

New public management and human resource planning process In Delta state hospital management board, Asaba, Nigeria

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Abstract

The new strategy for public management has given rise to a shift in human resource planning. The purpose of the study is to assess how the new public management approach's theoretical modifications have affected its practical applications, particularly in the area of human resource planning. The main goal of this study was to ascertain how the New Public Management approach has affected human resource planning in Delta State Hospital Management Board, Asaba. Convenience sampling and a cross-sectional research design were used. For this study, a questionnaire was used as the research tool for data collection, and 109 respondents were deemed useful. Statistical Package for Social Sciences (SPSS) software version 23.0 was used to perform inferential statistics of correlation and multiple regression analysis on the collected data. The study's findings demonstrated a favorable and significant correlation between new public management and human resource planning and a high-performance culture. The study also showed that the New Public Management approach had a direct impact on the culture of high commitment and performance and human resource planning. The study makes several recommendations, including that the Delta State Hospital Management Board and other related public sector organizations work on clearly outlined HR policies that can form the cornerstone of an institutional framework to ensure the efficient application of HRP policies. Additionally, they should implement New Public Management processes that include human resource planning scope and allocate more funds for the capacity building and professional growth of the resources in order to provide need-based training to their staff. The study is unique in two ways. First, while there are numerous studies that describe the traditional approach to public management in the literature, this study offers a critical viewpoint on it. Second, no other studies in Nigeria have looked into the connection between the new public management approach and human resource planning; the study is a leader in the field in this regard.

Keywords: 1.New Public Management, 2.Human Resource Planning, 3.HRP Processes, 4.Human Resource Management

Introduction

Public administration today is very different. One of the main causes of these modifications is globalization. Instead of the traditional public administration systems, the problems of today are more global and complex. These changes are caused by a number of factors, including the advancement of information technologies, a shift in how nations are perceived, differences in value systems, a rise in market power, the public choice theory, and the shifting of the

management approach to the general populace. Over time, a more flexible and participatory approach to management replaced the rigid bureaucratic and centralized understanding of the state. The new public management approach is the name of this new management paradigm. Parallel to the developments in the world, Nigeria was also affected by this change. Gradually, the conventional view of public administration came under scrutiny. Public administration now requires the use of total quality management, accountability, openness, participation, effectiveness, and efficiency in remote administration. As a result, time, resources, and labor will be saved while still producing more output with fewer resources. The management of personnel must switch from traditional public administration to New Public Management in the current situation. Public institutions have embraced Human Resource Management (HRM) from a human-oriented perspective. The current personnel management has changed as a result (Robinson, 2015).

Human Resource Planning is the first step in Human Resource Management procedures (HRP). HRP stands for the provision of human resources in the appropriate quantity and quality at the appropriate time and location. The HRP tool known as the Norm Staff understanding is used in conventional public administration. However, as a result of the modifications New Public Management (NPM) has made to HRP, it is apparent that the average staff understanding of the new structure is inadequate. A new HRP process in public administration is required in this situation. The implementation of NPM necessitates a more effective approach to the management of human resources, and the workforce must be fully trained in the necessary human resource techniques to meet performance objectives. There is a need to research HRM practices and policies, including the way to regulate, manage, reward, develop, and evaluate the performance of public servants, given the significant changes that these reforms have sparked and their impact on the HRM of public entities (Leisink & Knies, 2018).

This makes a strong case for human resource planning given the circumstances in Nigeria, where there are economic challenges making it difficult to retain good employees, a renewed focus on productivity, sectoral unemployment, particularly in manufacturing companies, increasingly complex and expensive employee benefits, technological changes making working knowledge of a computer advantageous, and high labor mobility, especially in the banking sectors. There are still some difficulties in the process of implementing effective human resource planning in organizations, despite the efforts made by organizations to make sure that the right people are performing tasks at the right time and place that will help the organization achieve its goal and assist its members in meeting their needs. Most organizations today are in chaotic situations as a result of inadequate planning for their human resources, forcing employers to take a reactive rather than proactive approach (Okolie, 2020). Effective human resource planning assumes that there is enough labor, or human resources, with the right mix of skills, in the right places, performing their duties as needed. Therefore, human resource planning gives direction, lowers uncertainty, minimizes waste, establishes standards, lowers labor cost, maintains positive employee relations, and concentrates on corporate goal.

