

THE RELEVANCE OF MANPOWER DEVELOPMENT ON EMPLOYEE PRODUCTIVITY IN THE NIGERIAN CIVIL SERVICE: A CASE STUDY OF ENUGU STATE CIVIL SERVICE COMMISSION

Introduction

The central idea underlying manpower development in any sector, is how best to keep employees current, vibrant and versatile so that they can continuously perform their roles effectively in this age of rapid socio-economic, political, scientific and technological changes and globalization.

The development of indigenous manpower to serve as the propelling force for national growth and development is no doubt a key to Nigeria's socio-economic and political development (Ake 1989). This is quite indispensable considering the argument of the concept of transfer of technology as a propelling force for the development of the developing countries of which Nigeria is one (Ake 1989).

The ability of any organization or society to achieve its goals depends to a large extent on the quality, and general administration of its human resources. As such, manpower development is a critical factor in the achievement of organizational objectives. Very instructively, human resource administration relates to the overall organization planning process by which the organization tries to ensure that it has the right number of persons and the right kind of people, at the right time and at the right place performing functions, which are economically useful and which satisfy the needs of the organization and provide satisfaction for the individual involved.

Manpower development has been a major issue of concern for a number of organizations. This is in recognition of the fact that some employees may not possess adequate skills required for a particular job or may be wrongly placed within the organization and also the fact that employees need to adapt to changes introduced by science and technology so as to increase their productivity.

Manpower development in the organizational context is a process by which the employees of an organization are helped in a continuous, planned way to:

- a) Acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles
- b) Develop their general capabilities as individuals and discover and exploit their own inner potentials for their own and/or organizational development processes
- c) Develop an organizational culture in which supervisor-subordinate relationships, team work and collaboration among sub units are strong and contribute to the professional well-being, motivation and the pride of employees (Saraswathi: 2010, cited in Onwusonye; 2009)

Manpower development involves two key components;

Individual development: Individual development refers to the development of new knowledge, skills, and/or improved behaviours that result in performance enhancement and improvement related to one's current job (training). Learning may involve formal programs, but is most often accomplished through informal, on-the-job training activities.

Organisational development: Organizational development is directed at developing new and creative organization solutions to performance problems by enhancing congruence among the organization's structure, culture, processes, and strategies within the human resources domain. In other words, the organization should become a more functional unit as a result of a closer working relationship among these elements. The ultimate goal of organizational development is to develop the organization's self-renewing capacity. This refers to the organization's ability to look introspectively and discover its problems and weaknesses and to direct the resources necessary for improvement

According to Adeniyi (1995), manpower or staff training and development is a necessary work activity that makes a very significant contribution to the overall effectiveness and profitability of an organization, for Fajana (2002) the effectiveness and success of an organization lies on the people who form and work within the organization. It is the developed human capital of a nation that constitutes its wealth. It follows, therefore, that employees' performance in respect of achieving organizational goals and successes is a function of the quantum of the relevant skills and knowledge, and positive work attitude they have been able to acquire from constant manpower development programmes whether through committee/on the job training or in-house training programmes of out of work training courses they attended.

The foregoing assertion underscores the importance of the availability of human resources in the growth and progress of any organization or country. It is important to note that human resources constitute the heartbeat of any country and the effective development of these resources remains an indispensable ingredient in engendering the transformation of the society.

Prokopenko (1996) defined productivity as the relationship between the output generated by a production or service system and the input provided to create this output. Productivity can also be defined as the volume of goods and service produced per worker with in some specified unit of the year month week day and hour.

Lynch and Black, 1995 (cited in Onah; 2008), are of the view that “there is growing economic evidence that investments in training are associated with long-run profitability and firms that recognize using programs such as teams and quality circles reports greater productivity if these programs are associated with worker education”

The above quotation clearly draws more light on the relationship between Human resource development and productivity. From the above quotation we can deduce that

productivity within any organization depends on the level of human resource development within that organization.

Effectiveness and efficiency cannot occur within the civil service without staff training and development. There is therefore need to ensure the development of staff so that they can contribute fully to the welfare, health and development of the enterprise, (Onah; 1993).

Development and training of staff takes a central position in the personnel management of any organization as it enhances full maximization of potentials of these staff which in turn leads to overall national development. Therefore, the success of any organization in the contemporary business world depends on the quality of human resources available for the achievement of long term corporate goals. If they are well trained and understand the business, employees can play their role in the business activities and in team efforts so that they can maximize their productivity.

Babalola (2005) suggested that, the centrality of manpower training and development for sustainable job performance, in any organization be it public or private is widely acknowledged as a realistic step for enhancing job performance and effectiveness.

That is, if the public service has sufficient and effective personnel, with suitable and relevant skill and knowledge, there is every possibility for achieving it's aim and objectives. For the government in Nigeria, it seems to agree with the fact that if public service has sufficient personnel, it would improve the operations of system, and the systems will have the ability to respond adequately to societal needs. The realization and the rhetoric's often accorded to manpower training and development for sustainable job performance, by policy makers in the country, could generally be observed in many areas of the public service, in which words are hardly matched with action, at least not at the level that could help achieve desired results. Dubin, R (1977) In his words, at virtually all levels of public service in Nigeria (National, State and local Government) gaps are often dedicated in the provision and implementation of policies and programmes that are directed at Manpower development.

