



Right-Sizing and Organizational Efficiency of Public Universities in Anambra State, Nigeria

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Abstract: The study examined right sizing and organizational efficiency of public universities in Anambra State, Nigeria. The objectives of the study were to: Assess the effect of changing policies on cost efficiency in Public Universities in Anambra state; Determine the effect of organizational scanning on cost efficiency in Public Universities in Anambra state; Investigate the degree to which human resource planning affect operational efficiency in Public Universities in Anambra state; Evaluate the effect of employee retention on operational efficiency in Public Universities in Anambra state. Four research questions and hypotheses were formulated in line with the objectives. The study was anchored on decision-making theory. The study adopted survey method of research. Data were generated through primary and secondary sources. The method for data collection was questionnaire which was administered randomly among the staff of the selected public universities. The population of the study was 10144; the sample size of the study was three hundred and ninety-nine (399), while three hundred and seventy-seven (377), were retrieved from the respondents. The hypotheses were tested using regression method at 0.05% level of significance. The findings of the study revealed that: Changing policies on cost efficiency had significant effect on in Public Universities in Anambra state. Organizational scanning had significant effect on cost efficiency in Public Universities in Anambra state. Human resource planning had significant effect on operational efficiency in Public Universities in Anambra state. The study recommended that Organizations should maintain accurate personnel records and conduct regular personnel audit. Interestingly, they are visible improvement in the maintenance of personnel records in the institutions understudy. Employee recruitment and selection processes should be based on merits. Since federal character principle is one of the considerations to ensure equal representation, only qualified candidates should considered in the exercise. This will prevent mediocre finding their way into the organizations.

Keynote: right sizing, organizational efficiency, public universities, cost efficiency, changing policies

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1.1 Introduction

Organizational efficiency is achieving objective in relation to cost and time. Organizational efficiency is a crucial key performance area in today's economic management systems. Organizational effectiveness encompasses broad spectrum in business environment where it lays down the modalities pursued by an organization to help in achieving its core operational goals (Herman & Renz, 2018). Organizational effectiveness addresses the strategic component of implementing organizational programs towards the realization of business objectives. Organizational effectiveness is largely regarded as an outcome of organizational capacity to deliver on its obligations (Stokes, 2015). This highlights the distinct components which not only form an organization, but define its cumulative capacity (Stokes, 2015). Martz (2018) highlighted the central measurements of organizational capacity mainly; efficiency, productivity and returns maximization, which He deemed as vital determinants of organizational effectiveness.

Arinange (2015), observed that organizational effectiveness was an outcome of interconnection between organizational factors, notably organization culture, productivity and technology adoption. Richard, Timothy, George and Gerry (2019), indicated that evaluation of organizational performance, was based on individual performance of organizational factors including organizational culture, organizational productivity and technology use. Organizational effectiveness stems from organizational performance measure influenced by organizational culture, productivity and the use of technology in the execution of organizational mandate (Arinange, 2015). The objectives for digital media integration in new product dispatches would be successful if its conception accurately taps into the organizations basic effectiveness factors (Richard et al., 2019). Mitchell (2013) noted that, organizational effectiveness incorporates organizational performance including the internal performance outcomes which are normally associated with more efficient or effective operations and the other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by shareholders, managers, or customers), such as corporate social responsibility.

Rightsizing is a management term often used to describe a proactive, strategic human capital planning in organizations. This enables the organization to operate with efficient human capital. Neil (2016) noted that rightsizing is often intended as a long-term strategy that enables organizations to function with the right level of talent in each department, position and function. The foregoing presupposes that organizations whether in the public or Private Sector require the right balance of all resources to function. This perhaps best explains why most Public Sector organizations in developing countries usually perform below expectations. Prior to the institution of the rightsizing policy by the Federal Government, the workforce in public sector organizations was simply in a deplorable state and a constant source of concern to the government. The observed features were largely responsible for the glaring state of wastefulness and inefficiency in the public sector organizations. To reverse this trend, reposition them (public sector organizations) to make them efficient, the government had to introduce the policy of Rightsizing in 2004.

