AN APPRAISAL OF MANPOWER PLANNING IN THE TARABA STATE UNIVERSAL BASIC EDUCATION BOARD(TSUBEB) JALINGO

BY

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APPROVED PAGE

This is entitled " An Appraisal of Manpower Planning in the Taraba State Universal Basic Education Board (TSUBEB) Jalingo" by DANJUMA, YARO meets the regulations governing the award of degree in Master in Public Administration (MPA), Federal University of Technology, Yola and is approved for its contribution to knowledge and literary presentation.

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DEDICATION

This project work is dedicated to my precious wife Dcns. Ruth Daniel Yaro and my two lovely children Sis. Benita Daniel Yaro and Daniel (Jnr.) Daniel.

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ABSTRACT

The study was carried out purposely to look at manpower planning in the Taraba State Universal Basic Education Board Jalingo (TSUBEB). The essence was to study how staff members are recruited into the service of the board, their placement, development and utilization for effective performance. As a result, the study examines the issue of manpower planning in the Taraba State Universal Basic Education Board Jalingo from 2005 to 2009. The objectives of this were achieved through the use of two method of data collection. The first being the collection of primary data through the use of questionnaires administered in the study area, in addition to personal interview and observations involving staff of the

organization. The second being the collection of secondary data which was obtained from management members. Also, consulted where various textbooks, seminar/conference papers, journals found relevant to the study.

DECLARATION

This is to certify that the project: An Appraisal of Manpower Planning as a Tool for Organizational Effectiveness; A Case Study of Taraba State Universal Basic Education Board (TSUBEB) Headquarters, Jalingo. Submitted to Federal University of Technology, Yola, Department of Management Technology is a carried out by

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DEDICATION

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my two lovely children sis. Benita Daniel Yaro and Daniel Y. Daniel.

CHAPTER ONE

INTRODUCTION

1.1   Background to the Study

Manpower planning is essential bedrock for effective and successful human resources management of an organization. Against the background that human resource management has become more competing today in the face of globalization and the search for competitive advantage; no organization worth its self can afford to ignore the centrality of manpower planning.

It is against the above background that manpower is considered as an essential activity of the corporate segment of an organization. In view of the fact that the sustainability of any organization hinge to a large extent on the functionality and the performance capacity of its employees. It goes to say that the life span and relevance of any organization depends maximally on the effectiveness of its manpower planning. It is through such planning that the right people through the right recruitment method shall be placed rightly in the right unit of the organization. The role of manpower planning is all encompassing. That is why it is seen as a systematic approach towards accruing, developing, utilizing, deploying and sometimes the dismissing of an employee in a work place.

It is anticipated that manpower planning will generate enough data to inform decision on existing employees, new employees, potential employees and those that it has become inevitable for them to take their exists from the organization. Invariably, manpower planning leads to determination of the quality and quantity of employees in an organization. These pieces of information are imperative as they reveal the need for demand for employees in a work and the necessity for supply of such demand. Therefore, the bottom line is that the level of strength, weakness, opportunities and threats in an organization is determined.

In a nutshell, manpower planning (MMP) is geared towards ensuring that an organization is stable, capable of responding to change and above all a means of marching to the future with assurance.

This project therefore, seek to examine how the management of the Taraba state Universal Basic Education is able to use manpower planning process in ensuring that the right number of employees are

 recruited at the right time, and at the right place doing the right job; with particular emphasis an the TSUBEB Headquarters, Jalingo.

1.2   Statement of Problem

Many executives are convinced that organizations productivity can be increased through better management employee's performance. On the other hand, human resources planning is viewed as the way management wins to grips with ill defined and tough to solve human resources problem facing an organization. The tools used in the process as well as the importance of the process depend on the problem being confronted by management. And the nature of the problems relates to broader external changes and issues inherent in corporate strategies and plans.

This research seeks to examine the issues of employee performance in Taraba State Universal Basic Education Board Jalingo.

1.3   Objectives of the Study

The main objective of the study is to appraise the effectiveness of manpower planning in promoting performance of Taraba State Universal Basic Education Board.The specific objectives of the study include the following:

i.   To examine the workability and the role of manpower planning in the Taraba State Universal Basic Education Board Headquarters Jalingo;

ii.   To evaluate whether or not manpower planning practice has contributed to effective performance of the organization.

iii.   To assess the impact of Manpower Planning in TSUBEB.

iv.   To determine the future Manpower Planning policies in TSUBEB.

