

## Assessment of Manpower Development in Mokwa and Rijau Local Government of Niger State

---

<sup>1</sup>Timothy Nmadu & <sup>2</sup>Ella, John Richard (MIIPRDS)

*Department of Public Administration*

*IBB University, Lapai, PMB 11, Niger State*

### Abstract

This study assessed staff Development in Mokwa and Rijau Local Government Councils of Niger State. Primary data were used for this study, which were generated through the use of questionnaire. Data were analyzed using frequency tables and percentage. Major findings revealed that the level of staff development is highly significant to organization performance. The study therefore, concludes that training and re-training of staff is a major motivational condition for organization performance. Based on the findings from this study, it was recommended that more funds should be allocated to both councils' human resources development department in their annual budget.

**Keywords:** Manpower, Organization, Training and development, Staff development.

### Background to the Study

Human resources available to any nation constitute the most important asset to the nation. This is because all other resource, money, machine, information, time and the likes are inanimate which need to be activated by human resources which is the most important factor in any productive enterprise, i.e. without people involved, there can be no performance upon which anticipation of results can be based.

Staff development occupies the most important place in any personnel policy of establishments. This explains why human resources planning and development is crucial to any organization that wants efficiency in delivering services.

Thus, off all organizations resources, the human resources stand out as, the most crucial and this explains why organizations objective regarding training and development as stated by Shakerian, (2003) How to attract available manpower;

How to develop hired manpower; and how to ensure that, the developed manpower to organizations are retained to avoid brain drain and to enhance organization stability.

Benie (2005) in line with the above assertion have pointed out that:-

“The building of modernization depends upon the development of people and the Organization of human activity, capital, resources, foreign aid and international trade of course, play important role in economic growth but non is more important than manpower”

Man's effort gave birth to progress because natural endowment alone cannot move the society without human resources. However, most organizations in recent times adopt a deliberate policy of systematic manpower planning and development efforts while, others like local government

agencies adopt a somewhat haphazard approach by allowing staff to indicate interest in the area of their perceived needs that were not determined systematically. This approach is popular with the local governments due to their poor ability to project staff needs in a scientific way.

Oladosu, (1980) attested to the above assertion that staff training and development of local government personnel is entrenched in the 1976 local government reforms. This reform identify three recognized development institutions for the local councils staff and this includes: - Ahmadu Bello University for the Northern Zone; Obafemi Awolowo University for the Western Zone and the University of Nigeria Nuskka for the Eastern Zone,

Local government as the third tier of government play important role in grass root development and to achieve the laudable objectives entrusted on them, concerted efforts on the development of human resources is paramount if they must succeed.

#### Statement of the Problem

No organization can function effectively and efficiently without adequate, capable and competent man power requirement. This means that efficiency and effectiveness of local councils is associated with staff planning and development.

The problem question here is that, does these councils embarked on meaningful systematic man power planning and staff development? Are training and development designed based on staff needs? Does the council adopt appropriate staff development technique for their staff? The above questions constitutes our research problems.

#### Objectives of the Study

The research aims at assessing the level at which local governments in Niger State undertake effective planning and development for their staff to achieve corporate goals efficiently.

Specifically, the objective of this study includes:

- (i). To find out whether Mokwa and Rijau local governments in Niger State have systematic manpower planning and development.
- (ii). To examine whether development programmes designed for local governments are based on the training needs of the local government staff.
- (iii). To ascertain the degree of appropriateness of training and development techniques adopted for the local government staff.

#### Literature Review

This chapter present conceptual explanation of the diverse perception of Manpower development and critically examines distinct dimensions and correlation between manpower development and corporate performance. Attempts is also made to look at some related research reports to measure the extent to which they have bearing with this study. It is pertinent as well, to discuss manpower planning process, the empirical literature review of other works done on this topic and theoretical frame work for data analysis is presented at the final analysis of this chapter.

It is expedient and appropriate at the onset to explore scholarly output on the concept "Manpower development." At this juncture manpower is perceived from macro and micro

perspective. Manpower development is discernible in development economics and managerial economics literature. Folayan (1998) View manpower as human capital investment and Considered it as an economic resources represented by the aggregate of skills and attitudes resulting from education and training that equips labour force with capacity to play, organized and carryout economics process when properly allocated. Folayan, noted that workers output vary according to the level of acquired and natural capabilities and that their reward vary accordingly.

Using the macro-lens, Akinwale, (1999) defines manpower development, which he refers to human resources as. "The process of increasing knowledge, skill and capabilities of all the people in a Society. In economic terms it could be the accumulation of human capital and its effective investment in the development of an economy. In political terms human Resources development prepares people adult participation in political process, particularly as citizen in a democracy.

The macro-perspective of manpower development concentrate attention on the impact of human capital investment by government on National development and its evaluations focusing analytical search light on National Policy on Education and quality of the out puts of education institutions from kindergarten to University levels.

