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Work Force Planning and Efficiency of Secondary School Administrators in Delta State

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ABSTRACT
The study examined the relationship between work force planning and efficiency of secondary school administration in Delta State. Three research questions were answered and three hypotheses tested. The research adopted a correctional design of expo-facto research. The total population of the study was 1442. A sample of 306 school administrators comprising principals, vice-principals (administration) and vice-principals (academic) was selected using proportionate and simple random sampling. Data were collected through a structured questionnaire, and validated through expert judgment and factor analysis, and deemed appropriate and suitable for the study. The reliability of the instrument was established using Cronbach's Alpha to determine internal consistency, and the coefficients obtained confirmed that the questionnaire was reliable. Correlation analysis was employed to answer the research questions and test the stated hypotheses. All hypotheses were tested at the 0.05 level of significance. The findings shows there is a significant relationship between staff training has and efficiency of secondary school administration in Delta State, there is a significant relationship between Staff recruitment and efficiency of secondary schools' administration in Delta State, there is a statistically significant correlation between staff deployment and efficiency of secondary school administration in Delta State. The study recommended that educational authorities should strengthen staff training, ensure merit-based staff recruitment, and promote effective staff deployment practices in order to enhance the efficiency of secondary school administration in Delta State.

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INTRODUCTION

The Federal Republic of Nigeria, in its National Policy on Education (2013), emphasized the need for effective administration at all levels of education. Secondary education, in particular, requires efficient administration to achieve its objectives [1]. (2) Onyeukwu [2024] emphasizes that secondary school principals are pivotal to the smooth functioning of schools and the academic development of students. However, they face various administrative challenges that can hinder effective leadership. According to [3], the success of any organization, including educational institutions, depends largely on administrative efficiency. They assert that administrative competencies, knowledge, skills, and attitudes can be acquired through experience and training, and are essential for school leaders.

[4] maintains that public secondary schools are critical to Nigeria's educational system, forming the foundation for grooming future leaders and professionals. [5] stressed that, over the years, Nigeria's public sector has suffered from low productivity, inefficiency, ineffectiveness, and poor dedication to duty. Furthermore, the efficiency of school administrators, particularly in secondary education in Delta State, is a critical determinant of the quality of educational delivery and institutional success. School administrators

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(principals, vice principals, vice principal academic and vice principal administration) are at the forefront of planning, organizing, coordinating, and supervising school activities.

Although, [6] observed that principals of public secondary schools in Nigeria, particularly in Bayelsa and Delta States tend to neglect certain administrative responsibilities. This neglect can adversely affect students' academic performance, and there are documented cases where principals have been indicted for dereliction of duty. According to Akpatu et al., these forms of negligence include absenteeism, examination malpractice, and professional misconduct, such as the inability to account for 50 computer sets belonging to the school. That is why [7] stated inefficiency in administration often results in resource mismanagement, low staff motivation, delayed decision-making, and weak stakeholder engagement.

According [8], the efficiency of secondary school administrators not only shapes staff productivity and students' academic outcomes but also determines the extent to which school goals and national educational objectives are successfully achieved. In a similar vein, [9] emphasized that educational inputs such as income, classrooms, administrative structures, buildings, textbooks, support staff, equipment, and infrastructural facilities significantly influence the effectiveness of students' progression within the secondary school system. These views suggest that both human and material resources must be adequately provided and managed, as they jointly determine the overall effectiveness and sustainability of educational institutions. Research in some Nigerian states such as Anambra, Ekiti, and Kwara reveals a consistent relationship between administrators' leadership behaviour and school effectiveness. For instance, transformational and democratic leadership styles employed by principals have been positively associated with improved teacher morale, enhanced student discipline, and academic success [10] [11].

Conversely, inefficiency in administrative practices often leads to mismanagement of resources, low staff motivation, delayed decision-making, and poor stakeholder engagement [12]. Moreover, administrative efficiency encompasses not only leadership style but also time and financial management, communication skills, and the integration of technology. In today's digital age, the ability of school administrators to effectively utilize Information and Communication Technology (ICT) tools for record keeping, scheduling, and communication is increasingly regarded as a core component of administrative effectiveness [13. Thus, efficiency and effectiveness in school administration can be described as the judicious and cost-conscious use of available resources to achieve the school's set goals. Against this background, a critical question arises: What factors are responsible for the efficiency of secondary school administrators in Delta North Senatorial District, Delta State?