The policy was aimed at ensuring that public sector organizations maintain optimum and vibrant workforce in terms of quantity and quality. Marks & Demeuse (2014) observe that the word “rightsizing” is popularly used in business and management circles to represent an approach to management functions of manpower planning and staffing. According to Dollards (2014) employment of the requisite personnel is the first step to positioning an organization. Jonah & Jonah (2010) observe that in recruiting personnel, three situations do arise: over-engagement, under-engagement and optimal engagement. They argue that optimal engagement is the best any organization opts for at any situation. Over engagement eventually leads to downsizing, while under- engagement leads to recruitment of more personnel. Syberko (2011) observes that redundancy may arise where workers are underutilized due probably to improved/changed technology or capital intensiveness or lack of innovation by the organization for better repositioning and engagement of staff. Onwutebe (2011) attributes under utilization of staff in an organization to management’s poor vision and versatility. He advised that to utilize the excess staff adequately, management has to be versatile in both social and creativity re-engineering.

Favro (2010) argued that when rightsizing as a human resource strategy, is applied to the public sector, it seeks to cut down government bureaucracy and ensure that the organization is in a position of strength to respond to feedback from the environment such that there is equilibrium between input and output. The public sector has witnessed dramatic expansion in scope and function. This is perhaps due to the increasing impact of globalization and advancement in technology with stricter consequences in form of regulation and control. This perhaps mostly applies to western countries where the role of government in the management of national economy has been properly defined. However, this cannot be said of developing nations that are still grappling with the challenge of defining the role of public sector in the management of national economy.

Right-sizing offers numerous benefit to enhance efficiency, task septicity and providing enabling work environment. Many higher institutions are implementing right-sizing parallel to their diverse efficiency technique. This is because other forms of workforce reduction strategies do not in the long terms help most higher institutions achieve optimal organization efficiency.

The study became imperative when viewed against the backdrop of the observed inefficiency and monumental waste arising from huge personnel cost in the public universities, largely due to poor human resource management practices. The following were common features: Organizations are either understaffed or overstaffed; over bloating workforce with redundant staff performing overlapping and duplicating functions; reported cases of ghost workers and staff with fake certificates symptomatic of poor personnel records and irregular or absence of personnel audit resulting in organizations inability to ascertain accurately at any point in time, the number of staff in its employment(Bureau of Public Service Reforms Report, 2018). The problem of rightsizing in public institutions ranges from lack of guidelines, to economies of scale, e.t.c. Since the university has a sheer workforce size, it is a

big challenge for HRMD to handle and plan an event as big as this, especially in preparing the numbers of auditors involved and the working days needed to complete the rightsizing exercise, inexperience auditors, and staff's knowledge gap.

It is worth noting that auditors have an essential role in determining the workforce of a certain department audited, whether in a surplus or a shortage of human resources. Therefore, there is a need for these auditors to be trained appropriately. This has raised some concerns on the auditor's competency because not all of the auditors appointed were familiar with auditing human resource need, this to a great extent posed as problems. Staff's knowledge gap towards the rightsizing exercise in the university, is yet another problem of rightsizing in the university. It is deduced that most of the audit session for staff were unprepared and sometimes gave inaccurate information. Cemal and Fatma (2004) investigated the impact of rightsizing on emotional and behavioral commitment of survivors working at Turkish public banks. In this study they assumed three hypotheses such as; effects of variations of rightsizing strategies differ from employee to employee, organizational commitment has been decreasing because of the effects of rightsizing on employees, there is a reverse relation between rightsizing variations and organizational commitment.

Ayşe (2009) examined how rightsizing affected survivors' commitment to the organization in a manufacturing industry in Kayseri (Turkey). For this research the framed hypotheses were survivors' positive perception of rightsizing will have positive effects on their affective, continuance and normative commitment. The survey results revealed that employees' positive perceptions of rightsizing increased organizational commitment such as affective, continuance as well as normative commitment. The study therefore seeks to examine the effect right sizing as a technique for organizational efficiency in public universities in Anambra State, Nigeria.