1.4   Research Questions

i.   Does manpower planning promote performance of (TSUBEB)?

ii.   What factors are responsible for the workability of Manpower Planning in Taraba State Universal Basic Education Board (TSUBEB)?

iii.   Has Manpower Planning contributed to effective performance in Taraba State Universal Basic Education Board(TSUBEB)?

iv.   What are the impact of Manpower Planning in Taraba State Universal Basic Education Board(TSUBEB)?

v.   Can the current Manpower Planning practice be use as a guard for future manpower policies in Taraba State Universal Basic Education Board (TSUBEB)?

1.5   Significance of the Study

The importance of manpower planning in any organization can not be over emphasized. Manpower planning has been said to be of significant and integral

part of human resource management. It has also been identified as a firm foundation for organizational development and business survival. Considering the inherent problems bedeviling many organizations today, in its performance to achieve the goals for which it is established' due to ineffective performance resulting from in adequate manpower planning. This study strictly focuses on manpower planning in the Taraba State Universal Basic Education Board Headquarters, Jalingo. This will enable for the exploration of the ways and manner the organization is committed to ensuring the presence of the right number of employees with the right levels of skills in the right job at the right time and performing the right activities in order to achieve organizational effectiveness. By so doing, it is hoped that at the end, the study will exposed all the lapses that serve as constraint to effective manpower planning in Taraba State Universal Basic Education Board Headquarters.

These studies will enable the organization to properly evaluate its human i performance for necessary action and finally serve as baseline for future study.

1.6   Scope of the Study

This study is restricted to the issues of manpower planning in Taraba State Universal Basic Education Board Headquarters, Jalingo from 2005 to 2009,due to the fact that at inception it was refer to as taraba state primary education board until the passage of the UBE bill by the state house assembly in 2005 when the

name was change taraba state universal basic education board. The stud

y involves personnel from various units and departments of the Taraba State Universal Basic Education Board Headquarters, specifically; attention will be on staff that have been recently employed, existing and about to retire. The study will also touch on staff with various skills — including both senior and junior staff.

1.7   Limitation of the Study

This study due to bureaucratic bottlenecks and unwillingness of people to give information the study is limited to that aspect of manpower planning in the various departments of the Taraba State Universal Basic Education Board Headquarters.

CHAPTER TWO

LITERATURE REVIEW

2.0   Introduction

This chapter reviews some literatures that are relevant to this study. The essence of the review is to enable us widen our knowledge regarding the theoretical and empirical issues on human resource planning .The literature review will also make an over view of scholars on the subject matter.

2.1   Theoretical/Conceptual Frame Work

It is important to note that many establishments engage in some human resource planning activities, however many of these establishments encounter difficulties with a piecemeal approach to staffing Smith (1976). Usually there is little or no integration between human resource planning and other managerial functions such as enterprise, planning, organizing, leading or controlling. Furthermore, human resource planning activities are often not carried out systematically. The purpose of this project is to introduce ways to overcome these limitations by using a conceptual human resource model that integrates the various aspects of human resource planning and links

them with other managerial functions. In view of the aforementioned, the study is therefore anchored to the Heinz Weihrich systems approach to human resource planning.

The model asserts that, human resource planning should not be considered in isolation rather, it should be and integral part of the total management system. By this it means the enterprise plan become the basis for organization plans, which are concerned with the structure and activities necessary to achieve enterprise objectives. The present and forecasted organization structure determines the number and qualifications of managers required. Then the demand for managers is compared with manpower currently available through the management inventory. Based on this analysis, internal and external sources of manpower are utilized in the processes of recruitment, selection and promotion of managers.

From the above, it is evidence then that, staffing is a complex process, but this does not mean that it can not be systematic. On the contrary, effective staffing demands a system approach.

2.3   Meaning of Manpower Planning

According to Nwachukwu (1988; 100) manpower planning is the process by which management attempts to provide for its human resource to accomplish its tasks.

Graham (1989;149) sees, manpower planning as an attempt to forecast how many and what kind of employees will be required in the future, and to what extend this demand is likely to be met.

Also Boway (1974) defined manpower planning as an activity of management which is aimed at coordinating the requirement for, and availability of different

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types of employees. This entails ensuring that the organization has enough of the right kind of person as such times as it is needed. It may also involve adjusting the requirement to the available supply.

Cole (1990) defines, manpower planning as a rational approach to the recruitment retention, utilization, improvement and disposition of an organization human resource. It is concerned with quantity as it is with quality. In whichever way manpower planning is defined, the fact still remains that manpower planning is a crucial task that most be faced by human resource managers in all organizations.