The micro perspective of manpower development on the other hands laid much emphasis on organization/s efforts at improving the productive capacities (efficiency and effectiveness) of higher executive's officials handling managerial responsibilities. This definition of the scope of manpower development activities seek to exclude organizations efforts at enabling personnel acquired essential basic skills on the job, which is often classified as training efforts, although, there is higher temptations among scholars to use the concept "Manpower development" and "Manpower training" interchangeably. Management literature and management practice tend to favour delimiting the conception of manpower development to the process of providing general knowledge and attitudes that could be helpful to employee in higher positions. Ubeku, (1975).

Benjoko (1996) and Beach (1980) states that to sharpen the distinction between "Manpower training and Manpower Development which share similar process and techniques of skill acquisition. The term "Manpower Training is strictly used for that process of enabling personnel especially, new employees acquire the essential basic skills 'on the job, while man power development which is preferred to referred to as "Management Development is applied to only the process of improving executive capabilities to enable them carryout leadership responsibilities in the future. Training is designed to cope with present job needs and challenges while, manpower development is designed to meet future challenge on the job. This distinction features prominently in the opinion of (Beach, 1980, Banjoko, 1996).

It is important to note the goal congruence of the Macro and micro perspectives in the sense that good National Policy on Education would affect societal and individual organization

efficiency; and in the same vein, that individual corporate manpower development policy and corporate productivity and success will have cumulative effort on national development.

#### Importance of Manpower Development

Weisbrod (1971) and Flippo (1980) in their views express that in both development economics and organization management literature, the Determinant and important role of manpower development to corporate survival and success has been to prepare the employee to realize his potential for growth in the organization.

Amstrong (2001) states that earlier classical economists have attributed the wealth of nations to the spectacular achievements of some countries in skills, ingenuity and technical innovations of the citizens. Empirical example are the quick recovery of Germany and Japan from the devastation of the 2<sup>nd</sup> World War; the tremendous success of United State and the Soviet Union in the post 2<sup>nd</sup> World War era and the emergence of China and the Asian Tiger as world economic powers. These development prompted economists to devote a great deal of their efforts to developing and quantifying the concept of human capital and to apply it through the concept of investment in the formation of human capital to such activities as education, health, technology, immigration, premature death and others.

The idea of human beings and their skills as capital is popular in economic history literature as espoused by scholars like Adam Smith, Petty Bagehot, Ernest Engel and Roscher. These scholars stressed and demonstrated the importance of education to human resources development and its contribution to increase in Gross National Product (G.N.P).

Representative opinion of this scholar is encapsulated in Weisbrod (1971) as he pointed out that investment in people, "Makes it possible to take advantage of technological progress as well as they Continues logical progress and that investment in education expands and extends Knowledge leading to advances which raise productivity.

However, when Davis (2007) postulated a correlation between manpower and Grass National Product (GNP), they attracted Ricardo's Criticism. Ricardo criticized the methods of analysis of quantitative relationship between education and economic growth to doubtful validity. Very importantly, Ricardo criticized the manpower planning approach and validity of the techniques espoused by Davis. He pointed out that rate of growth of Gross Domestic Product (GNP) vis-a-vis the high level manpower (i.e. labour force) is plausible and impossible. It is Ricardo's opinion that to test the contribution of education to economic growth, the educational level of the employed labor force that produced the national income being measured should be correlated with Gross National Product (GNP), per capital income and not the current emolument ratio of student with GNP.

However, in spite of the criticism, it must be emphasis that Davis survey of Nigeria's high level of manpower needs marked the beginning of serious manpower needs and revolutionized all idea and thinking about manpower factors in economic development in Nigeria. Weisbrod, (1971). Emphasizing the importance of man power development to organization

productivity. Omale, (2006) outlined the following benefits of manpower development;

- i. Improved efficiency and Morale,
- ii. Introduces the new techniques of work,
- iii. Provides for succession enabling qualified replacement to be available.
- iv. Raise the standard of personnel,
- v. Develop supervisors,

In view of the above benefits of manpower development, Flippo opined that it is an evitable process of efficient procurement and utilization of workforce every corporate entity must undertake:-

Flippo (1980) states that "after the employee has been recruited, selected, and induced, he or she must be developed to better fit the job and the organization. No one is perfect fit at the time of hiring, and some training and development must take place. No organization has a choice of whether to develop employees or not, the only Choice is that of method. Shehu (2006) emphasized the significance of manpower development in National Development when he remarked that":- "The money spent on technical education was a worthwhile investment, saying that the effective technological take off of the nation depended on the availability of competent manpower."

In view of the above diverse benefits of manpower development outlined above, it became pertinent to examine the objectives on the purpose for which manpower development programmes are designed to achieve goal at national or corporate levels.