Despite the significance of workforce planning in human resource management and school leadership, studies that specifically examine its influence on the administrative efficiency of school administrators in Delta State appears limited. There is a pressing need to investigate whether workforce planning (Training, Recruitments and Staff Deployment) impact the efficiency of secondary schools' administrators. Such evidence would be invaluable in informing policy and practice for improving school leadership and achieving better educational outcomes in the state.

The purpose of this study was to investigate the relationship between workforce planning (staff training, staff recruitment, and staff deployment) and the administrative efficiency of secondary school administrators in Delta State. Specifically, the study examined the relationship between staff training, staff recruitment, staff deployment, and the administrative efficiency of secondary school administrators in Delta State. The study specifically examined:

1. the relationship between staff recruitment and administrative efficiency of secondary schools' administration in Delta State;
2. the relationship between staff training and administrative efficiency of secondary schools' administration in Delta State;

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3. the relationship between staff deployment and administrative efficiency of secondary schools' administration in Delta State, and

Research Questions

The following research questions were answered:

1. What is the relationship between staff recruitment and administrative efficiency of secondary schools' administration in Delta State?
2. What is the relationship between staff training and administrative efficiency of secondary schools' administration in Delta State?
3. What is the relationship between staff deployment and administrative effectiveness-efficiency of secondary schools' administration in Delta State?

Hypotheses

The following null hypotheses were tested at a 0.05 level of significance:

1. There is no significant relationship between Staff recruitment and administrative efficiency of secondary schools' administration in Delta State.
2. There is no significant relationship between staff training and administrative efficiency of secondary schools' administration in Delta State.
3. There is no significant relationship between staff deployment and administrative efficiency of secondary schools' administration in Delta State.

Related Work

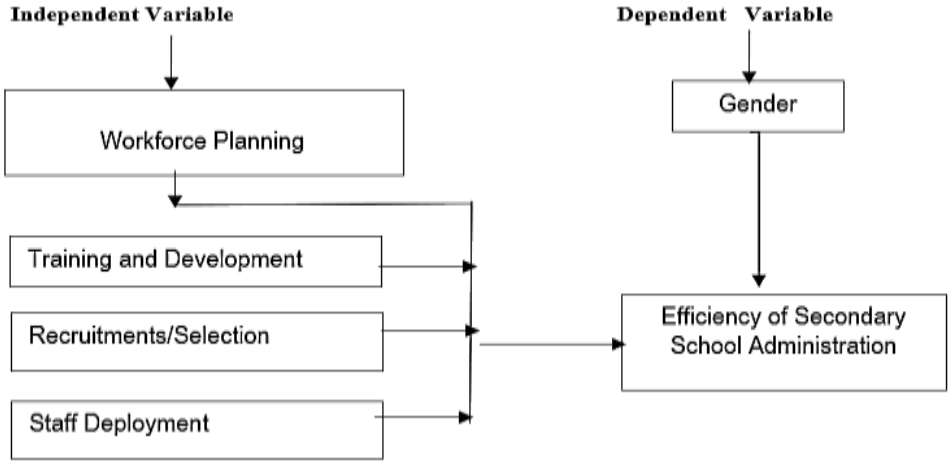


Figure 1: Conceptual Framework of the Study

Based on this study, the conceptual framework is structured around two key elements: the independent variable, and the dependent variable (response). Workforce planning (Recruitments Training and Staff Deployment) was conceptualized as the independent variables, while administrative efficiency was defined as the dependent variable, representing the response. The central focus of the study is that administrative efficiency can be enhanced through the independent variable of workforce planning.

Concept of Administrative Efficiency

The concept of efficiency has long been recognized as a fundamental element in management science and economics. Its significance extended into public administration following the civil service reform movements of the late 19th century [14]. These reforms, modeled after businesslike approaches, emphasized the idea that the means and measures of efficiency are universal across administrative systems. Consequently, administrative processes were decentralized to enhance service delivery, policy formulation, and policy implementation.