This means that manpower planning is not an easy task. It requires long range planning, must be action oriented and must take into consideration, the social and cultural heritage of the organization. As with all planning, it is on the acceptance of the changes and the needs to control the rate and direction of change rather than to be controlled by it. As Burgees (1967) has commented, however, that, if a simple lesson is to be learned from manpower planning experience, it will not be far from its problems which do not have either simple or absolute solution".

This signifies that, manpower planning is a difficult task which needs to be handled by a well.-qualified and experience officer in that field.

Colen in his own case went further than Burgers and gave some of the problems encountered in manpower planning as follows:

1. Lack of data (Population Information, Occupational statistics and others).

2. Difficulties in forecasting future labour force size in a dynamic economic setting.

3. Difficulties in deriving accurate estimates of future manpower requirements.

4. Difficulties in relating occupational requirements to educational programmes.

Nwuji (1974) in his own contribution emphasize the need for manpower forecasting. To him, manpower planning embraces a whole series of issues. These include the formation of plans and policies for development and effective utilization of all human resources in all sections of the national economy, the economic forecasting of manpower, needs. The provision and expansion of formal education levels in accordance with the required manpower needs, the allocation and the efficient use of skilled and educated manpower in wage earning labour force. Manpower forecasting, he further said is primarily an attempt to measure the anticipated demand and supply of labour for some date in the future. That is why in any organization, the manpower forecaster must attempt to predict skill requirements and supplies for the organization which can be done in three ways. These are through the short term could be period of one year while the medium term usually last from two-five years and the long term is a period of ten fifteen years.

In the short-term forecasting, the planner will try to demand (i.e) the allocation of skilled manpower between organization, regions or department and efficient use of the available skilled manpower.

While in the medium term, action is possible such as on the job training schemes. Long term forecast on the other hand, allows for a long run estimate, needed for policies involving long lead times such as changes in the stocks of different grades of educated manpower, attention could be directed to changes in the pattern of qualification levels. This shows that, long-term manpower forecasting should not be restricted to certain categories of cadre to the disadvantage of others.

Nevertheless, this does not mean that manpower forecasting as part of manpower planning has no difficulties. In fact, there are many obstacles to manpower forecasting and these obstacles increase when labour force has to be disaggregated by skills. Some of these problems according to Nwuji (1974) include: - "The nature and extent of labour mobility and changes in the occupational structure. The risk of long-term manpower forecasting (which we noted above as the best way of forecasting manpower). This Nwuji (1974) said will arise over the fact that the mistake is usually made of evaluating investments only on the basis of the output in the long run without due consideration for the time factor.

Classification is yet another problem in manpower forecasting that is, the criteria to be employed in separating our skill or occupation from another and in grouping

occupations into homogeneous categories. Despite the fact that there is no one known way of defining skill, however, the degree of skill can be commonly measure by the amount of training required to perform the job completely.

In short, with regard to manpower planning, it is important to know what is lacking that can enhance effectiveness, plus the level of manpower qualification that is needed.

Moreover, the number of qualified manpower that is required for the specific period must be clearly worked out so that the development would not be 'in excess or under estimate Simi to Christie's views (above) are the pre requisites of a sound manpower policy. They Include, the importance of setting goals to be achieved through development of manpower and aiming at optimal utilization of manpower. Here, it means the reduction of under-utilization of the labour force. In other words, the setting of goals including the provision of the facilities for manpower training and development either on the job or on an in service training is important at the planning stage.

Categories of those to be trained or develop should be specified, as recommended by Udou do-Aka (1974) which he said is the most difficult and yet the most important aspects of an organization training function. And in order to minimize these difficulties Udo-Aka (1974) further recommended the appointment of a

development officer who should make sure that, training is regarded towards the realization of that organizations objective.

To further comment on this issue is Olaloye (1976) who in his own part argued that planning is the present decision meant for future requirements. Therefore, manpower planning should be laid out to stop an unbalance between demand and supply so as to prevent an unwanted incidence which could result into waste. (i.e. a person doing a job which demands skills than what he is trained to do).

Smith (1976) on planning indicated that, planning only.

(a)   Creates a target to achieved effectiveness but not a blue print thus manpower planning reduces risk of shortages or surplus of manpower.

(b)   Serves as a coordinating effect between demand and supply.

(c)   Serves as a yardstick when dealing with efficiency.

(d)   Serves as a way of knowing organizations behaviour and becomes a planning or subsystem in a large system.

However, it should be noted here that, smith is dealing with the philosophical aspect of manpower planning which sounds like an ideal rather than the real thing. Ideal in the sense that the whole process work so smooth and perfect that it may not encounter problems in its execution.