#### Objectives of Manpower Development Programmes

Ujo (2008) view that the cardinal objective of Manpower development programmes aims at both national and corporate levels should be to increase the efficiency and effectiveness of the sponsoring entity. Remarkd that, before any activity can be regarded as manpower development. It must be designed to:-

"Increase the efficiency and effectiveness with which the functions of an Organization are carried out through motivating and increasing the productivity capacity of the personnel of that organization.

Drucker (1977) is more explicit in outlining six general purpose of manpower development in public service as involving: -

- I. Efficiency
- II. Economy in learning
- III. Elimination of faults
- IV. Morale Building
- V. Career Development and
- VI. Improvement of Administration.

Shehu (2006) share the same view that, whenever management notice some of the below staff problems, Manpower development could be consider as a reliable solution.

- i. Difficulty in getting experience and skilled workers,
- ii. Low productivity owing to low morale,

- iii. Inability to meet a prescribe standards,
- iv. Customers/ Client complaints of poor services,
- v. Losses as a result of misuse of equipments and
- vi. High incident of accident.

#### Theoretical Framework

The theoretical basis adopted for this study is the system theory. A system can be said to be a combination of parts that form a complex entity.

A part from being parts, systems is composed of a hierarchy of sub-systems. In other words, the parts that form the major system may be sub-systems.

In simple terms Easton/s behavioral approach can be seen as a delimited (i.e. all political system has precise boundaries). He simplifies his model as follows:

Step 1. In a political system there will be "demands" for certain "output" (i.e. a policy), and people or groups supporting those demands.

Step 2. These demands and groups would compete ("be processed in the system") giving way to decision making itself.

Step 3. Once the decision is made (i.e. a certain policy) will interact with its environment.

Step 4. Once the new policy interacts with the environment, it will generate new demands and groups in support or against the said policy ("feed back")

Step 5. Go to step 1 if the system functions as described, and then we have a stable political system".

According to Martins, the concept do not provides a set rule or formula for solving all problems but it is a useful device for viewing many phenomena. The concept has two assumptions, one of which is that a system can be understood and should be designed to accomplish its purpose and the second is that it emphasizes the relationship between the parts.

When the system theory is adapted to an organization such as Mokwa and Rijau local council, it is perceived as a social system whose survival depends on its ability or capacity~ to constantly relate within and outside its system. But this open or closed.

According to Griffiths (1976) an open system exchanges matters with its environment whereas a closed one is not.

System theory is a social system because of its openness has a self regulating tendency towards consistent balance in its response to internal and external pressures. In order to maintain its balance, it must have adequate feed back processes in which a portion of its output is feed back as input otherwise the survival of the system will be at stake. Based on the characteristics, the most important of which are inputs, through input and output."

This theory is a suitable frame work within which to look at Mokwa and Rijau local council's staff Development policy and the beneficiaries' i.e. the workers. The Niger State local councils are established to serve the masses in their developmental effort and help raise the standard of living and increase life span of the people. To achieve this laudable objective, it is imperative that it has at its disposal the basic inputs such as the recruitment of the right manpower, good staff development policies and retention of staff. These inputs have to undergo certain processes such as training and development. All these activities which form the input produce results such

as increased efficiency and productivity of staff. These also form the output of the system. The resultant increase in efficiency and productivity would be based on level of staff training and development in Mokwa and Rijau local councils of Niger State. In this regard, this study has attempted to assess level of staff training and development in our case fields.

#### Materials and Methods

The population of the study was 203 which comprised of staff of the two Local Government Councils (Mokwa and Rijau) used as case study. Sample size was arrived at using stratified random sampling i.e. one third of this population was drawn as sample size from the population under study to ensure adequate representation. This gave a total of 67; however, a total number of 70 questionnaires were administered.

Primary data were used for this study which was collected through questionnaire and oral interview. The questionnaire was structured into four sections: Section 1 contained questions on demographic data of the respondents, section 2, 3, and 4 were designed to provide information and solutions in the sequences of the two hypotheses postulated for the study. The questionnaires were administered using simple random sampling technique to ensure that each department and the selected category of staff from each local government are evenly represented. Data collected were analyzed using frequency tables and percentage.

#### Results and Discussion

Table 4.1: The Pattern of Questionnaires Distributed and Returned.

Department	Mokwa Distribution	Returned	Rijau Distribution	Returned
Personnel Management	13	12	13	9
Finance and Supply	13	12	12	8
Works and Housing	12	10	12	7
Primary Health care	12	12	12	8
Total	50	46	50	32

Source: Field Survey, 2007

**Table 4.7: Who Determine Staff Development?**

Variables	Mokwa	%	Rijau	%
Concerned staff	21	46	22	69
H.O.D	19	41	7	22
Personnel Dept.	6	13	3	9
Total	46	100		100

Source: Field Survey, 2007

The statistical data above shows that majority of the respondents from Rijau with 69% and Mokwa 46% attesting that concerned staff determines their development, while 41% of Mokwa and 22% Rijau agree that the head of department identify and appoint staff for development .only 13% of Mokwa and 9% of Rijau say that personnel development identify staff with development needs.