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In this context, administrative efficiency becomes a crucial concept. [15] Conceptualize administrative efficiency as workable approaches to creatively direct, control, and utilize human and material resources toward achieving school objectives within given regulations. In practice, efficiency occurs when schools minimize costs and waste while maximizing output. It reflects the quality of performance doing tasks well, on time, and without unnecessary expenditure. Furthermore, [16] note that achieving administrative efficiency requires optimizing internal processes, making strategic decisions, and leveraging both human and technological resources. Similarly, [17] define administrative efficiency as the optimal management of resources, processes, and time to maximize productivity while minimizing waste. This aligns with [18], who interprets administrative efficiency as the effective gathering, processing, and communication of information within the system.

Concept of Workforce Planning

In this study, three components of workforce planning were discussed workforce Planning is a process of determining and ensuring that the organization will have an adequate number of qualified and competent persons available at appropriate times, performing jobs which will meet the needs of the organization (Akata, 2016),. The school administrators should be involved in defining the role of the principal and how the school's role is implemented. Administrators, teachers, non-academic staff and many other partners are committed to the school's success and participation in decision-making, passion for learning and student success [19].

The performance of an organization's human resources has a direct impact not only on the present state of affairs but also on the organization's prospects for the future. As a result, the competencies possessed by employees are an essential component in determining both the present and the future state of affairs of an organization. According to [20], workforce planning methods, often reactive and based on historical trends, have struggled to keep pace with the dynamic nature of modern labor markets. That is why [21] stated that workforce is the lifeblood of any organization, and strategic workforce planning ensures that the right people are in the right roles at the right time. [22] Analytical tools and matrix are central for the workforce plan, which enable data-operated decisions to meet and meet the needs of organizational talent. [23] observed assert that training and development improve the overall performance of the organization, and are helpful not just for the school itself but also to the employees since the purpose of training and management development programs is to improve employee capabilities and organizational capabilities.

In the study, workforce planning is made up of different components which include: Staff deployment, Training and staff recruitment**.** Staff deployment refers to the systematic and organized placement of staff members into specific activities or work areas within an organization. There are different types of deployment, and their effective implementation and utilization largely determine the internal efficiency of the school system. The classroom remains central to national development, as the quality of teachers particularly university graduates deployed to senior secondary schools shapes the destiny of the nation [24].

Training focus on improving employees' skills, knowledge, and competencies for current and future roles [25] While training addresses immediate performance needs, development prepares employees for career progression and organizational changes. [26] defined training and development as a process for equipping the employee particularly the academic and non-academic staff with specific skills e.g., technical skills like catering, tiling, plumbing, electrical wiring, repairing, artistic skills, secretarial and typing skills that would enable them to improve on their performances and overall.

The selection process has been described by [27] as one in which qualified employees, most often from human resource units, identify the best candidates on the basis of predetermined soft and hard criteria, and then, in cooperation with the future direct supervisor or colleagues, choose the most suitable candidate

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considering qualifications, cultural fit, and relational aspects. Similarly, [28] emphasized that selection is a procedure of matching organizational requirements with the skills and qualifications of applicants. Effective selection depends on proper matching, and by selecting the best candidate for the job, organizations ensure quality employee performance.

[29] also stressed that selection is a vital function of public personnel administration, involving complex processes and steps designed to identify the best applicants for employment. Recruitment and selection begin with a clear statement of objectives based on the knowledge, skills, abilities, and other characteristics required by an organization. In other hands, the importance of recruitment and selection has been widely acknowledged. [30] noted that recruitment has become a fundamental tool in achieving productivity in organizations. The quality of staff determines the extent to which organizations are able to realize objectives such as increased productivity, efficiency, and effectiveness in service delivery. In the same vein, Alhassan and [31] observed that recruitment and selection are critical human resource functions that significantly influence employee performance and institutional effectiveness. In higher education institutions, effective hiring practices contribute to workforce quality, academic output, and administrative efficiency.

Empirical Studies

[32] examined the extent to which management of workforce diversity predicted administrative performance of secondary schools Principals in Akwa Ibom State. To achieve the purpose of the study, one purpose was structured; one research question raised and one null hypothesis was formulated. Correlational research design was used for the study. Finding of the study revealed that, principals' management of workforce diversity significantly predict their administrative performance in secondary schools in Akwa Ibom State. It was concluded that management of workforce diversity significantly predict administrative performance of secondary schools Principals in Akwa Ibom State. It is recommended amongst others that, Principals should nourish.