It was discovered during the review of the literature that the impact of the New Public Administration on human resource management is generally discussed (Brunetto & Baettie, 2020; O'Rourke, 2020; Mahmoud & Othman, 2021). It has also been looked at how different nations have approached the impact of the New Public Management on human resource management (Bach & Bordogna, 2011; Poór, Jepsen, Bátfai, Pótó, Valentinyi & Karoliny, 2021). Fascinatingly, it has been proposed that the public sector's workforce may differ from the private sectors in terms of the mechanisms relating HRM practices to both employees and organizational outcomes (Knies, Boselie, Gould-Williams & Vandenabeele, 2015). In this context, studies on the effects of new public administration on HRM tasks like performance management and labor relations (Vermeeren, Kuipers, & Steijn, 2014; Ibsen, Larsen, Madsen & Due, 2011) have been conducted. It is evident that no study has yet been conducted in Nigeria on the impact of the New Public Management on human resource planning. The main goal of the study was to ascertain how the New Public Management approaches impact on the human resource planning process at the Delta State Hospital Management Board in Asaba. The issues and suggested solutions arising from this research will serve as an

example for other public sector institutions, and the study's findings will add to the body of literature, given that public administration has recently been the subject of numerous reforms and new approaches.

Review of related literature and development of hypotheses

It took a while for the management concept to emerge as a unique strategy in public intellectual discourses. Only recently have researchers taken it seriously and discussed it using a paradigmatic framework (Boselie, Van-Harten & Veld, 2021; Mahmoud & Othman, 2021; Oliveira, 2021; Poor et al., 2021). However, the distinction between administration and management cannot be made with ease between public management and public administration. As a new strategy for public administration, transcending the operational aspects of administration and general management has advanced. And the subject of numerous analyses is public administration. It establishes the circumstances in which public administration representatives can make decisions, including the precise establishment and observance of hierarchies, the institutionalization of the decision-making process through the use of depersonalized rules and laws, serving the community, and managing public goods and services in light of the aforementioned considerations. Direct connections exist between the concepts of governance and government and public administration (Lee, 2003). Serving the public and having public employees carry out public policies and activities is what is meant by public administration, a term that has many different definitions (Henry, 2016). The dominance of the "rule of law," the emphasis on enforcing predetermined rules and regulations, the central role of bureaucracy in policymaking and implementation, the split between politics and administration within public organizations, the dedication to incremental budgeting, and the hegemony of the professionals in the service delivery system can all be categorized as critical components of traditional public administration (Osborne, 2006).

The characteristics of traditional public administration, which ruled until the last quarter of the 20th century, such as "centrism," "excessive hierarchy," "blind adherence to rules," "cumbersome bureaucracy," and "increased public expenditures," led to a "crisis of confidence" in the relationships between the state and society (Pollitt & Bouckaert, 2011). These characteristics have made public administration into a structure that hinders efficiency and effectiveness in the public sector with a vague overall concept. The world oil crisis of 1973 and the Great Depression of 1929 both changed how public administration was perceived. A new era known as post-industrial society, characterized by post-modernism, post-Fordism, and neo-liberalism, has been in existence since the 1970s. The idea of NPM emerged as a result of advancements in information technology, the effects of globalization, the transformation of value systems, the growing influence of the market, the failure of the welfare state, the rise of the new right, and the introduction of the concept of business administration (Boston, 2016). The phrase "New Public Management" (NPM) was coined by Christopher Hood in 1990 (andor, 2006). The following traits of New Public Management are present: objective-based management, introduction of the concept of budgeting based on zero-sum games, performance measurement using various techniques and technologies, authority size of the organization's leader, imposition of rational management but also of individualism as a competitive advantage, and an explicit formula for ranking all roles defined at the administrative level (Maesschalck, 2004). NPM refers to the implementation of a flexible, decentralized, small-scale, market-based, and business-logic approach to public administration. Its short definition is the "movement from politics to administration" (Henry, 2016).