Another writer, Morris (1974) in his analysis of manpower planning pointed out that the available resources are not fully exploited because the necessary or proper skills are not available for exploiting them. To him, manpower planning policies should include ways of solving problems concerning organization control, developing skills, improving effective adaptability and innovativeness. He mentioned that, some states allow each aspect of manpower to be independent. For instance, the training section, development section, recruitment and utilization section being almost independent of each other. In this regard, there is a need to establish a unit which will coordinate activities, resources and information in order to avoid wastage.

Sorayo (1985) another writer in identifying training needs manpower planning stressed its importance for and organization so that it will improve the knowledge, experience and skill of workers.

In addition to the latter, performance problems may be minimized if the right skills are placed in areas of need. Romano indicated that, the identity of the person to be trained must be determined and the area of training should be specified. The actual number of officers already trained in the occupation should be known also.

In addition to the above, the quality of training plus the devotion and the financial expenses involved should be noted. Moreover, the organizational and individual gain from the training should also be known before training begins. Adequate

information must be collected before the right training and development can take place.

A planned manpower programme would therefore minimize the wasted incurred during manpower utilization, such as under utilization. When manpower is well planned, only the required skills would be mostly developed.

Another writer Penny (1980) defined Human Resource Planning as "the process which helps provide adequate human resources to achieve organizational objectives". He identified three major segments of the process. The first is to forecast future needs of various forms of employee in the organization. The second is to compare the needs to present workforce available. The third is to determine the number and nature of employees to be phased out or added to one organization.

Lascio (1992) acknowledge the difficulties in attempting to put in place a universally acceptable definition of human resource planning. He argued that though definitions put in place differed, there was a point of convergence. He centered on this point consequently defining human resource planning as: - "an effort to anticipate future business and environment demands on an organization and to provide one personnel to fulfill that business and satisfy these demands".

He also identified three major interrelated elements of human resource planning. The first is human resource inventory which he regarded as a means of assessing current human resources in the organization. The second is forecast of human

resource supply and demand which is intended to assist human resources planners to predict personnel need within .the plan period. The third element relate to control and evaluating procedures designed to provide feedback to the entire system of human resource planning and measure the level of attainment of human resources goals. He also looks at human resources planning as a proactive human resource management role which considers organizational and environmental factors in determine specific human resources needs and how to meet them for optimum organizational goals attainment and for satisfaction of the employee within the plan period.

This definition recognizes human resource planning as perceive. It does not stop determining the number and types of personnel required to work in the organization at a given time. It is a system which forecast on planning every aspect of the role of the personnel division and the personnel function of unit managers in every department of the organization.

Bulla and Scott (1994) sees human resource .planning as a process of ensuring that the human resource requirement of an organization are identified and plans are made for satisfying requirements. Human resource planning is based on the belief that people are organizations most important strategic resources. It is generally concerned with matching resources to business needs in the longer term, although it will sometimes addresses human resource needs both in quantitative and

qualitative terms, which means answering two basic questions: first, how many people and second, what sort of people? Human resource planning also looks at broader issues relating to the ways and developed in order to improve therefore play an important part management.

As Quinn Mills (1983) indicates human resources planning is a decision making process that combines three important activities:

    a.   Identifying and acquiring the right number of people with the proper skills.

b.   Motivating them to achieve high performance;

    C.   Creating interactive links between business objectives and people planning activities.

On the whole, the above writers brought to light pre-requisites for good manpower planning. Proper forecasting, planning,, checks and balances, continues collecting of the right information for data, in which people are employed organizational effectives.   It   can   in   strategic   human   resource

designing and formulating and reformulating of policies based on the existing situation are all requirements, for a sound manpower planning in any organization.

2.4   Concepts of Manpower Training and Development

In any organization be it private or government training is the most important factor when it comes to manpower development. Some people restricted training to mean a very specific transfer of knowledge from one person to another is in apprentice training in a craft. While others speak of training as a very broadly conceived approach to mutual problems solving. Yet others consider it as an educational process. In whatever way we look at these various meanings people give to training, it is generally agreed that training means the imparting of knowledge, skills and attitudes needed for manpower development of an organization. Training as we all know aims at imparting skills and knowledge necessary for the successful performance of an assignment. Not only that, it is also aimed at developing, promoting and encouraging attitudes to work, habits of thought, action and others which are likely to contribute to the effectively of people working in an organization.

According to Udo-Aka (1974) training aims at meeting the immediate operational needs of an organization and also to broaden awareness of concepts for the purpose of long-term growth and development of the individual and the organization in general.