[33] measure theoretically the relationship between training and employees' efficiency in Universities in Rivers State. It examined the effect of training on employees' efficiency. The literature reviewed showed a significant effect of training on employee efficiency. It is therefore concluded that through proper training, the organization creates and improves the nature of the present workers. Training additionally has a noteworthy part of the employee efficiency by instilling in them the important skills required to perform different tasks in the organization. The research recommends that continuous training should also be done to keep the workers abreast of emergent technologies and outcome of training programs should be evaluated through customer surveys, peer surveys and superiors' evaluations. [34] aimed to understand the effectiveness of training and development on employees' performance within organizations.

A descriptive research design was employed, and data were collected from 251 respondents using a simple random sampling technique. Descriptive statistics were used to analyze the data. The findings revealed varying levels of employee satisfaction with the training and development sessions organized by management. The study provides insights from employees working across different sectors in India. It recommends that management should provide more incentives and rewards to motivate employees and increase their participation in training programs. Such programs enhance employees' knowledge and skills within their respective fields. [35] investigated the impact of training and development on employee performance in A.D. Rufa'i College of Education, Misau, and the College of Education, Kangere. The study was anchored on Human Capital Theory and Herzberg's Two-Factor Theory.

A quantitative research design was used, and primary data were collected through structured questionnaires. Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS) and Partial Least

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Squares (PLS). The findings indicated that training programs in the selected institutions had a positive impact on employee performance; however, the training packages require improvement. Most employees believed that training and development are effective tools for both personal and organizational success. The study recommended restructuring training programs to provide opportunities for employees to acquire new ideas and skills to enhance productivity. It concluded that although both institutions have invested in training, management needs to review and improve the existing training initiatives.

[36] examined effective work environments, compensation and benefits, and training and development as factors influencing organizational performance. The study was guided by research questions, hypotheses, and Job-Embeddedness. Findings revealed that an effective work environment relates to organizational performance ($r = .354$ [35.4%], $n = 322$, $p > 0.05$). The second hypothesis showed that compensation and benefits relate to organizational performance ($r = .577$ [57.7%], $n = 322$, $p > 0.05$). Results from the third hypothesis indicated that training and development relate to organizational performance ($r = .743$ [74.3%], $n = 322$, $p > 0.05$). The study concludes that improved organizational performance significantly depends on HR policies and practices that retain the workforce in a volatile and knowledge-driven environment.

[37] examined workplace factors that influence employees' intention to stay, the importance of employee retention practices, and the impact of retention on organizational performance. The study used a quantitative approach and a case study strategy. The population consisted of selected staff from three departments at the Accra Regional Headquarters of the Ghana Police Service, and participants were randomly selected to complete self-administered questionnaires. Data were analyzed using descriptive statistics and presented in tables.

The findings revealed that the work environment, competitive compensation and benefits, organizational culture, and personal development opportunities significantly affect employee retention. The study also found that employee retention enhances employee stability and continued progress, improves morale, attracts and maintains top talent, and increases job satisfaction. Furthermore, employee retention positively influences organizational performance by increasing efficiency and productivity, retaining institutional knowledge, and improving financial outcomes. [38] examined staff training as an effective tool for improving organizational performance. Using an empirical review approach, the study found that organizational performance—particularly in the area of increased productivity—is largely achieved through staff training and development, although other variables such as employee motivation also play significant roles.
[39] examined staff recruitment and productivity in local government system in Enugu State 1999-2021.

The study was guided by two research questions and two hypotheses; the objective of the study was to ascertain the relationship between staff recruitment and productivity in the local government system in Enugu State. The findings indicated that there is a relationship between staff recruitment and low productivity in local government system in Enugu State. The study concluded that, there is a dire need for a review of recruitment processes in the local government in Enugu State to enhance productivity. The study suggested that to enhance productivity within the local government system, priority should be given to hiring the most qualified candidates for the positions.