After 1980, the NPM approach started to be implemented in Turkish public administration, which was first introduced by Reagan (1981) in the United States and Thatcher (1979) in the United Kingdom (Boston, 2016). The NPM understanding was adopted in Turkish public administration because traditional administration was out of date and insufficient in light of the developing and changing global environment. As a result of this shift, Turkish public administration's conventional understanding of management has since the 2000s "evolved to NPM understanding in terms of the structural, organizational, and personnel system" (Zden, 2016). A paradigm shift in the management of the public service, particularly in terms of labor practices and employee relations, was brought about by the adoption of the NPM philosophy (Brown, 2004). In other words, the implementation of NPM practices results in the use of HRM to manage the workforce in the public sector. With the spread of NPM, the private and public HRM sectors have increasingly converged through the normative and mimetic transplantation of private sector HRM best

practices to the public sector in an effort to foster a culture of high commitment and performance (Poole, Mansfield & Gold-Williams, 2006). In this regard, the gaps and difficulties in implementing NPM reforms by public organizations have had a significant impact on public servants' behaviors, working environments, and performance. This is because public organizations use HRM practices and policies to develop, motivate, and evaluate employee performance.

Due to HRM's central role in process change, this new agenda was articulated and a link between NPM and HRM reform was established (Battaglio, 2015). In general, the HRM unit needs autonomy to provide services effectively (Suhail & Steen, 2018). Most importantly, HRM is the backbone of any organization, and the public sector has serious concerns about staff performance due to HR practices and policies (Truss, 2013). Additionally, the form of HRM in public organizations varies depending on the NPM reforms that have been implemented (Knies & Leisink, 2018). HRM is directly impacted by the institutional pressures and limitations that define the public sector (Boselie et al., 2021). In order to achieve particular objectives, public employees' efforts and contributions are shaped by HRM, which is a collection of management decisions about practices and policies. Human resource management is a function of management that is based on and directed by the organization's values and principles and typically includes some principles (Hirono, 2020). The following are the HRM tenets (Gruening, 2001):

- Identification of personnel requirements, taking into account required competencies and skills;
- Employee selection, development, and professional training, along with assignment of tasks and priorities;
- Management of the workforce and leadership;
- Establishing and maintaining workplaces where employees can produce their best work;
- Establishing a management infrastructure, including policies, rules, guidelines, a system of accountability, resources, and data;
- Constant evaluation and monitoring of HRM's efficacy and efficiency.

The transition from a short-term "transactional" psychological contract to a longer-term "relational" psychological contract is highlighted by HR practices in public (Boxall & Purcell, 2011). According to studies, attention must be given to human resource management tools in order for new public management practices, such as governance, to be effective (Oliveira, 2021). In order to advance democracy, transparency, meritocracy, and performance in public administration, HR management is crucial. Total quality management, viewing citizens as customers, viewing employees as internal stakeholders, a strategic plan, performance processes, in-service training, flexible work arrangements, and contracted personnel practices are the primary indicators of the public sector's transition to HRM (Boselie et al., 2021). One of the key indicators is the renaming of the personnel manager's office and department to the human resource directorate. A shift to HRM understanding in the public personnel regime was experienced as a result of "globalization, the shrinkage of the state and the restriction of its fields of activity, the redefinition of the public manager duty, the softening and localization of centralism, privatization programs, the presentation of public goods and services, and democratic management" (Zden, 2016).

In its broadest sense, the study of HRM is concerned with the decisions organizations make when choosing between different employee management policies, practices, and structures (Boxall & Purcell, 2011). These factors have led to a rise in the use of the term "human resource management" (HRM) in research on public management (Osborne, 2017). It is intriguing to expand HRM research to the public sector because the public sector is a people-oriented service and human resource management in the public sector differs from other sectors in terms of size, structure, and mission (Stanton & Manning, 2013; Knies & Leisink, 2018). As a result, managing human resources can be seen as being more crucial in the public sector than in the private sector, where performance depends more on people than technology to implement policies and provide services (Groeneveld & Steijn, 2016). Last but not least, research into HRM in the public sector is important because public organizations face a variety of fresh difficulties.