One of the questions that always hangs on manpower development is that of identifying training needs, that is, how do we identify training needs?. Training of

personal in every organization would not have arisen if all the organization's functionaries work out will; but this does not really happen. What we always have is the poor performance of an organization which in turn leads to low productivity. Low profile or a total loss during any financial year or planning period, wrong debits or credits, errors of omissions or commission. Frequent breakdown by operatives, increase in number of rejects poor communication service which more often than not results in mistakes and many more. These are direct and unmistakable pointers to the need for the formulation of a training in an organization which has to be a continuous exercise without folding up.

In fact, it was as a result of these ills along with others not listed above that made the federal Government of Nigeria to consider it necessary to set up a Manpower Board to look into, and "the determination of the National Manpower needs in all occupations, formulating for consideration of National Economic Council and the government of the federal programme of manpower development through university expansions and training scholarship fellowships, and other facilities, and coordinating and policies and activities of the federal and regional (states) minorities primary concerned with manpower.

This emphasis by the Federal Government of Nigeria made it necessary for her to train its manpower in order to obtain maximum input from their employees. To be able to achieve this, it is necessary to find out what knowledge, skills and attitudes

are needed in order to be competent in the subject or be able to do the job as expected.

Training of any kind aimed at developing one's skill in order to perform more effectively tasks several ways. At times, it depends on the resources and opportunities available to the organization and the trainee respectively; as Pigors and Myers (1977) stated that: "the type of employee training best suited to a specific organization depends upon called for in jobs to be filled, and the kind of operating problems confronted by the organization".

However, for the purpose of this study, we are going to discuss five types of training and these are:

i.   Pre-entry training

ii.   Seminars

iii.   Induction/orientation

iv.   On-the —job training

v.   In-service

i.   Pre-entry Training:

This takes the form of general education to prepare the perspective worker for selection and to develop the knowledge and qualities, which make his or her success later in life. Broadly defined, this is the training which an applicant into the

organization. Academic institution like Universities, Polytechnics and Colleges offer this type of training.

ii.   Seminars:

This is an internal programme, which is designed for highly motivational, performance improvement of employees which is very relevant to the needs of the organization. The seminar has to cover various categories of officers. Here, papers are presented while other give lectures to the different categories of workers in an organization.

iii.   Induction/Orientation Training:

A new entrant into an organization needs information about the new organization. This type of information he needs may vary with the type of job. The orientation given to the new employee here makes him to understand the important of his job, the organization's personnel policies and procedure as they concern him. It also exposes to him the picture of the organization and how it relates to the local community and the nation at large. What ever the new employee's foreknowledge is likely to be, it is essential that he is furnished with that will enable him to find his place in the organization.

iv.   On-the-job Training:

This is training in an actual work situation. One can say that, it is both a formal and informal type of in-service training and is largely the responsibility of the

organization. It may run all the way from the briefing given to an administrative officer by his supervisor on how to handle a complex matter to actual instruction and demonstration in such duties as typing letters, how to answer telephone calls or even how to handles files, etc. this type of training involves direct contact between superiors and their subordinates. It can take the form of a group or staff meeting called by a superior officer in a department to give information and to get information from the subordinates by way of asking and answering questions.

v.   In-Service Training:

This is a training, which is usually done, in a form of academic work. It is done outside the actual the usual work place in a separate environment where the trainee may use sometimes-, modified tools and equipments. Under this training, the trainee learns new things towards his work. It is usually done in a formal education. That is, the trainee during training would be tested and be satisfied before he leaves to his place of work.

From the fore going, we see that manpower development or training aims at improving the job-man-organization fit through a planned and systematic acquisition of new attitudes. As skills, information, concepts, rules and attitudes. As Osuji put is that "Training is a tripartite transactional system involving the job, the man and the organization". He further said that the success of any manpower

development will depends mostly on how clearly these

tripartite relationships are understood, analyzed and built into the training scheme.

This means that for any successful manpower development, these tripartite must be

very wasteful of money effort planned and thought out; the return on the

investment can be very poor and frustrating.

2.5 Manpower Utilization

On manpower utilization, a lot of work has been done on it more especially writers

in the developing countries. One of such writers is Ona (1969) who in his own

contribution stressed that "effective employment of capital should go hand —in

hand with a highly skilled manpower and vice-versa". This means that both the

capital and the skilled manpower must be present before progress can be seen.

Consequently, progressive development should not be expected if proper

utilization of manpower is not enforced, even if capital is available. Skilled

manpower is not therefore serves as an indispensable prerequisite for development.