[40] examined the relative effectiveness of recruitment and selection procedures on employee performance in the hospitality industry. The study emphasized that organizational success in the modern business environment depends largely on the quality of human resources available. The main objective was to determine how recruitment and selection influence employee performance in hospitality firms in Ogun State, Nigeria. A survey research design was adopted, and the population was drawn from leading hotels in the state. The sample consisted of 100 employees selected from hotels in Yewa South

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Local Government Area. Data were collected using questionnaires, and the reliability of the instrument was confirmed using Cronbach's Alpha.

The results showed that recruitment and selection significantly correlate with employee performance in the hospitality industry, revealing a strong relationship between effective selection procedures and improved employee outcomes [41] examine the recruitment and selection of policy performance in an organization, the study utilizes both primary and secondary sources of data. The primary source was collected through structured questionnaire administration on respondents of staff of N.T.A Maiduguri. N.T.A Maiduguri the recruitment, selection and placement function is not justly done because of the complex nature of the society. It is being influenced by such factors as tribalism, and nepotism. favoritism etc. The employee of every organization serves as the engine that regulate the activities of such organization and the quality personal is such organization determine the effectiveness of the organization.

However, with poor recruitment, selection and placement of workers, most organizations are not performing up to expectation the research work has identified such factors e.g. religious factors, personal Value's, first impression, tribalism, nepotism etc. The influenced the recruitment, se1ection and placement functions. [42] explored the relationship between various recruitment strategies and the employee quality within manufacturing Ÿirms in Rivers State. The specific objectives include examining the impact of recruitment planning and strategy development, job analysis and job design, sourcing and attraction, and onboarding and integration on the employee quality. Using Kendall's tau-b correlation analysis, the study found significant positive correlations across all recruitment strategies examined.

Effective recruitment planning and strategy development were strongly linked to attracting and selecting high-quality candidates. Similarly, job analysis and design practices were essential in matching candidates' skills with job roles, enhancing the quality of hires. The study also highlighted the importance of targeted sourcing and attraction efforts in identifying top talent, as well as the role of onboarding and integration in ensuring new hires are well-integrated and perform effectively. The Findings underscore the critical role of comprehensive recruitment strategies in improving the quality of employees within manufacturing Firms.

[43] investigated the extent to which effective innovative methods are deployed for managing teaching and learning in 21st-century classrooms in public secondary schools in Anambra State. Three research questions guided the study, which adopted a descriptive survey design. The population consisted of 5,674 teachers across 259 public secondary schools, with a sample of 567 teachers selected using stratified random sampling. A 21-item researcher-developed instrument titled Deployment of Effective Innovative Methods for Management of Teaching and Learning Questionnaire (DEIMMTLQ), structured on a 4-point scale, was used for data collection. The instrument was validated by experts and found reliable, with Cronbach's alpha coefficients of 0.88, 0.84, and 0.78 for different clusters. Data were analyzed using mean scores and standard deviation, with a benchmark of 2.50.

Findings revealed that deployment of innovative methods—such as the crossover method, project-based learning (PBL), and technology-based approaches—was generally low. Recommendations included encouraging teachers to utilize innovative methods extensively, with principals providing instructional supervision and support to enhance the effective management of teaching and learning in 21st-century classrooms. [44] explore the feasibility of deploying such robots in staff's care practice, which remains under-explored. Guided by the underpinning principles of Collaborative Action Research, we deployed an AI-enabled robot, Aether, in a group home in Canada. We included care staff and a care home manager in deployment and post-intervention focus groups to understand their experiences of having Aether in their nursing practice and care delivery.

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Consolidated Framework for Implementation Research informed our data collection and thematic analysis. We identified facilitators and barriers in three interconnected themes: (1) Robot Features, (2) Environmental Dynamics, and (3) Training and Staff Engagement. Implementing Aether in a care home is feasible with sufficient support to staff. Our study highlighted the imperative need for (1) structural support at individual, organizational, and macro levels for care teams using AI-enabled innovation and (2) fostering partnerships to overcome barriers and support the sustainable deployment of such innovation.

Theory

This study is anchored on contingency theory. The Contingency Theory of Organization emerged in the 1960s and was pioneered by scholars such as Joan Woodward (1958), Paul Lawrence and Jay Lorsch (1967), and Fred Fiedler (1964, 1967). Woodward first observed that organizational effectiveness varied with technology type, while Lawrence and Lorsch emphasized the importance of connecting organizational structures with environmental conditions. Fred Fiedler, however, is often credited as one of the major pioneers for formally developing the Contingency Model of Leadership Effectiveness in 1964, refined in 1967.

