationship between talent acquisition and organizational performance in Ministry of Works, Anambra State.

Table 4: Summary of the Results of Test of Hypothesis Two

		Talent Acquisition				
		Strongly Disagree	Disagree	Agree	Strongly Agree	Total
Organizational Performance	Strongly Disagree	5	0	0	0	5
		.3	.4	1.5	2.8	5.0
	Disagree	4	9	0	0	13
		.7	1.0	4.0	7.3	13.0

	Agree	0	5	54	27	86
		4.4	6.9	26.5	48.2	86.0
	Strongly Agree	0	0	0	71	71
		3.7	5.7	21.9	39.8	71.0
Total		9	14	54	98	175
		9.0	14.0	54.0	98.0	175.0

X^2 (9, N = 175) = 279.479[a], P = .001

The result in table 4 showed that the chi-square value is 279.479 with a p-value of .001. Since the p-value of 0.000 is less than the significant level of 0.05, the null hypothesis is rejected while the alterative hypothesis is retained. Thus, there is significant relationship between talent acquisition and organizational performance in Ministry of Works, Anambra State.

Discussion of Findings

The findings of research question one showed that there is significant relationship between workforce planning and organizational performance in Ministry of Works, Anambra State. Numerous studies have confirmed the significant correlation between workforce planning and organizational performance in Nigeria. For instance, a research article by Okorie and Onuoha (2021) revealed that companies implementing robust workforce planning strategies experienced enhanced employee productivity, reduced turnover rates, and increased profitability. These findings underscore the critical role of strategic workforce planning in aligning talent management with organizational goals, optimizing resource allocation, and fostering a more agile and competitive business environment. Such evidence highlights the importance of effective workforce planning as a key driver of sustainable organizational success and growth in Nigeria.

The findings of research question two indicated that there is significant relationship between talent acquisition and organizational performance in Ministry of Works, Anambra State. Research consistently confirms a significant relationship between talent acquisition and organizational performance in Nigeria. A study by Okafor and Okoro (2020)

demonstrated that effective talent acquisition practices, including recruitment, selection, and onboarding, positively impact employee engagement, retention, and productivity levels. Organizations that prioritize strategic talent acquisition strategies experience improved job satisfaction among employees, reduced turnover rates, and enhanced overall performance. These findings highlight the critical role of talent acquisition in attracting and retaining top talent, aligning workforce capabilities with organizational objectives, and ultimately driving sustainable business success in the Nigerian context.

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Summary of Findings

Based on the results of the study, the following findings were made;

1. There is significant relationship between workforce planning and organizational performance in Ministry of Works, Anambra State.
2. There is significant relationship between talent acquisition and organizational performance in Ministry of Works, Anambra State.

Conclusion

1. Workforce planning is strongly related to organizational performance as it involves aligning workforce objectives with strategic goals and ensuring that employees possess the necessary skills aligned with organizational objectives, thereby enhancing overall performance.
2. Similarly, talent acquisition plays a vital role in organizational performance by establishing an employee brand that resonates with the company's values, attracting top talent, and crafting job descriptions that appeal to effective employees, all contributing to improved performance.

Recommendations

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

1. Organizations should conduct regular assessments to ensure workforce skills are aligned with organizational goals.
2. Organizations should craft clear and compelling job descriptions to attract top talent.

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