1.2 Objectives of the Study

The main objective is to critically examine right sizing and organizational efficiency of public universities in Anambra State, Nigeria. The specific objectives of the study were to:

- i. Assess the effect of change in policies on cost efficiency in Public Universities in Anambra State, Nigeria.
- ii. Determine the effect of organizational scanning on cost efficiency in Public Universities in Anambra State, Nigeria.
- iii. Investigate the degree to which human resource planning affect operational efficiency in Public Universities in Anambra State, Nigeria.
- iv. Evaluate the effect of employee retention on operational efficiency in Public Universities in Anambra State, Nigeria.

1.3 Research Hypotheses

The following null hypotheses were formulated that guide the objectives of the study and strengthen the analysis

Ho₁: Change in policies has no significant positive effect on cost efficiency in Public Universities in Anambra State, Nigeria.

Ho₂: Organizational scanning has no significant positive effect on cost efficiency in Public Universities in Anambra State, Nigeria.

Ho₃: Human resource planning has no significant positive effect on operational efficiency in Public Universities in Anambra State, Nigeria.

Ho₄: Employee retention has no significant positive effect on operational efficiency in Public Universities in Anambra State, Nigeria.

REVIEW OF RELATED LITERATURE

2.1 Theoretical Framework

This study adopts the decision-making theory finds its early manifestation in the works of some scholars like Simon (1945; 1960); Weber (1947); Mintzberg (1973); Mintzberg and Waters (1990) and more recent that of Iyayi (2002) and Miller, Hickson and Wilson (2003) in their studies on decision-making in organizations. One of the major assumptions of decision-making in an organization according to these scholars is that organizational decisions are rational, and that these rational decisions are necessary to facilitate the smooth running of organizations in their quest to achieve enhanced performance (Miller et al., 2003). According to decision making theorists, decisions are the selection of a proposed course of action (Iyayi, 2002; Butler, 1992; and Simon, 1960). The course of action is to realize the purposes for which the organizations are established to achieve. As observed by Iyayi (2002), a central idea in decision-making is that the process is triggered off by a felt need by decision makers to solve a problem or take advantage of an opportunity.

Another major assumption of the decision-making in an organization is that the whole concept and purpose of organizations whether in the public or private sector revolve around decision-making (Tonwe, 1994). This means that decision-making is at the very heart of business success of any organization whether in the public or private sector. Furthermore, it implies that the success and failure of any organization at any point in time is considered to be a function of the decisions taken by the management team as it affects a particular or whole aspect of that organization. This theory was relevant to the study because the decisions on who to recruit, when to carry out the recruitment, the recruitment strategies to be adopted to enable competent staff to be employed into an organization and the strategies to be adopted to retain these employed competent staff of an organization for the realization of its goals is a crucial decisions an organization would have to make if it must achieve its goals and objectives. In a bid for organizations to achieve their goals of enhanced service delivery, decision-making is viewed as

continuous task of those saddled with the responsibility to manage the organization – management team. As a result, it is therefore considered correct to argue that the success of an

organization to a large extent is the function of decisions taken by the management team on behalf of the organization in a particular aspect of its operation per time

2.2 Empirical Review

Webometrics-Effect of rightsizing on organizational efficiency

S N	Author (s)	TOPIC	Variables	Major findings
	Pallavi and Bharati (2012)	examined impact of rightsizing on existing employees' commitment and morale: study of Indian it companies	Rightsizing and employees' commitment and morale	rightsizing has positive and significant impact on employees', particularly survivors' commitment whereas negative impact on employee morale.
	Asropi and Ridwan (2022)	examined improving performance through rightsizing: analysis of the effectiveness of implementing equal administration in the ministry of transportation	Rightsizing and employee performance	It was found that there is a need for policy changes so that the main managerial activities carried out as a result of the sub-coordinator's role which cannot be replaced by functional positions can still be assessed as credit points
	Otsyulah and Nasibi (2015)	investigated the process of rightsizing and its effects on of Mumias Sugar Company situated in Western Kenya	rightsizing and organizational productivity	employees did not however continue to work normally due to the fear of being laid off in near future .This fear of the unknown caused them to work extra hard recording the highest productivity during the period
	Mohd, Ismi and Mohd (2022)	explored the rightsizing practices of higher education	rightsizing and organizational performance	The findings reveal that rightsizing if properly carried out has an impact on the performance of