The central idea they advanced is that there is no single best way to manage an organization. Instead, the effectiveness of administrative systems depends on matching the organizational structure, leadership style, and workforce characteristics with situational variables such as technology, environment, and size. The workforce represents one of the most critical contingency factors in an organization. The theory emphasis that management must adapt strategies to the skills, motivation, size, and diversity of the workforce in order to achieve efficiency. Highly skilled employees perform best in flexible and decentralized administrative structures, while less skilled employees may need closer supervision and standardized procedures. Motivated workers require participatory leadership and recognition, while less motivated workers may respond better to structured supervision and incentives. A large and diverse workforce requires more coordination, communication systems, and delegation for efficiency, while smaller teams can function effectively with simpler structures.

Experimental Method

This study was correlational research design of the ex-*post-facto*. Correlation research talks about relationships and association between variables. It is used to measure the relationship between two variables or more (Maiwada & Okey, [45]. The population of this study was 1422 Administrators in public secondary schools in Delta State (Source: Department of Planning Research and Statistics, Ministry of Education, Asaba, Delta State.). Based on the population size, a sample size of 306 was used in this study. This aligned with sampled determination according to Peretomode and Peretomode (2015) cited by [46], who stressed that in a population of 1422, a sample size of 306 will be adequate for the study.

A simple random sampling and proportionate sampling were used to select respondents in the study. A questionnaire was an instrument for data collection titled: Workforce Planning Scale (WPS), and Administrative Efficiency Scale (AES). The questionnaire was validated through expert judgment and factor analysis. For face validity, the instrument was submitted to the researcher's supervisor's and other experts for critical review and assessment. Their suggestions and corrections were incorporated into the final version of the questionnaire while Factor analysis was conducted to ensure both content and construct validity of the instrument. The Cronbach's Alpha reliability method was used to ascertain the reliability of the instrument.

The data obtained yielded reliability coefficients of 0.93 for Staff Deployment Scale (SDS), 0.94 for Staff Recruitment Scale (SRS), 0.93 for Staff Training Scale (STS), 0.94 for Succession Planning Scale (SPS), 0.93 for Staff Retention Scale (SRS), and 0.93 for Administrative Efficiency Scale (AES). Joseph et al. [47], citing Daud et al., opined that an alpha

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value above 0.60 is considered acceptable and indicates high reliability. Since each of the scale recorded Cronbach's alpha values above 0.60, it can therefore be concluded that the instrument possesses good psychometric properties. The questionnaire was administered directly by the researcher and one research assistant to the respondents. Correlation analysis was used to answer the research and test the stated hypotheses at 0.05 level of significance. All the hypotheses will be subjected to analysis using SPSS (version 23).

Result and Discussion

Hypothesis 1:
There is no significant relationship between staff training and administrative efficiency of secondary schools' administration in Delta State.

Research Question 1:
What is the relationship between staff training and administrative efficiency of secondary schools' administrators in Delta State?

Table 5.1: Simple correlation Analysis of staff training and administrative efficiency of secondary schools' administration in Delta State.

Variables	Mean	SD	No	r	r^2	r%	Remarks
Administrative efficiency	2.79	1.18	306	0.28	0.081	8.1	Low positive relationship
Staff Training	28.10	4.49					

Table 5.1 presents the simple correlation analysis between staff training and administrative efficiency of secondary school administration in Delta State. The correlation coefficient (r = .28) indicates the degree and direction of the relationship between the two variables. The positive value of the correlation coefficient shows that staff training and administrative efficiency are positively related. This reveals a low positive relationship between staff training and administrative efficiency of secondary school administration in Delta State. The magnitude of the r^2% coefficient (8.1) shows that staff training contributed only 8.1% to administrative efficiency in secondary school administration in Delta State.

Research question 2:
What is the relationship between staff recruitment and administrative efficiency of secondary schools' administrators in Delta State?

Table 5.2: simple Correlation Analyses of staff recruitment and administrative efficiency of secondary schools' administration in Delta State.