Planning is the first stage of implementing HRM. The first and possibly most crucial task of any management, whether in business, construction, or even government, is planning. In any business setting, planning is primarily concerned with anticipating and preparing for future events. Planning goes beyond making an effort to achieve stated organizational goals. It involves choosing the direction, control, and strategies to achieve the overarching business goal. An organization can influence the future rather than accept it by using planning. The organization commits to making it happen by setting goals and outlining a plan of action. Such dedication enables the organization to have an impact on the future (Okolie, 2020). Planning for human resources entails making sure that organizational goals are met by creating and putting into practice human resource strategies. It uses methodical, ongoing processes to assess an organization's human resource requirements in light of changing circumstances, integrating the analysis with the creation of human resource policies suitable for satisfying those requirements (Fapohunda, 2015). Human resource planning, according to Bohlander and Snell (2007), is the process of foreseeing and preparing for the movement of people into, within, and out of an organization. Its overall goal is to support managers in deploying human resources as efficiently as possible, where and when they are required, in order to achieve the goals and objectives of the organization. Human resource planning, according to Anyim, Ekwoaba, and Ideh (2012), entails a difficult task of forecasting and planning for the appropriate numbers and types of personnel at the appropriate locations and times to perform tasks that will help the organization achieve its goals and assist its members in meeting their needs.

The only way to ensure that people are in the right place, at the right time, and in the right number as well as that they are prepared to adapt appropriately to various activities for future human resource needs is to link the human resource planning process with the new public management or corporate plan. Because of this, it is never too late to make changes to the way the organization operates. This results in an ongoing process that uses matching human resources to demand and supply in order to achieve overall corporate goals effectively and efficiently. The goal of human resource acquisition and retention should be to ensure that, on the one hand, the achievement of corporate objectives won't be hampered by a lack of or inefficiency with regard to human resources, and, on the other hand, that impending surpluses can be dealt with in good time with the least amount of hardship for individual workers and disruption to employee relations. In both the short- and long-term, that is what the fusion of new public management with human resource planning should aim to accomplish (Okolie, 2020).

Due to its strategic and human-centered perspective, the new understanding has "systematically" increased the significance of planning in the public sector. To ensure that the institution performs as well as possible in the future, HRP examines potential effects on human supply and demand (Fletcher, Bailey, Alfes & Madden, 2020). The attempt to forecast the number, type, and quality of employees that will be required, as well as the likelihood that this demand will be satisfied (Graham & Bennett, 1998). HRP, or human resource planning, is the process of identifying the institution's present and future staffing requirements in accordance with its goals, missions, and strategies (Boxall & Purcell, 2011). Adapting to rapidly changing social conditions, responding to technological innovations and market conditions, recruiting new employees, training existing employees, timely job announcements, and adhering to legal requirements, rules, and judicial decisions are just a few of the reasons for HRP (Langford, Hancock, Fellows & Gale, 2014). With the development of a cadre of professional managers who must compete for resources from the government or charitable organizations, NPM places a strong emphasis on accountability for results. It has also been linked to initiatives to facilitate the implementation of policy in state government ministries. However, NPM reforms in state government ministries require sophisticated capacity to create goals and enforce them through contractual means. This expertise is not well developed in many countries, which may be the reason for its limited impact in less developed countries like Nigeria.