Manpower development allows for both individual and organizational growth. The human resources framework views employees as an asset to enterprises whose value will be enhanced by development. It emphasizes developing individual potentials and skills, (Elwood, Otton and Trott ;1996), and as a result it places these individuals in a better position to increase their productivity.

It is also a major factor towards overall national development. According to Onwusonye (2009), the major problem of all developing countries is the inability to manage their resources effectively.

Statement of the problem

It is important to stress that the civil service is charged with the responsibility of providing a diverse range of services to the masses, in other words the civil service activities are directly connected to the lives of people. There is therefore need for optimum productivity and efficiency so as to meet up with the various responsibilities to the public. This therefore requires adequate training of the personnel that man such activities.

The commitment of the Nigerian civil service to embark on a vigorous and efficient manpower development is anchored on the belief that the ability of the government to meet the yearnings and aspirations of its entire citizenry and the international community both now and in the future depends largely on the ability, competence, royalty, dedication and capability of its workforce, (Onwusonye; 2009)

It is in recognition of the central role played by the development of human resources in increasing productivity that both the federal and state civil services have come up with training policies and programs for their employees. However many difficulties arise that adversely affects the effectiveness of these policies.

Manpower development is of no doubt very essential to the productivity of any organisation whether public or private. However, for some years now it appears manpower development in the Enugu state civil service commission is haphazard, unplanned and unsystematic, and several of its employees such as machine operators, junior and middle level engineers, accounts clerks, computer operators, secretaries, drivers and many other category of workers, have not qualified for any form of training nor is there any systematic process of staff development in place.

A brief interaction with some employees did show that there is inadequate manpower development in the commission. It was gathered that Management of Enugu state civil service commission see the cost incurred in the acquisition and maintenance of plant and equipment as more relevant than that expense on training and development of its staff.

In the absence of training and development of employees by Management of Enugu state civil service commission, the employees sponsored themselves in furtherance of their education to obtain professional or higher level certificates. Employees who expressed the desire to pursue university education were not given any form of assistance like study leave with pay. Their applications for study leave were turned down with those who were persistent being advised to resign. Those who sought for part-time programs were disengaged after their studies as management claimed their programs were not relevant to the job. The few ones who were retained had no promotion to match their added skills and competencies.

Objectives of the study

1. To examine the extent inadequate Manpower development has affected productivity in the Enugu state civil service commission.
2. To find out if there are functional manpower development programs in the Enugu state civil service commission.
3. To investigate whether training and development programs are based on the manpower needs of the commission.
4. To suggest the best manpower development strategies to be adopted in order to improve workers' productivity in Enugu state civil service commission.

Research Questions

1. To what extent has inadequate manpower development affected productivity in the Enugu state civil service commission?
2. Are there functional Manpower development programs in the Enugu state civil service commission?
3. Are the manpower development programs based on the manpower needs of the commission?
4. What Manpower development strategies should be employed to improve workers' productivity in the Enugu state civil service commission?

Hypotheses

The following hypotheses have been put forward for this study

1. There is significant relationship between inadequate manpower development and Productivity of workers in Enugu state civil service commission.
2. There is no significant relationship between the manpower needs of the commission and the manpower development programs.

Methodology

The study made use of the survey research design. A structured questionnaire was used to gather data from 100 employees of Enugu state civil service commission and their responses analysed using the Chi-square test.

Presentation and Discussion of findings

Two hypotheses were postulated. Two sections with relevant questions were also developed to test these three hypotheses. The aim is to ascertain the validity and reliability of these hypotheses. As stipulated in the method of data analysis, chi-square (χ^2) test technique will be used.

Chi-square is used to ascertain whether the frequencies which were obtained from the field study (questionnaire) display a significant difference from the theoretically expected.

Hypothesis i

Ho: There is no significant relationship between manpower development and employee productivity in Enugu state civil service commission.

Hi: There is a significant relationship between manpower development and employee productivity in Enugu state civil service commission.

Questions 1,2,3and 4 were used to test the above hypothesis.

Table 4.12a: summary for Questions 1, 2, 3 and 4

QUESTION	YES	NO	UNDECIDED	TOTAL
1. Do you think that inadequate training of employees affects their productivity?	82	10	8	100
2. Do you think that inadequate orientation of employee reduces their Productivity?	85	10	5	100
3. Do you think that inadequate Employee appraisal affects employee productivity	71	18	11	100
4. Do you think inadequate employee motivation	74	11	15	100

affects employee productivity				
TOTAL	312	49	39	400

Source: Fieldwork 2013

Table 4.12b: Computation of X^2 for hypothesis one

Response	Observed (o)	Expected (E)	O-E	(O-E)²	(O-E)²/E
Yes	312	133.33	178.67	319223.00	239.50
No	49	133.33	-84.33	7111.55	53.34
Undecided	39	133.33	-94.33	8898.15	66.74
Total	400	400			359.48

$$X^2 = 359.48$$

Note: The expected frequencies were gotten by dividing the total number of responses by the total number of response categories which is $400/3$

Degree of freedom = Total categories of responses-1, (N-1)

$$= 3-1$$

$$= 2.$$

With 0.05 as the level of significance and degree of freedom 2, the critical value is 4.60. since the computed value (359.48) is greater than the critical value (4.60) we reject the null hypothesis.