Variables	Mean	SD	No	r	r^2	r%	Remarks
Administrative efficiency.	2.79	1.18	306	0.161	0.026	2.6	Low Positive Relationship
Staff Recruitment	28.10	4.49					

Table 5.2 presents the simple correlation analysis of staff recruitment and administrative efficiency of secondary school administration in Delta State. The correlation coefficient (R = .16) indicates the strength and of the relationship between staff recruitment and administrative efficiency of secondary school administration in Delta State. This shows a week positive relationship between staff recruitment and administrative efficiency of secondary school administration in Delta State. The degree of the r^2% coefficient (2.6) implies that staff recruitment contributed 2.6% to administrative efficiency of secondary school administration in Delta State.

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Research Question 3: What is the relationship between staff deployment and administrative efficiency of secondary schools' administration Delta State?

Table 5.3:Simple Correlation analysis of staff deployment and administrative efficiency of secondary schools' administrators in Delta State

Model	Mean	STD	No	r	r^2	r^2%	Remarks
Administrative efficiency	2.79	1.18	306	0.22	0.049	4.9	Low Positive Relationship
Staff Deployment	28.10	4.49					

Table 5.3 presents the descriptive statistics of mean and standard deviation, as well as the simple correlation analysis between staff deployment and administrative efficiency of secondary schools' administrators in Delta State. The correlation coefficient (r = .22) indicates the degree of relationship between staff deployment and administrative efficiency of secondary schools' administrators in Delta State. This shows a week positive relationship between staff deployment and administrative efficiency of secondary school administration in Delta State. The degree of the r^2% coefficient (4.9) indicate that staff deployment contributed only 4.9% to administrative efficiency of secondary school administration in Delta State.

Hypothesis 1:
There is no significant relationship between staff training and administrative efficiency of secondary schools' administration in Delta State.

Table 5.4: Simple correlation Analysis of the relationship between staff training and administrative efficiency of secondary schools' administration in Delta State.

Variables	Mean	SD	r	P	Remarks
Administrative efficiency	2.79	1.18	0.	0.00	Significant
Staff Training	28.10	4.49			

a. Dependent Variable: Administrative efficiency
b. Predictors: (Constant), staff Training

Table 5.4 show the correlation analysis between staff training and administrative efficiency of secondary school administration in Delta State. Testing the hypothesis at the 0.05 level of significance, the correlation result yielded (r) = 0.32, and p≤ 0.00. Since the p-value is less than the alpha level of 0.05, the null hypothesis which states that there is no significant relationship between staff training and administrative efficiency of secondary school administration in Delta State was rejected. Therefore, staff training has a significant relationship with the administrative efficiency of secondary school administration in Delta State.

Hypothesis 2:
There is no significant relationship between Staff recruitment and administrative efficiency of secondary schools' administration in Delta State.

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Table 5.5: simple Correlation Analysis of the relationship between staff recruitment and administrative efficiency of secondary schools' administration in Delta State.

Variables	Mean	SD	r	P	Remarks
Administrative efficiency.	2.79	1.18			
			0.16	0.01	Significant
Staff Recruitment	28.10	4.49			

a. Dependent Variable: Administrative efficiency
b. Predictors: (Constant), recruitment

The table 5.5 represent the simple correlation analysis of the relationship between staff recruitment and administrative efficiency of secondary schools' administration in Delta State. Testing the hypothesis at the 0.05 level of significance, the correlation result yielded (r) = 0.16, and p≤ 0.01. Since the p-value is less than 0.05, the null hypothesis which states that there is no significant relationship between Staff recruitment and administrative efficiency of secondary schools' administration in Delta State was rejected. It can therefore be concluded that there is a significant relationship between Staff recruitment and administrative efficiency of secondary schools' administration in Delta State.

Hypothesis 3:
There is no significant relationship between staff deployment and administrative efficiency of secondary schools' administration in Delta State.

Table 5.6: Simple Correlation analysis of staff deployment and administrative efficiency of secondary schools' administration in Delta State

Model	Mean	STD	r	p	Remarks
Administrative efficiency	2.796	1.18			
			0.22	0.00	Significant
Staff Deployment	28.10	4.49			

a. Dependent Variable: Administrative Efficiency
b. Predictors: (Constant), staff deployment

Table 5.6 reveals the simple correction analysis of the staff deployment and administrative efficiency of secondary school administration in Delta State. Testing the hypothesis at the 0.05 level of significance, the correlation result yielded (r) = 22 and p≤ 0.00. Since the p-value is less than the alpha level of 0.05, the null hypothesis, which states that there is no significant relationship between staff deployment and administrative efficiency of secondary school administration in Delta State, was rejected. Therefore, there is a statistically significant relationship between staff deployment and administrative efficiency of secondary school administration in Delta State.