With the aim of improving public service delivery through a businesslike model of governance, new public management (NPM) has been actively pursued over the past few decades. It aims to achieve greater efficiency, effectiveness, innovation, serviceability, and sustainability. Studies examining the transformation of public sector human resource management have increased as a result of the simultaneous emergence of NPM reforms related to

people management (Sakdiyakorn & Voravivatana, 2015). One body of research has looked at the various HR reform trajectories from broader institutional and comparative perspectives to identify patterns and distinctions in reform process and results across nations and reformed organizations. The HRP process is changing as a result of NPM, which is one of its main effects. The foundation for HR reform is provided by key NPM principles emphasizing market-based values, incentives, and individual behavior. Popular HRP models for the private sector known as "high performance", "high commitment", or "high involvement" practices have been introduced and tested on the premise that they can quickly replace established HR procedures for the public sector to improve performance (Bach & Bordogna, 2011). The common global HR transformations include decentralization and devolution, performance management, and flexible service delivery (Bach, 2010).

The impact of HR transformation within the reformed organizations has also drawn criticism, with some arguing that "post-bureaucratic reforms are misleading and not as promising as claimed." Existing chains of command, tighter performance controls from the center, harsher working conditions within organizations, and the derailment of public ethos and values like integrity, trust, and impartiality among employees are examples of evidence in support of such NPM drawbacks (Morris & Farrell, 2007). Duplicate HR systems' failure to maintain a beneficial unified system has also drawn significant criticism for impairing institutional learning and reducing central capacity (Bach, 2010). For instance, Cunningham et al. (1999) point out how the UK's civil service's equality policies are likely to further deteriorate as reformed organizations adopt different hiring, promotion, pay, and grading schemes. Despite the contentious views on HR transformation under NPM reform, not much is known about how various stakeholder groups, particularly those working in NPM agencies, view the change. By analyzing the impact of NPM on HRP and CCP, this study makes a new process suggestion in this context:

***Hypothesis 1:** New Public Management approach has no significant influence on human resource planning practices in Delta State Hospital Management Board, Asaba.*

***Hypothesis 2:** New Public Management approach has no significant influence on the culture of high commitment and performance in Delta State Hospital Management Board, Asaba.*

Materials and methods

This study employed a cross-sectional research design and gathered data from 137 staff members at the main office of the Delta State Hospital Management Board in Asaba, Nigeria. The Delta State Hospital Management Board was selected because it has a sizable staff that can accurately reflect the impact of the new public management approach on practices in human resource planning. Additionally, this group was chosen for the study because of how the outcomes of their efforts directly influence the implementation of Management Board policy. The primary source of data for this study was a field survey that used answers to questionnaire questions. Answers on the 5-point Likert scale, from strongly disagree (1) to strongly agree (5), were used to evaluate the responses. We enlisted the help of the ministry's director, who provided access to and support for the study, in order to make sure that the demographic requirements were satisfied and that each person's decision to participate in the survey was their own. The questionnaire items were taken from the literature and the top management and staff were given the questionnaire was selected using a non-probability sampling technique for the study's objectives and to produce a reliable result. A preliminary pilot study involving 25 workers was conducted without replacement to establish the study's reliability and validity using the Smart PLS Criterion:

Table 1: Validity and Reliability Results

| Construct | Number of items | Composite Reliability | Cronbach's Alpha | Average Variance Extract |
|------------------|------------------------|------------------------------|-------------------------|---------------------------------|
| NPM | 5 | 0.866 | 0.781 | 0.682 |
| HRP | 5 | 0.848 | 0.779 | 0.598 |
| CCP | 7 | 0.817 | 0.753 | 0.580 |

Key: New public management (NPM); human resource planning (HRP); culture of high commitment and performance (CCP)

Source: Field Survey, 2022

According to Table 1, the three constructs' respective values for composite reliability range from 0.817 to 0.866 and Cronbach's alpha range from 0.753 to 0.781. Given that the values of the composite and Cronbach's alpha coefficients are higher than the cutoff of 0.70, it is implied that all the constructs are reliable (Hair, Hult, Ringle & Sarstedt, 2017). The discriminant validity values of Average Variance Extract (AVE), which are also above the standard of 0.50, support the reliability findings (Hair et al., 2017). As a result, high reliability and internal consistency were shown for all three study constructs. The study's hypotheses were subjected to inferential statistics of correlation and multiple regression analysis using the Statistical Package for Social Sciences (SPSS) software version 23.0. We had a response rate of 79.6% because only 109 out of the 137 questionnaires that were distributed were recovered and used for data analysis. Among the 109 respondents, 46 (42.2%) were female and 63 (57.8%) were male. This suggests that the majority of respondents were primarily male.