There is therefore a significant relationship between manpower development and employee productivity in Enugu state civil service commission.

Hypothesis ii

Ho: There is no significant relationship between the manpower needs of the commission and their manpower development programs.

H1: There is significant relationship between the manpower needs of the commission and their manpower development programs.

Questions 5, 6, 7 and 8 were used to analyse this hypothesis.

Table 4.13a: Summary of questions 5, 6, 7 and 8

QUESTION	YES	NO	UNDECIDED	TOTAL RESPONSES
5. Do you think that the training programs of the commission are in line with the Manpower needs?	17	82	1	100
6. Do you think that the orientation programs of the commission are in line with the manpower needs?	11	87	2	100
7. Do you think that Employee Appraisal programs are in line with the Manpower needs of the Commission?	8	90	2	100
8. Do you think that the Employee motivation programs are	7	92	1	100

in line with the manpower needs of the commission?				
TOTAL RESPONSES	43	351	6	400

Source: Fieldwork 2014

Table 4.13b: Computation of X^2 for hypothesis two

Response	Observed (o)	Expected (E)	O-E	(O-E) ²	(O-E) ² /E
Yes	43	133.33	-90.33	8159.51	61.20
No	351	133.33	217.67	47380.23	355.36
Undecided	6	133.33	121.33	16212.93	121.60
Total	400	400			538.16

$$X^2 = 538.16$$

Degree of freedom = 3-1

=2.

Since the computed value (538.16) is greater than the critical value (4.60) we reject the null hypothesis. There is therefore a significant relationship between the manpower needs of the commission and their manpower development programs

During the course of this research, the researcher was able to establish that many of the respondents do not feel motivated by the training offered, and indeed many have even never participated in training and development activities. It was also established that the respondents do not feel training has offered them opportunity to identify potentials for further development. Clearly also, an overwhelming majority of respondents do believe training has an impact on their performance.

The results also revealed that the various manpower development programs are not in line with the manpower needs of the commission. It was also gathered that;

- (i) Adequate attention is not given to staff training and development by the management of the civil service. Hence, the staff of Enugu state civil service are rarely given the opportunity to undergo training.
- (ii) Generally, human resources in the civil service are not well planned and utilized; as a result, their service delivery is inefficient. However, workers and management indicated that the civil service is adequately staffed to cater for its services.

- (iii) Also, staff training enhances productivity/service delivery in the civil service. As a result, the civil service low productivity and inefficiency is greatly as a result of lack of adequate staff training and human resource development
- (iv) People are not always placed on jobs that relate to their career/training. As a result, unqualified staff are placed in positions that need professionals.
- (v) Employee motivation approaches are inadequate, they have failed to increase the morale of employees in the performance of their jobs.
- (vi) There are unsystematic and inadequate appraisal schemes in the commission. This has made manpower forecasting difficult or impossible.

Conclusion

The study investigated the relationship between manpower development and employee productivity in Nigerian civil service, using the Enugu state civil service commission as a case of study. The study is compelled or guided by the understanding that successful and efficient performance of any organization depends largely on proper human resource administration. We underscored that it is the duty of management, especially, those concerned with human resources planning to ensure that human resources is well managed to avoid waste or shortage of human resources. Human resource administrators are expected to provide enabling environment for optimize staff productivity. More especially, it should be ensured that staff are sent on regular job training in order to ensure greater output and efficiency.

However, from the responses of workers, it became clear that little or no attention is given to staff training by the management. Generally, staff are scarcely sent on training. In most cases also, human resource administrators lack requisite skills and are largely incompetent to handle such tasking role. There have been situations, where the need for employee training and development are hardly identified. The withholding of staff training rather dampens staff morals, this, leading to inefficiency and low productivity.

More so, corruption and mediocrity are cogs on the wheels of the civil service and are evident in Enugu State Civil Service. Both government and those concerned with recruitment should avoid this, in favour of efficiency. More directly, corrupt practices such as “political god fatherism”, has downplayed merit and qualification in the recruitment and selection of the staff.

To make things work, however, there is utmost need for efficient human resource management, ridding of god fatherism syndrome, nepotism, favouritism, etc, replete in staff administration are key ingredients for greater productivity and qualitative service delivery. In addition, periodic monitoring and evaluation of the productivity level of staff, to clearly ascertain their mastering and proficiency in the field, and effect changes where necessary should be encouraged. It is generally advisable, however, that staff administrators initiate better strategies for improving performance.

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