DISCUSSION OF FINDINGS

The result of hypothesis one indicated that staff training has a significant relationship with the administrative efficiency of secondary school administration in Delta State. The finding agrees with the study of Yahuza and Suleiman (2024), whose findings revealed that training programmes in the selected institutions had a positive impact on employee performance, although the training packages required improvement. This supports the present study's finding that staff training contributes positively to administrative efficiency. The finding also agrees with the study of Ismael et al. (2021), which found a significant relationship between training and development and organizational effectiveness. Similarly, the study of Muhoho (2018) revealed that training had a positive impact on the performance of staff and the organization. These studies collectively support the present finding that effective staff training enhances administrative efficiency and organizational performance.

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The result of hypothesis two demonstrated that there is a significant relationship between staff recruitment and administrative efficiency of secondary schools' administration in Delta State. The finding is in line with the study of Ekwoaba et al. (2025), which revealed that recruitment and selection criteria have a significant effect on organizational performance. This supports the present study's finding that effective recruitment practices contribute positively to administrative efficiency in secondary schools. The finding also agrees with the study of Anikwe et al. (2024), which indicated that there is a relationship between staff recruitment and productivity in the local government system in Enugu State. Although the study focused on low productivity, it nevertheless confirms that recruitment practices significantly influence organizational outcomes, thereby supporting the present finding on administrative efficiency.

The result of hypothesis three indicated that there is a statistically significant relationship between staff deployment and administrative efficiency of secondary school administration in Delta State. The finding agrees with the study of Mponda and Biwot (2015), whose findings revealed that inter-location deployment, redesigning deployment, and inter-departmental deployment contributed to fairly good employee performance among the studied population. This supports the present study's position that effective deployment practices enhance organizational and administrative performance.

However, the finding disagrees with the study of Akudo and Eziuzo (2023), which found that the deployment of innovative methods such as the crossover method, project-based learning, and technology-based approaches was generally low. While the present study established a significant positive relationship between staff deployment and administrative efficiency, Akudo and Eziuzo emphasized the low level of implementation of innovative deployment strategies, suggesting inadequacies in practical application despite the recognized importance of deployment in improving organizational effectiveness.

CONCLUSION AND FUTURE SCOPE

Based on the findings of the study, it was concluded that staff training has a significant relationship with the aefficiency of secondary school administration in Delta State. The study further revealed that staff recruitment significantly correlates with the efficiency of secondary school administration in Delta State. In the same vein, staff deployment was found to have a significant relationship with efficiency of secondary school administrators in Delta State. This implies that effective human resource management practices play a vital role in improving the efficiency of school administrators in the management of secondary schools. Therefore, the study hope that strengthening these human resource management variables will contribute positively to enhanced administrative performance and overall school efficiency in Delta State.

Future Scope

This study examined the relationship between workforce planning and the administrative efficiency of secondary school administrators in Delta State. However, only three components of workforce planning were considered in the study, and the study was carried out within Delta State. Therefore, future researchers should investigate additional components of workforce planning and extend the study to other states in Nigeria. Such broader investigations would provide a more comprehensive understanding of the relationship between workforce planning and administrative efficiency of secondary school administrators across the country.

RECOMMENDATIONS

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

1. Government and educational stakeholders should organize regular staff training, workshops, seminars, and professional development programmes for school administrators and teachers to improve their managerial competence and administrative effectiveness.

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2. Recruitment of staff into secondary schools should be based on merit, professional qualifications, and competence to ensure that qualified personnel are employed for effective school administration.
3. School authorities should ensure proper staff deployment according to specialization, experience, and area of competence so as to improve productivity and efficiency in school administration.
4. Educational authorities should adopt an integrated human resource management approach that combines, staff training, staff recruitment, and staff deployment in order to enhance the administrative efficiency of secondary school administrators in Delta State.

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