Akpan, (2014)	institution administrators examined the impact of the various rightsizing techniques on efficiency	rightsizing and efficiency	staffs of higher education institution The study revealed that rightsizing techniques indeed have significant impact on efficiency.
Oriloye, Adewumi, Nwaodike (2020)	examined rightsizing as a strategic management tool in Nigeria's public sector	rightsizing and organizational performance	Findings revealed that rightsizing was not practiced in Nigeria public sector despite its relevance to human capital planning
Okwemba and Njuguna (2021)	examined the effect of environmental scanning on the performance of Chemelil Sugar Company	environmental scanning on organizational performance	It was found that environmental scanning is positively and significantly related to performance
Aina and Egbuta (2021)	assessed the effect of environmental scanning on the market share of selected SMEs in Lagos State, Nigeria	environmental scanning on market share	The result of simple linear regression revealed that that environmental scanning has significant effect on market share
Aka- Wolugbom and Onuoha (2018)	examined environmental scanning activities of small businesses in Port-Harcourt, Nigeria	environmental scanning on Organizational Performance	Findings reveal that not many of the small business leaders interviewed were involved in the process of strategic decision making through the process of environmental scanning; and where environmental scanning was carried out, it was less sophisticated and served the purpose of seeking immediate business opportunities and for strategic decisions.

Haliru, Habiba and Hussaina (2019)	assessed the place of environmental scanning as a means of business survival and competitiveness in Nigeria	environmental scanning and business survival and competitiveness	Findings generally reveal that environmental scanning is critical to business survival not only in Nigeria
Mang'ana, et. al. (2017)	determined the influence of environmental scanning on performance of Matatu Savings and Credit Cooperatives in Kenya	environmental scanning on performance	The extent of environmental scanning was found to have a 0.113 influence on performance of Matatu Saccos which was relatively low but significant
Edeh, and Dialoke, (2020)	investigated the effect of human resource planning on the organizational performance of selected hotels in Nigeria	of human resource planning on organizational performance	The study found that human resource planning dimensions, namely, adequate funding, competence, age, and cultural background have a positive significant effect on organizational performance
Nondoh, et. al. (2020)	assessed the effect of human resource planning on the performance of public universities in western Kenya region	human resource planning on performance	Result of multiple regressions revealed that human resource planning practices jointly and independently influenced organizational performance in public Universities in Western region
Adekunle, (2017)	examines the effect of staff training and development on organizational performance with reference to Nigeria Bottling Company	training and development on organizational performance	. Result of multiple regressions revealed that human resource planning practices jointly and independently influenced organizational performance in public Universities in Western region

Okafor, Okonkwo and Essell (2020)	examined the effect of manpower planning on organizational performance in the Brewery industry in South-East, Nigeria	manpower planning on organizational performance	Major findings are that manpower planning in the area of forecasting to anticipate employee's number and skills/expertise level have significant positive effect on organizational performance
Mutua, (2019)	examine the impact of human resource planning on organizational performance at the Ministry of Health Headquarters, Nairobi	of human resource planning on organizational performance	The key findings of the study indicated that there was no significant evidence that effective human Resource Planning was being undertaken at the Ministry of Health during the period under review
Anya, Umoh, and Worlu, (2017)	investigates human resource planning as it concerns forecasting manpower demand and strategic action on organizational performance of oil and gas firms in Port Harcourt	human resource planning on organizational performance	we found out that there is a significant relationship between human resource planning and organizational performance and that the relationship between the variables is moderated by organizational structure
Eketu and Edeh (2017)	examined the relationship between human resource planning and organizational sustainability of selected telecommunication firms in Rivers State	human resource planning and organizational sustainability	The result of their study indicated that human resource planning has a significant relationship with organizational sustainability