Under-utilization can occur when officer are recruited on particularities basis

instead of merit and because of this there would be some difficulties a higher

responsibility. When this happens,

it shows that the requite qualification or the right attitude to work is absent. The coordination between development and utilization based on needs would also be lacking. This is because the wrong officer will be selected keeping grudge against those recruited on particularistic bases may not be flexible enough to allow the newly recruited officer to learn on the job for organizational progress. These officers may end up with "I don't care attitude" to their work. Burmi (1978) in his own contribution to this type of manpower under-utilization states that "every 'country' or an organization in this would faces the problem of how to increase productivity through widest possible application of equal opportunities". This he said is not possible because, effective manpower utilization is usually reduced when discrimination is practiced in respect to non performance factors as tribe, religion, Nationality, sex, school attended, political party and seniority. Apart from what has been given above factors that lead to ineffective utilization of manpower by Burmi(1978), one still finds some factors, which negate optimum manpower utilization. One of such factors is the restricted labour mobility due to the geographical distribution of available skilled manpower (i.e. recruiting indigenes

only). Another factor is the deliberate effort made by some superior officers in an organization to post or place an officer to where his skill is not needed or required, that is, "misplaced resources". Here, the worker may riot have any job satisfaction because he has been placed in a wrong place.

From the foregoing discussion, it has been that the expected skilled from any kind of training programme for manpower development should be clearly determined before the training is done. This training should also be in line with the requirements of the organization and this could be within the means of the sponsors of the programme. In addition to that, the level of qualification, the duration of the training period, time that the skill would serve a useful purpose to the organization should also be calculated and known. Moreover, there should be specific officers who would be appointed to carry out such an assessment. Although planning can never be said to be a blue print, because change can, and do occur during the executive of programme. It can comfortably be said that manpower planning can reduce the risk of shortages or surplus in the provision of manpower, soraye(1985). It should be

realized also that even in planning, it requires specific skill to plan well.

Finally, if an organization wants a lean house that coordinates and makes adequate preparation for maximum utilization of labour, the problems related to manpower utilization given above has to be rededicated. The key word in the effective utilization of manpower is proper planning and coordination for a proper implementation and realization of organizational goals.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1   Research Design

This research was design to use a survey research and the following techniques of survey research was used. Population of the study, sample size, sampling techniques, sources of data, research instrument and data analysis techniques.

3.2   Population of Study

To be able to achieve the stated objectives of the study quite appreciable population was involved. The reasons for this was to enable the researcher have a wider range and get a fair response from the population. The total number of staff in the organization (TSUBEB) is 254 out of this specified population 104 staff was involved in addition to all board members.

3.3   Sample Size

Since the organization is made up of different categories of staff, ranging from senior   and   junior   staff,   technical   and   professionals   these

 staff from various departments were involved to form the sample size. A total of 104 staff was involved in this research project.

3.4   Sampling Techniques

In forming the sample size a random sampling technique was used to get the sample size using random number table. In considering the sample size priority was giving to top management staff and middle managers which involved 35 out of 104 after obtaining the sample size, then questionnaires were administered to them as well as some senior staff and also junior staff based on their respective population. The researcher administered about 95 questionnaires in the study area.

3.5   Methods of Data Collection

In this study both primary and secondary data was be sourced. The primary data was sourced through the use of questionnaires, which was administered to the staffers concerned in the study area. Also personal interviews were conducted to supplement information that will not be contained in the questionnaire.

Secondary data also was collected for this study, this include information from staff of the administration department also document such as textbooks, Journals, conferences/seminars papers on manpower planning particularly from the library and the various unit of the organization. Finally, data was also sourced from other relevant information that is found elsewhere.

3.6   Research Instrument

The instruments that were used for this study include among others, questionnaires administration in the study area, which involve top management, middle managers,

as well as senior and junior staff. Apart from this also personal interview involving 9 persons. Participating observation was carried out in the study area. This went a along way in supplementing the areas that was not be covered by the questionnaires.

3:7   Data Analysis Techniques

Based on the research problems identified and the objectives of the study, the result obtain was analyzed using descriptive statistics. The descriptive analysis involved   mean   and   simple   percentages   (%).

CHAPTER FOUR:

DATA PRESENTATION AND ANALYSIS OF RESULT

This chapter present and discusses the results obtained from the data collected for this study. The main focus of discussion, based on the stated objectives of this research includes how a staff is employed into the service, number of years spends and whether he has enjoyed any training or not.

A total of 95 copies of questionnaire were distributed to both senior/junior staff and management members. 20 copies out of the total number was meant to accommodate the view management members, while the remaining 75 copies were distributed to both senior (30 copies) and junior staff (45 copies) of the organization.

