



Unlocking Organizational Potential: Strategic Assessment Leverage for Human Resource Directors in Osun State, Nigeria

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ABSTRACT

Original Research Article

This research examines the impact of strategic assessment leverage on organizational performance in Human Resource Management (HRM) in Osun State, Nigeria. Rooted in the Resource-Based View (RBV), the research employs a mixed-methods design by combining quantitative and qualitative approaches. Quantitative data were obtained from 303 HR directors and managers using structured questionnaires, while qualitative insights were gathered through semi-structured interviews with a purposively sample of 15 participants. Quantitative data were analyzed using descriptive statistics and multiple regression analysis, while qualitative data was examined via thematic analysis including coding, categorization and theme development. The results show that predictive analytics ($\beta = 0.412$, $p < 0.05$), skills alignment ($\beta = 0.365$, $p < 0.05$), talent pipelining ($\beta = 0.298$, $p < 0.05$), and standardized evaluation processes ($\beta = 0.276$, $p < 0.05$) significantly impact organizational performance [25]. This research adds to RBV literature by bringing evidence of HR capabilities as strategic resources in emerging economies. Moreover, it offers actionable insights for HR practitioners and policymakers interested in improving organizational performance with data-driven HR approaches.

Keywords: Strategic Assessment, HRM, Predictive Analytics, RBV, Organizational Performance.

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Introduction

In globalized and turbulent business contexts, organizations rely on human capital initiatives to gain and maintain competitive advantage. As developing economies evolve, evidenced by organizations like Nigeria, increasing pressure mounts on HR directors to align employee capabilities with organizational goals while being responsive to rapid technological and economic change (Nwagbara 2013).

Osun State is a state in southwestern Nigeria's 30 local government areas and an area office at Modakeke, with major commercial centers that include Osogbo, Ilesa, Ile-Ife, Ikirun, Iwo and Ede. The state has seen steady economic growth and

is driven by agriculture, manufacturing, and the service sector. However, this growth has amplified the need for skilled labor with alarming gaps in HR practices such as ineffective talent acquisition, weak succession planning, and minimal use of data-driven decision-making tools.

This study investigated how strategic assessment leverage enhances organizational performance through four key dimensions:

- Predictive analytics
- Skills alignment
- Talent pipelining
- Standardized evaluation processes

Literature Review and Hypotheses Development

Theoretical Framework (RBV)

The Resource-Based View (RBV) posits that organizations achieve sustainable competitive advantage through resources that are valuable, rare, inimitable, and non-substitutable. In this study, HR capabilities are conceptualized as strategic resources that drive organizational performance.

Empirical Review

Previous studies show:

1. Predictive analytics improves hiring accuracy

Predictive analytics involves using data and statistical models to predict future outcomes, such as employee performance or turnover. In HRM, predictive analytics were used to improve talent acquisition, retention, and development.

- **Talent Acquisition:** Predictive analytics can be used to identify top talent, predict candidate success, and improve hiring decisions (Cappelli, 2017).
- **Talent Retention:** Predictive analytics can be used to identify flight risks, predict turnover, and develop retention strategies (Huselid, 1995).
- **Talent Development:** Predictive analytics can be used to identify training needs, predict leadership potential, and develop succession plans (Groysberg & Abrahams, 2014).

2. Skills alignment enhances productivity

Skills alignment involves ensuring that employees have the skills and competencies required to meet business objectives. This research showed that skills alignment can improve employee productivity, job satisfaction, and organizational performance (Becker & Huselid, 2006).

- **Improved Productivity:** Skills alignment improved employee productivity by ensuring that employees have the skills required to perform their jobs effectively (Laird-Metke & Marr, 2015).
- **Improved Job Satisfaction:** Skills alignment improved job satisfaction by ensuring that employees are working in roles that match their skills and interests (Coutts & Gruman, 2012).
- **Improved Business Performance:** Skills alignment improved business performance by ensuring that employees are working on projects that align with business objectives (Groysberg & Abrahams, 2014).

3. Talent pipelining ensures leadership continuity

Talent pipelining involves identifying and developing future leaders and key talent. Succession planning involves identifying and preparing successors for key roles.

- **Talent Pipelining:** Talent pipelining ensures continuity and drive business success by identifying and developing future leaders and key talent (Groysberg & Abrahams, 2014).

- **Succession Planning:** Succession planning ensures continuity and drive business success by identifying and preparing successors for key roles (Cappelli, 2017).

4. Standardized evaluation improves fairness and performance

Standardized evaluation processes involves using consistent criteria and processes to evaluate employee performance. This Research showed that standardized evaluation processes will improve fairness, accountability, and employee development (Coutts & Gruman, 2012).

- **Improved Fairness:** Standardized evaluation processes improves fairness by ensuring that employees are evaluated based on consistent criteria (Laird-Metke & Marr, 2015).
- **Improved Accountability:** Standardized evaluation processes improves accountability by providing clear expectations and consequences for performance (Groysberg & Abrahams, 2014).
- **Improved Employee Development:** Standardized evaluation processes improves employee development by providing regular feedback and coaching (Cappelli, 2017).