Adhiambo (2017),.	evaluated the effect of human resource planning practices on organizational performance	human resource planning practices on organizational performance	The study found that, the company regularly use job analysis questionnaire. Job analysis in the company increases complete advantage of the company
Maryam, Muhammad, and Rab (2014)	investigated the impact of enterprise resource planning system implementation on human resource management practices in Pakistan	employees' training and development on organizational performance	finding revealed that enterprise resource planning implementation has a negative relationship with recruitment and selection and did show a relationship with compensation and benefits but has a positive relationship with training and development
Mohammad noor, Abdullah, Mohd and Hamza (2014)	examined the human resource (HR) planning, training and development towards organizational performance in the Government Ministry in the Kingdom of Jordan	of human resource planning on organizational performance	The results indicated that HR planning, training and development significantly correlated with the organizational performance in the Jordanian Ministry
Farman et. al. (2013)	focused on effect of human resource planning on the organizational performance	human resource planning and organizational performance	The results from the factor analysis on HRP measures selection, training, and incentives and the organizational performance measures which are job satisfaction, efficiency, employee motivation and technology constitutes significant and a positive relationship with other
Oganezi and Lozie (2017)	examined employee retention	employee retention strategy and	It was found that developing and retaining employees significantly and

	strategy in banking institutions influence quality of service, promote customer satisfaction, and enhance public image	organizational performance	positively impact on quality of service, promote customer satisfaction, and enhance public image
Sandhya and Kumar (2014)	examined the importance of employee retention on the growth of the organization and achieving the competitive advantage over the competing firms	employee retention strategy and organizational performance	It is observed from the past studies that when employees are satisfied with the organization's retention strategies they are more dedicated in doing their jobs and work for the organization's growth and sustain the advantage of competitiveness over the rivals
Abdinoor (2018),	examined the influence of work environment, reward, recruitment and selection and training on the performance commercial banks in Garissa County, Kenya	work environment, reward, recruitment and selection and training on performance	work environment performs an essential role in motivating employees to carry out their assigned task and making a work environment wherein personnel are productive is essential to multiplied earnings for commercial banks
Al Kurdia, Alshuridehb , and Al afaishata (2020).	Employee retention and organizational performance: Evidence from banking industry	Employee retention and organizational performance	The findings reveal that economic, psychological, affiliation, and self-actualization factors affected employee retention.

METHODOLOGY

3.1. Research Design

This study was designed to access the right sizing as a technique for achieving efficiency in public sector, a study of Public Universities in Anambra state. Due to the nature of the study, the researcher therefore adopted a survey design. This was chosen in order to access accurate and easy information from the research population. However, the chapter covers two major public universities in Anambra which is Nnamdi Azikiwe University Awka and Chukwuemeka Odumegwu Ojukwu universities Igbariam. Sources of Data: The data used for this study was obtained from different sources. This ranged from questionnaires, personal interviews, observations and library search. However, field study involved the use of questionnaires and schedules of interviews were applied in obtaining, reinforcing and crosschecking obtained data for this report. For the purpose of this study, the population comprises the entire Non-academics staff of UNIZIK and COOU which ranges from, 6779 non-academic staff for UNIZIK and were 3365 non-academic staff for COOU. This gives us total of 10144, sources (Human Resources Department). The sample size of the study was 399 through the application of Taro Yamane (1964), Data for this study was collected using a structured self-complete research questionnaire which will be distributed to the target population and collected after a few days. Primary data was collected from the subject of study. The questionnaire proposed used in this study was divided into two parts. Part A as introduction of the respondents; Part B involved a series of statement to capture the right sizing and organizational efficiency of public universities in Anambra State, Nigeria. Statistics, such as frequency count and percentages was used in the analysis of personal characteristics, while research hypotheses was be tested, using ANOVA. The research hypotheses was tested at 0.05 level of significance. Analysis was carried out with the aid of Statistical Package for Social Sciences (SPSS) and Regression Analysis.