**Table 4.8: Prominent Development Techniques**

Variables	Mokwa	%	Rijau	%
Onthe Job.	12	26	19	28
Off the job	21	46	4	59
On and off the job	13	28	32	13
Total	46	100	55	100

Source: Field Survey, 2007

The above table show majority of respondents from Rijau had 55% and Mokwa with 46% went for off-the job development technique, while 28% of Rijau and 26% indicate on the job training only 28% of Mokwa and 13% of Rijau believe otherwise of the combine on and off the job development technique. Another question asked was to know the level of staff utilization after development.

**Table 4.9: Are you deployed to your relevant job position after development?**

Variables	Mokwa	%	Rijau	%
Yes	31	67	24	75
No	15	33	8	25
Total	46	100	32	100

Source: Field Survey, 2007

The above table shows that majority of respondents from Mokwa with 67% and Rijau 75% agreed that they were efficiently utilized after development. While, 33% of Mokwa and 25% of Rijau went otherwise. Since the data above shows that developed staff were efficiently utilized posed further question to know the level of staff development

**Table 4.10: Level of Staff Development**

Variables	Mokwa	%	Rijau	%
High	27	59	28	87.5
Low	19	41	4	12.5
Total	46	100	32	100

Source: Field Survey, 2007

Another question asked was to know the most prominent development techniques Table below explain this.

Understanding from the above table, majority of the respondents from Rijau with 87.5% and 59% from Mokwa shows that level of staff that goes for development is high only 41 % of Mokwa and 12.5% respondent from Rijau believe otherwise.

From the foregoing presentation and analysis of data, we understand that 85% of the respondent in both hypothesis one and two agreed with our postulated hypothesis, this enhance the study to proved and accept both hypothesis. However 15% of the respondents go contrary. Furthermore since the level of acceptance outweighs that of rejection, the researcher accepts this hypothesis which states that "Effective 'recruitment lead to organisation performance" in the two local councils. And that; "efficient organization performance depends on the level of staff development".

## Conclusion

This research work set out to assess the level of efficiency of staff procurement and their development in Mokwa and Rijau local councils of Niger State. Moreover, the study reveals that, efficiency of organization depends on the level of staff development. Thus, the study concludes that training and re-training of staff is a major motivational condition for organization performance.

## Recommendations

Based on the findings from this study, the following recommendations were made: In addition, our findings shows that organization level of staff development is highly significant to organization performance, we none the less, suggested that, more fund provision should be made for councils human resources development programme in their annual budget. And this will enable the workers to improve their dexterity and expertise.

Furthermore, our findings reveal that workers take home pay in relation to job performance was negative. It is suggested that management should show more concern for workers welfare and workers with outstanding performance should be promptly rewarded to motivate others.

## References

- Akinwale, A. (1999). Human Resources Management. An Overview Concept Publication Ltd. Lagos.
- Amstrong. M. (2001). Human resources Management practices, 8<sup>th</sup> Edition. Kegan Paul Ltd Newyork.
- Banjoko, S.A. (1996), Human Resources Management: An Explanatory Approach: Babon Publisher Lagos
- Beach, D.S (1980); Personnel: The Management of people at work. New York: Macmillan
- Benie G. (2005), Human Resources; The Art of Explosive Growth w.w.w. Inc Irvine California
- Daviis, K (2007). Theory of Organisational Performance Management: <http://www.ehow.com/info>
- Drucker, P. F. (1977), The practice of Management. Pan Books Ltd. London
- Easton, D (1965); A frame Work for political Analysis. (Engel-cliff. Prentice Hill).
- Flippo, E. (1980); Personnel Management Theories And Issues: Panaf McGrow Hill Book . Japan.
- Folayan, O, (1998); personnel Management Theories And issues:, panaf inc, Lagos,
- Griffith, J.A. (1976); From policy to Administration. Essay in honour of William Robison,: George Allen Lond
- Oladosu, S.A, (1980); Kaduna Essays on Local Government: Gbenle press Ilorin
- Omale, I. (2006), Principles and Practice of Personnel Management From Recruitment to Retirement, Asoki Publishers Makurdi
- Shakarian .R. (2003) Employee motivation by action steward: press New York.
- Shehu, A, (2006); Personnel Management Evans Books,
- Ubeku A.K (1975); Personnel management in Nigeria Ethiope Corporation Onitsha.
- Ujo, A.A. (2008). Understanding Public Personnel Administration : Joyce Graphic Kaduna
- Weisbroad, B.A (1971); Education and investment in Human capital. Free press New York.