The Delta State Hospitals Management Board Asaba: Brief History

Prior to 1971, the Mid-West State of Nigeria's Hospital Services was directly under the State Ministry of Health. But it soon became clear that effective hospital services required quick, responsive action free of Civil Service red tape. In light of this, the state government of the former Mid-West region established the State Hospitals Management Board, which was tasked with overseeing the state-owned hospitals. In 1991, the Mid-West state's offshoot, the Delta state, was established. As of right now, the 62 hospitals that make up the Delta State Hospitals Management Board (HMB) are dispersed among the state's 25 local governments. These 62 Hospitals are organized into 11 Medical Zones for the purpose of effective management, and the Headquarters, which is in Asaba (the State Capital), is in charge of coordinating and overseeing their operations through the relevant Zonal Management Committee. However, when the need arises, there is a direct relationship with the Zonal/Unit hospital. The Permanent Secretary oversees the day-to-day operations of the Board Headquarters alongside a group of department heads. Unlike the Zones, which are typically led by elected medical consultants and medical directors. The Delta State Hospital Management Board is a State healthcare management organization that oversees the administration of the healthcare industry and delivers high-quality, cost-effective healthcare through the various state government-owned hospitals.

Results and discussion

Testing of Hypotheses

Table 2 below revealed that there was a positive and significant relationship between new public management and human resource planning ($r = 0.758, n = 109, p = 0.000$). Therefore, the more emphasis placed on new public management, the higher the level of human resource planning practices in the workplace.; the result also showed that there was a positive and significant relationship between new public management and the culture of high commitment and performance ($r=0.753, n=109, p = 0.000$). This suggests that when new public management approaches become more prevalent, there is a greater chance that a culture of high commitment and performance will develop.

Table 2: Relations among NPM, HRP and CCP

| Variable | | NPM | HRP | CCP |
|----------|---------------------|--------|--------|--------|
| NPM | Pearson correlation | 1 | .758** | .753** |
| | Sig. (2-tailed) | . | .000 | .000 |
| | N | 109 | 109 | 109 |
| HRP | Pearson correlation | .758** | 1 | .759** |
| | Sig. (2-tailed) | .000 | .000 | .000 |
| | N | 109 | 109 | 109 |
| CCP | Pearson correlation | .753** | .759** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 |
| | N | 109 | 109 | 109 |

** Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2022.

Table 3: Summary of Hypothesized Direct Effects

| Variables | Direct effects | Coefficients | S.E | CR | P | Conclusion |
|----------------|----------------|--------------|-------|-------|-------|------------|
| H ₁ | NPM --> HRP | 0.618 | 0.175 | 8.520 | 0.001 | Supported |
| H ₂ | NPM --> HRP | 0.672 | 0.160 | 7.993 | 0.105 | Supported |

Source: SPSS Output, 2022.

Hypotheses were tested by analyzing the coefficients and p-values of each regression line between components. Two of the two anticipated direct effects of new public management on human resource planning and the culture of high commitment and performance. The connection between new public management and human resource planning (H1) was statistically significant. Also, the link between new public management and the culture of high commitment and performance (H1) was statistically significant as shown in table 3 above.

Table 4: Multiple Regression Result

| Model | B | Sig. | R ² -change | F | Model-R ² | Sig. |
|------------|------|-------|------------------------|--------|----------------------|-------|
| (Constant) | .721 | 0.025 | - | | | |
| HRP | .510 | 0.000 | 0.078 | 13.214 | 0.317 | <0.05 |
| CCP | .359 | 0.005 | 0.046 | | | |

Source: SPSS Output, 2022.