3.2 Model Specification.

The model is to verify the right sizing and organizational efficiency of public universities in Anambra State, Nigeria. This approach was used to modify the model by specifying a multiple regression equation made up of right sizing as a function of the independent variables. However, due to the nature of the objective of the study, the researcher developed two models. The first model captured cost efficiency, while the second model captured operational efficiency. As a result, the model is specified below,

FIRST MODEL

$$\text{COSF} = f(\text{CHP}, \text{ORS},)$$

Where

COSF = Cost efficiency

CHP = Changing policies

ORS= Organizational scanning

f=Functional Notation

The above equation can be put in an econometric form as;

$$\text{COSF} = b_0 + b_1 \text{ CHP} + b_2 \text{ ORS} + \mu$$

Where;

b_0 = Autonomous or intercept

b_1 = Coefficient of parameter CHP

b_2 = Coefficient of parameter CRS

SECOND MODEL

$$\text{OPE} = f(\text{HRP}, \text{EMR})$$

Where

OPE = Operational efficiency

HRP= Human resource planning

EMR= Employee retention

f=Functional Notation

The above equation can be put in an econometric form as;

$$\text{OPE} = b_0 + b_1 \text{ HRP} + b_2 \text{ EMR} + \mu$$

Where;

b_0 = Autonomous or intercept

b_1 = Coefficient of parameter OPE

b_2 = Coefficient of parameter HRP

b_3 = Coefficient of parameter EMR

μ = Stochastic variable or error term

DATA PRESENTAION AND ANALYSIS

This chapter presents the data obtained from the respondents through the administered questionnaire. Four hundred and nine (399) were administered, to the selected staff. However, three hundred and seventy-seven (377) copies were retrieved. Therefore the analysis and interpretation of data were only based on the returned copies of the questionnaires. The validity and reliability of this study is highly ensured, despite the number of copies not returned. However the first instrument which is demographic characteristics has to with bio-data of the respondent, while the second Instrument tagged Analysis which is showing option such as A, SA, D, SD, U is shows analysis and opinion of the respondents.

4.1 Demographic Characteristics of Respondent

4.1.1 SEX

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	273	71.3	72.4	72.4
	FEMALE	104	27.2	27.6	100.0
	Total	377	98.4	100.0	

Source: SPSS Version 21, 2023

The above table reveals that the two hundred and seventy-three (273) of the respondents which represents 72.4% were male respondents, while one hundred and four (104) respondents which represent 27.2% were female respondents. By implication, male respondents were more than female respondents by 44.8% in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire.

4.1.2 Category of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SENIOR STAFF	248	64.8	65.8	65.8
	JUNIOR STAFF	129	33.7	34.2	100.0
	Total	377	98.4	100.0	

Source: SPSS Version 21, 2023

The above table reveals that the two hundred and forty-eight (248) of the respondents which represents 65.8% were senior staff, while one hundred and twenty-nine (129) respondents which represent 34.2% were junior staff. By implication, senior staff was more than junior staff in our selected population sample for this study. The implication of this is to enable us to know the category of the respondents that successfully returned their questionnaire.

4.1.3 Education Qualification of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
OND/NCE	174	45.4	46.2	46.2
B.SC/HND	167	43.6	44.3	90.5
MSC/MBA	13	3.4	3.4	93.9
PHD	17	4.4	4.5	98.4
OTHERS	6	1.6	1.6	100.0
Total	377	98.4	100.0	

Source: SPSS Version 21, 2023

In the table above, out of the three hundred and seventy-seven (377) respondents, one hundred and seventy-four (174) of the respondents are OND/NCE holders. While one hundred and sixty-seven (167) respondents which represent 44.3 percent are BSC/HND holders. Thirteen respondents (13) which represent 3.4 are MSC/MBA holders, while seventeen (17) which represents 4.5 are PHD holders. Lastly, six (6) which represents 1.6 answered others.