Table 4.1 Data Presentation

Responses	Frequency		Percentage
	Returned	Unreturned	
Management	20	-	21
Senior Staff	30	-	32
Junior Staff	45	-	47
Total	95	-	100

Source: Field Survey, 2010

4.2 DATA ANALYSIS

4.2: Nature of Recruitment

Response	No. of staff	Percentage
Through application	65	87
By advertisement	10	13
Just served with employment letter	-	-
Total	75	100

Source: Field Survey, 2010

From the above table, 65 of the respondent, which represent 87%, were recruited through application, while the remaining 10 respondents constituting 13% were recruited through advertisement. The table shows that majority of the staff were recruited through application in which case their credential was verified which help in their placement within the organization.

Table 4.3: Staff Data

Response	No. of staff	Percentage
Yes	20	100
No	-	-
Total	20	100

Source: Field Survey, 2010

The table indicate that 20 management respondent representing a total of 100% have adequate information about their staff and that has help them to properly place staff under them.

Table 4.4: Service Duration

Response	No. of staff	percentage
1-5 years	5	7
6-15 years	70	93
16 and above	-	-
Total	75	100

Source: Field Survey, 2010

5 of the respondent representing 7% have spend between 1-5 years in the organization, while 70 respondent representing a total of 93% have spend 5-15 years in the organization.

Table 4.5: Training Period

Response	No. of staff	percentage
Very Often	12	60
When Due	8	40
When the need arises	-	-
Total	20	100

Source: Field Survey, 2010

The table above indicates 12 management staff out of the total number representing 60% indicates that staffs are trained very often. While 8 respondent representing 40% were of the view that staff are engage in training when the need arises.

Table 4.6: Specialization Relevance

Response	No. of staff	percentage
Relevant to my job	67	89
Not relevant	8	11
None of the above	-	-
Total	75	100

Source: Field Survey, 2010

67 respondents representing 89% indicated that their present job assignment is relevant to the area in which they studied, while 8 respondents representing 11 % are not doing the job that is relevant to their field of study. As such 67 respondents accounting for 89% out the total respondents of 75 indicated YES while only 8 respondents   accounting   only   for   11   %   indicated   No.

Table 4.7: TSUBEB Training Ranking

Response	No. of staff	percentage
Very high	17	85
High	3	15
Very low	-	-
Total	20	100

Source: Field Survey, 2010

From the table above, questionnaire administered shows that most management staff rated the organization very high in terms of staff training and development as revealed by table 4.7 above out of 20 respondents 17 accounting for 85% rated the organization very high in terms of staff training and development while only 3 accounting for 15% rated the organization high.

Table 4.8: Employee Training

Response	No. of staff	percentage
Yes	67	89
No	8	11
Total	75	100

Source: Field Survey, 2010

Based on the questionnaire administered in the study area, table 4.9 above, shows that majority of the respondents indicate YES that they have enjoyed training by the organization, out of 75 respondents, 69 accounting for 92% indicated YES and only 6 respondent accounting for 8% indicated NO.

Table 4.9 Process of deployment

Response	No. of staff	percentage
Yes	19	95
No	6	8
Total	20	100

Source: Field Survey, 2010

Our survey as revealed by table 4.9 above shows that majority of the management members indicated YES that staff deployment is on qualification while 19 respondents representing 95% indicated YES and only 1 respondent indicated NO.

Table 4.10: Employee output after training.

Response	No. of staff	percentage
Very high	51	68
High	24	32
Low	-	-
Very low	-	-
Total	75	100

Source: Field Survey, 2010

From the above table one will observed that, most staff that were given opportunity for training! development are found to be rated high in performance of the duty assigned to them by the organization, as revealed by table 4.10 above 51 out of 75 respondents accounting 68% were rated high while only 24 respondents accounting for 32% were rated very high.

Table 4.11: Opinion on staff performance ability.

Response	No. of staff	percentage
Outstanding	-	-
Very High	3	15
High	17	85
Total	20	100

Source: Field Survey, 2010

Furthermore, table 4.11 above, shows management opinion on their staff performance result. The table reveals that majority of management members indicated that training and development has exposed staff to various skills/knowledge which resulted to making them more competent and productive in their various field of work. Majority of the respondent rated their staff high in terms of performance. 17 respondents representing 85% rated staff high in performance while only 3 accounting for 15% rated their staff very high.

Table 4.12 :Importance of Training

Response	No. of staff	percentage
Very important	70	93
Important	3	7
Not important	-	-
Total	75	100

Source: Field Survey, 2010

From the questionnaire administered, 70 respondents out of 75, representing 93% indicated that training is very important to them especially as it affect their job while only S respondent accounting for 7% said training is important.