The multiple regression results showed that new public management (NPM) practices explain 31.7% variation in human resource planning (HRP) and the culture of high commitment and performance (CCP) in Delta State Hospital Management Board, Asaba, Nigeria. The overall model is significant (F = 13.214, p< 0.05). In terms of the influence of new public management on human resource planning, the model revealed that new public management significantly exert positive influence on human resource planning (B = 0.510, p <0.000), thus, hypothesis one was rejected. The model also revealed that New public management had positive significant influence on the culture of high commitment and performance (B = 0.359, p <0.005). Therefore, hypothesis two was rejected.

According to the study, the Delta State Hospital Management Board in Asaba, Nigeria, has a culture of high commitment and performance, and new public management generally has positive and strong significant correlations with these factors. This result is consistent with earlier research (Ibsen et al., 2011; Vermeeren et al.,

2014). Vermeeren et al. (2014) contend that it is impossible to overstate the effect of new public administration on HRM activities like performance management and labor relations. The study also demonstrated that Delta State Hospital Management Board, Asaba, Nigeria's culture of high commitment and performance was significantly impacted by new public management. This conclusion was supported by the opinions of Ibsen et al. (2011) and Sakdiyakorn and Voravivatana (2015), who contend that the norm staff practices are inadequate in terms of contemporary HRP and that traditional public administration does not align with the understanding that NPM brings to public institutions, such as merit, flexibility, and performance. The HRP processes should be put into practice in order to meet the demands of our modern age, which include a human-priority perspective, flexibility, management of public institutions with business logic, and a strategic viewpoint. According to NPM, the public sector should be shaped in accordance with the HRP process.

In light of the aforementioned findings, it can be seen that the changes in theory brought about by NPM in the organizations of the public sector are reflected in practice within the realm of human resource planning. Additionally, it has been found that the impact of NPM makes the HRP's current practices insufficient. Public institutions need flexibility, a human-priority perspective, and business logic, so the HRP approach should be implemented in accordance with its scope to satisfy the demands of the new understanding. The traditional public administration and staff planning process is constrained in practice because it disregards the HRP's scope. The following steps should be included in the HRP process in the public sector as a result of NPM:

- **Human Resource Needs Plan:** It includes organizational analysis, job analysis, job requirements and descriptions, job evaluation, and the calculation of the average staff size. It aimed to hire enough qualified staff in the allotted time while making sure the institution doesn't have more or less staff than is required.
- **Human Resource Provisioning Plan:** This is the process of establishing the employment policy to guarantee that the organization's human resources can meet its needs. It is decided whether to use internal or external resources to purchase human resources. It is decided whether a horizontal or vertical allocation will be made if internal resources are to be used. In outsourcing, it is decided whether or not resources like subcontracting will be used. At this point, the goal is to provide a sufficient number of people who are qualified for the position.
- **Human Resource Placement Plan:** The process of designing a job with the intention of raising employee morale, motivation, and productivity. Choosing whether rotation and job enrichment will be used is what it entails. It entails the steps involved in choosing how the application will be submitted. Harmony between business and human resources is desired.
- **Human Resources Development Plan:** It covers all the steps taken to improve human resource performance from the time a person enters an institution until they leave. There are phases of in-service training. It aims to make human resources more effective throughout the process.
- **Human Resources Reduction Plan:** It entails the stage of letting go of excesses or moving people when determining a large number of human resources based on the plan for human resources needs. By conducting planned staff dismissals, it seeks to reduce the termination damages for the employee and the institution. In order to create an HRP that satisfies the requirements of the NPM in public, Nigeria's Civil Servant Law should also be modified or even completely overhauled. The Civil Servant Law should, in this context, reflect anticipated changes such as flexible working hours, performance payments that can be reflected on implementation, the evolution of the civil service's rigid, bureaucratic, overly centralized structure into a flexible, operationally logical, and strategic structure that is in line with the understanding of NPM, and a setting that will permit the implementation of the changes in HRP.