4.1.4 Age Bracket of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
18-25 YEARS	68	17.8	18.0	18.0
26-35 YEARS	127	33.2	33.7	51.7
36-45 YEARS	152	39.7	40.3	92.0
46-ABOVE	30	7.8	8.0	100.0
Total	377	98.4	100.0	

Source: SPSS Version 21, 2023

The table above shows that respondents whose age bracket falls between 18-25 yrs were sixty-eight (68) which represent 18 percent. This is followed by those with age bracket of 26-35 years with one hundred and twenty-seven (127) which represents 33.7%. Also those within age bracket of 36-45yrs were one hundred and fifty-two (152) which represents 40.3%. Lastly, those with age bracket of 46-above with thirty respondents which represent 8%. The implication of this age distribution is to enable us to check if the questionnaire was directed to the right age group

4.1.5 Work Experience of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
BELOW 5 YEARS	153	39.9	40.6	40.6
6-10	191	49.9	50.7	91.2
11-20 YEARS	17	4.4	4.5	95.8
21 YERAS AND ABOVE	16	4.2	4.2	100.0
Total	377	98.4	100.0	

Source: SPSS Version 21, 2023

The table above shows that one hundred and fifty-three respondents which represent 40.6 percent have work experience below five years; one hundred and ninety-one (191) which represents 50.7% have work experience of 6-10yrs. Again, seventeen respondents (17) which represents 4.5% have work experience of 11-20yrs. Lastly, sixteen respondents (16) which represent 4.2% have work experience of 21yrs-above.

4.2 Multiple Regression Analysis

MODEL ONE

Multiple regression result was employed to test the effect of independent or explanatory variables on the dependent variables. The result of the multiple regression analysis is presented in the tables below.

Table 4.2.1 Summary of the Regression Result

The result of the multiple regressions formulated in chapter three is presented in the tables below.

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.492 ^a	.5242	.5238	1.21669	.242	59.638	2	374	.000	1.664

a. Predictors: (Constant), ORS, CHP

b. Dependent Variable: COSF

Table 4.3.1 shows that R^2 which measures the strength of the effect of independent variable on the dependent variable have the value of 0.52%. This implies that 50% of the variation in organizational efficiency is explained by variations in changing policies and organizational scanning. This was supported by adjusted R^2 of 0.52%.

In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.664 in table 3 shows that the variables in the model are not auto correlated and that the model is reliable for predications.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	176.569	2	88.285	59.638	.000 ^b
	Residual	553.648	374	1.480		
	Total	730.218	376			

a. Dependent Variable: COSF

b. Predictors: (Constant), ORS, CHP

The f-statistics value of 48.342 in table 4.3.2 with f-statistics probability of 0.000 shows that the independent variables has significant effect on independent variables and as such changing policies and organizational scanning can collectively explain the variations in organizational efficiency.

Coefficients of the Model

T-statistics and probability value from the regression result are the effect of individual independent or explanatory variables on the dependent variables. The summary of the result is presented in the table below.

Table 42.2 T-Statistics and Probability Value from the Regression Result

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	4.483	.205		2.905	.000	4.001	4.886
	CHP	.015	.042	.016	2.354	.003	.068	.098
	ORS	.729	.069	.488	3.554	.000	.865	.594

a. Dependent Variable: COSF

Table 4.3.3 shows the coefficient of the individual variables and their probability values. Changing policies variables have regression t-value of 2.905 with a probability value of 0.00 this implies that changing policies has a positive and significant effect on organizational efficiency. Organizational scanning has a regression t-test of 2.354 with a probability value of 0.03 implying that organizational scanning have a positive and significant effect on organizational efficiency.

SECOND MODEL

Table 4.2.3 Summary of the Regression Result

The result of the multiple regressions formulated in chapter three is presented in the tables below.