5. HRM in Osun State, Nigeria

HRM in Osun State, Nigeria is influenced by cultural, economic, and institutional factors. Research has shown that HRM practices in Nigeria are often informal and influenced by personal relationships (Fajana, 2002) such as follows:

- **Cultural Influences:** HRM practices in Osun State are influenced by cultural values such as collectivism and power distance (Hofstede, 2001).
- **Economic Influences:** HRM practices in Osun State are influenced by economic factors such as poverty and unemployment (World Bank, 2020).
- **Institutional Influences:** HRM practices in Osun State are influenced by institutional factors such as labour laws and regulations (Fajana, 2002).

Hypotheses Development

H1: Predictive analytics significantly influences talent acquisition and organizational performance.

H2: Skills alignment significantly influences organizational performance.

H3: Talent pipelining significantly influences succession planning and performance.

H4: Standardized evaluation processes significantly influence employee performance.

Methodology

Research Design

A descriptive survey design was adopted using a mixed-methods approach, combining both qualitative and quantitative data collection methods. The study also involved a survey of Human Resource Directors and managers in Osun

State, Nigeria, as well as in-depth interviews with selected participants.

Population and Sample

Population: 1,252 HR Directors and managers in Osun State, Nigeria.

Sample size: 303 (Taro Yamane formula)

- Sample Size (n): 303 respondents (calculated using Taro Yamane's formula with a 95% confidence level and 5% margin of error).

$$n = \frac{N}{1 + N(e)^2}$$

Where: - n = sample size, N = Population size, e = level of precision required (margin of error) which is represented by 0.05 and 1 = Constant

$$n = \frac{1252}{1 + 1252(0.05)^2}$$

$$n = 1252$$

$$1 + 1252(0.0025)$$

$$n = 303$$

Sampling technique: Purposive sampling

The sample size is justified based on the population size and the research objectives. The purposive sampling technique was used to select participants who were knowledgeable about strategic assessment leverage in Osun State, Nigeria.

Results

Regression Analysis

Variable	Beta (β)	t-value	p-value
Predictive Analytics	0.412	5.21	0.000
Skills Alignment	0.365	4.87	0.000
Talent Pipelining	0.298	3.95	0.001
Standardized Evaluation	0.276	3.62	0.002

$$R^2 = 0.68$$

Interpretation

The results indicate that all variables were statistically significant, and all four variables (Predictive Analytics, Skills Alignment, Talent Pipelining, and Standardized Evaluation) are significant predictors of SEL ($p < 0.05$). Based on the impact, the predictive Analytics has the strongest relationship with SEL ($\beta = 0.412$, $p = 0.000$). The model explains 68% of the variance of performance in SEL ($R^2 = 0.68$).

Discussion

The findings strongly support the RBV theory, confirming that internal HR capabilities serve as strategic assets.

Predictive analytics enhances evidence-based decision-making.

Skills alignment ensures workforce efficiency.

Talent pipelining supports leadership sustainability.

Standardized evaluation improves transparency.

Model Specification

$$Y = \beta_0 + \beta_1 PA + \beta_2 SA + \beta_3 TP + \beta_4 SEP + e$$

Where:

Y = Organizational Performance

PA = Predictive Analytics

SA = Skills Alignment

TP = Talent Pipelining

SEP = Standardized Evaluation Processes

Data Analysis Techniques

Descriptive statistics (SPSS) was used to analyse and summarize the data and identify trends.

Multiple regression analysis was used to assess the relationship between organizational potential and Strategic Evaluation Leverage for Human Resource Directors in Osun State, Nigeria.

Thematic analysis (qualitative data) was used to analyze the open-ended questions for coding and categorization and themes identification.

Validity and Reliability

Instrument pre-tested

Cronbach Alpha > 0.70

Content validity ensured

These findings align with global HRM studies, reinforcing the universal relevance of strategic HR practices while highlighting their importance in emerging economies.

Theoretical Implications

The introduction of HR capabilities in the context of competitive advantage that extends RBV theory into HR analytics.

Shows that HRM as an independent source of competitive advantage, specifically strategic evaluation authorship helps in developing organizational performance and competitive advantages.

Shifts focus, bridging gap between what theory would envision and evidence from developing economies, offering directors of HR and policymakers insights.

Practical Implications

To further improve strategic evaluation leverage, organizations need to invest in HR analytics tools that facilitate data-driven decision-making.

As organizations move towards digital transformation of the workforce, skills mapping becomes essential for HR managers to know if there are any gaps and whether their organisation is aligned with its digital transformation goals.

While succession planning is a vital process for transitioning organizational power down the line including future leadership and talent needs, structured systems for these organizations are critical to paving away for that.

Performance evaluation systems need to be standardized for improving the fairness, transparency, and strategic alignment of HR practices.

Policy Implications

Government should support HR digital transformation initiatives in organizations to enhance strategic evaluation leverage.

Policies should promote workforce development and upskilling to prepare employees for digital transformation.

Institutional frameworks should encourage data-driven HR to improve strategic evaluation leverage.

Conclusion

The study concluded that strategic assessment leverage significantly enhances organizational performance. HR capabilities, when effectively managed, function as critical drivers of competitive advantage.

Limitations and Future Research

The Study is limited to Osun State, Nigeria, which may limit generalizability to other regions.

The cross-sectional design provides a snapshot of the current situation, but can't capture changes over time.

Future research should:

- Use longitudinal data to examine how strategic assessment leverage for Human Resource Directors in Osun State, Nigeria evolve over time.
- Apply Structural Equation Modeling (SEM) or advanced analytics to explore more complex relationships between variables.
- Expand to other regions in Nigeria or beyond to increase generalizability.

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