Conclusion and Recommendations

The core of the ambiguities and complexities in human resource management practices is the conflict between traditional and new HR practices, which is institutional complexity for the organization. The current study sheds new light on the impact of new public management techniques on human resource planning that was previously unknown. However, it is anticipated that the theoretical aspects of new public management have altered how human

resource planning is done in public sector organizations. The research's findings show that the flexibility and advantages of the new public management understanding are incompatible with traditional public management. As a result, it was discovered that the changes in theory were reflected in practice in response to the research objective of the study specific to the Delta State Hospital Management Board, Asaba, which declared that they accept the understanding of new public management. Therefore, human resource planning aligns with concepts like merit, flexibility, and performance that new public management brings to public organizations. In conclusion, a new system should be implemented in light of the shortcomings and weaknesses of the current system used in public administration, and public organizations that have embraced the concept of new public management in the discourse should pass the reflection of the most recent theoretical findings. This reflection should start, in particular, in the area of human resource management. This is partly due to the belief that, when compared to earlier bureaucratic work practices, this new type of organizational setting and more private sector-oriented HR practices will result in greater effectiveness and efficiency. However, in contrast to the private sector, new public management encourages employees to feel proud of their affiliation with a privileged organization that supports their nation. The following suggestions are given in light of the research findings:

- In order to ensure the seamless implementation of HRP policies, the Delta State Hospital Management Board and other public sector organizations must work on well-documented HR policies that can serve as the foundation for an institutional framework. Additionally, they should implement New Public Management processes that include human resource planning scope and allocate more funds for the capacity building and professional growth of the resources in order to provide need-based training to their staff.
- Compensation and advancement opportunities for employees should be based on their performance. For this reason, objective KPIs that can connect the evaluation process with employee performance should be developed.
- One of the main obstacles to new public management and merit-based hiring in public sector organizations is political influences. Transparent processes are essential to reducing political influence. Hiring can be improved and made more transparent by outsourcing it to knowledgeable consultants.

Practical Implications

This work is thought to have significantly advanced a number of important in this field of study. The first is that it has complied with Bach (2010)'s request to look into the potential impact new public management practices may have on participants' responses to HRP. The literature on public sector management has long noted the benefits of new public management practices. The impact of new public management on human resource planning in Nigerian public sector organizations has, however, received little research. This study adds to the body of knowledge on the topic because it provides empirical proof of how new public management techniques affect human resource planning. This implies that understanding the management dimension of the organizations is crucial in order to improve the culture of high commitment and performance in Nigerian public organizations. Without this understanding, policy formulation for the achievement of organizational objectives may not be helpful. Organizational management and governance play a major role in policy implementation. The prevalence of organizational complexity in these practices results in more ambiguity and decreased effectiveness, which in turn affects the management dimension of the organizations. NPM and HRP are significant dimensions. The results of this study provide useful information that can be used to develop and implement NPM and HRP in organizations in order to avoid political influences on the hiring process, a lack of focus on professional capacity building, ambiguous KPIs, and a performance management system that is ineffective.

Limitations

This study, like most studies, has some limitations, and additional research would be helpful to support its findings. Additionally, one of the criticisms of quantitative techniques is that much of the understanding and meaning is lost in the process of measuring and comparing attitudes and behaviors. In fact, questionnaires are a frequently employed tool, and while they make it relatively simple to administer some form of feedback, they frequently fall short of addressing pressing problems or assisting in the growth of a true understanding of the range of experiences. The participants for this study were chosen using a convenience sampling technique, so the findings cannot be broadly applied. Additionally, because the study was limited to the Delta State Hospital Management Board in Asaba, the findings may not apply to other Hospital Management Boards nationwide. In order to confirm the study's goal, a similar study may be conducted again among employees of hospital management boards in other States. Last but not least, the survey respondents are civil servants who perform their duties in accordance with established human resource planning practices and within the constraints of public sector laws, so they are familiar with the fundamental ideas of human resource management. Future studies can therefore examine how NPM views human resource management in public sector organizations while taking the managers' level of knowledge into account. This is due to the fact that NPM does not appear in the practice of human resource planning in public organizations in less developed countries, where it is still theoretically considered to fall under personnel planning.

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