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	0.471 ^a	0.522	0.518	1.23761	.222	53.325	2	374	.000	1.711

a. Predictors: (Constant), EMR, HRP

b. Dependent Variable: OPE

Table 4.4.1 shows that R^2 which measures the strength of the effect of independent variable on the dependent variable have the value of 0.52%. This implies that 52% of the variation in organizational efficiency is explained by variations in human resource planning and employee retention. This was supported by adjusted R^2 of 0.51%.

In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.711 in table 3 shows that the variables in the model are not auto correlated and that the model is reliable for predications.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	163.352	2	81.676	53.325	.000 ^b
	Residual	572.844	374	1.532		
	Total	736.196	376			

a. Dependent Variable: OPE

b. Predictors: (Constant), EMR, HRP

The f-statistics value of 53.325 in table 4.4.2 with f-statistics probability of 0.000 shows that the independent variables has significant effect on independent variables and as such, human resource planning and employee retention, can collectively explain the variations in organizational efficiency.

Coefficients of the Model

T-statistics and probability value from the regression result are the effect of individual independent or explanatory variables on the dependent variables. The summary of the result is presented in the table below.

Table 4.2.4 T-Statistics and Probability Value from the Regression Result

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	4.359	.205		4.232	.000	3.956	4.763
HRP	.035	.043	.038	2.819	.008	.049	.119
EMR	.698	.070	.462	9.908	.000	.837	.560

a. Dependent Variable: OPE

Table 4.4.3 shows the coefficient of the individual variables and their probability values. Human resource planning have regression t-value of 2.819 with a probability value of 0.08 this implies that recognition for human resource planning has a positive and significant effect on organizational efficiency. Employee retention has a regression t-test of 9.909 with a probability value of 0.000 implying that employee retention variables have a negative and significant effect on organizational efficiency.

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Conclusion

This study examined the right sizing and organizational efficiency of public universities in Anambra State, Nigeria.. The study has it that the independent variable rightsizing has a positive influence on dependent variable of organizational efficiency. Thus, there is no doubt that optimal size of workforce has a powerful impact on the efficiency of an organization and its ability to implement the programs and agendas of government which they serve. The following are the findings of this study;

- Change policies on cost efficiency had significant effect on in Public Universities in Anambra state
- Organizational scanning had significant effect on cost efficiency in Public Universities in Anambra state.
- Human resource planning had significant effect on operational efficiency in Public Universities in Anambra state
- Employee retention had significant effect on operational efficiency in Public Universities in Anambra state.

These findings have shown that various measures of rightsizing studied have been positively influence. The findings from this study can explain the phenomenon of rightsizing exercise and its pertaining issues. It is important to know the actual implication of the activities associated with the rightsizing exercise, especially in the public universities, that would help organizations from making “wrong-sizing” decisions.

5.2 Recommendations

Based on the analysis of data, the results and the discussion of the results, the conclusions that was drawn, we were able to make the following recommendations:

1. Organizations should maintain accurate personnel records and conduct regular personnel audit. Interestingly, they are visible improvement in the maintenance of personnel records in the institutions understudy.
2. Employee recruitment and selection processes should be based on merits. Since federal character principle is one of the considerations to ensure equal representation, only qualified candidates should considered in the exercise. This will prevent mediocres finding their way into the organizations.
3. Employee training and development programmes should be regular and tailored to meet the needs of the organizations.
4. Rightsizing is on-going and pro-active. Consequently, organizations should constantly explore the means of maintaining optimum workforce. They must not wait for things to happen that would force reactionary changes.

5.3 Contributions to Knowledge

This study reveals the undeniable role right sizing plays as an approach to organizational efficiency, particularly in public Universities in Anambra state. This role is revealed in the prospect of sustenance and viability, which rightsizing does for organizations. This study contributes to knowledge by taking the case study to be public universities in Anambra state, which no one has studied before, another contribution of Knowledge is that the presented study used ANOVA analysis to test its hypotheses, which no study has used before.

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