4.13 Method of evaluating staff.

The productivity and sustainability of any organization is on the quality of its work force, this can only be measured through evaluation. Evaluation is the process of appraising the staff performance through oral and written examination done on annual basis depending on the organization policy on staff performance.

Evaluation is one of the important components in any organization, it is vital in the sense that, the competency, effectiveness, productiveness and sustainability of an organization lies on the evaluation of its staff. This is because it is only through

evaluation that the individual staff ability, capability and relevance towards the organization service will be obtained. The essence of staff evaluation is to access each staff on his performance whether. It is relevant to the need of the organization, which has in one way or the other influence the service delivery of such organization. Also it is through the evaluation of staff that an organization may be exposed to some lapses that faced it staff, which will have negative consequences on the need to be tackle. Further more it gives the organization an insight on how best to enhance the potentiality through monitoring, measuring and controlling of each staff, which in turn boasts the productivity of the organization in its service delivery.

In any organization evaluation tend to be very difficult because of poor handling of records. Barcow (1989) said that despite the poor records of evaluation within an organization, it is an accepted part of management orthodoxy that there should be some means by which performance can be measured, monitored and controlled.

As it is obtainable in most organizations, Taraba State Universal Basic Education Board, Jalingo is not exceptional. Evaluation on staff is a mandatory exercise done every year and each staff is expected to fill some forms at his/her department or unit. Then the head of department access the staff and recommend same to the executive chairman for endorsement from where the forms are send to the

establishment board to evaluate the individual forms and make recommendation to the management for necessary action.

Source: Documentary method

Table 4.14;Level of Utilization

Response	No. of staff	percentage
Very high	7	9
High	68	91
Low	-	-
Very low	-	-
Total	75	100

Source: Field Survey, 2010

From the above table it is clear that majority of staff are highly utilized by the organization. The table reveals that. 7 respondents representing 9% indicated very high utilization by the organization, while 68 respondents accounting for 91 % indicated high level of utilization.

4.15: Overall Performance

Response	No. of staff	percentage
Very high	2	10
High	18	90
Low	-	-
Very low	-	-
Total	20	100

Source: Field Survey, 2010

From the above table one will observed that majority of the management rated the organization high in performance as revealed by the table above 18 respondent accounting for 90% indicated high level of performance, while only 2 accounting for 10% indicated very high level in terms of performance of the organization.

Table 4.16: Handling Primary Assignment

Response	No. of staff	percentage
Very well	10	13
Well	56	87
Low	-	-
Very low	-	-
Total	75	100

Source: Field Survey, 2010

The table above revealed that 10 respondents accounting for 13% indicated very well as per the organization well being while 65 respondents accounting for 87% indicated well.

4.3   Research Findings

Based on the data presentation and analysis, the following finding was made;

Table 4.2 disclosed that majority of the employees were recruited via application.

Table 4.5 shows that the organizations have been training its.staff.

Table 4.6 shows that most employees admitted that their present schedule are relevant to their field of specialization.

In terms of organizational performance, table 4.7 indicates that most management

rated the organization high in terms of training.

Table 4.9 indicates that staff deployment is based on qualification relevance.

Table 4.10 shows that most staff admitted high level of performance after training.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1   Summary

No organization in the world today can carry out its functions very well without adequate and competent manpower. The vital role of man power comes in to focus both in peace time and when an organization is in crisis. Of resources placed at the disposal of an organization by far, the most critical is manpower. Qualified manpower is a measure of an organization strength, security and well being. The human resource of an organization holds the key to its survival, prosperity and future economic and social development.

The study was therefore carried out purposely to look at manpower planning in the Taraba State Universal Basic Education Board Jalingo (TSUBEB). The essence was to study how staffs are recruited into the service of the board, their placement, development and utilization for effective performance. As a result the study examines the issue of man power planning in the Taraba State Universal Basic Education Board Jalingo from 2005 to 2009.

To be able to achieve this several objectives where outline and have being achieved. These were done through the use of two method of Data Collection. The first being the collection of primary data through the use of questioner administered in the study area, in addition to personal interviews and observations

involving staff of the organization. The second being the collection of secondary data which was obtained from management members. Also consulted where various text books, seminar/conference papers, journals found relevant to the study. In the course of these researches the following have being identified: The study area (Taraba State Universal Basic Education Board) came into being in 1994 asTaraba State Primary Education Board. Later the name was change to Taraba State Universal Basic Education Board through the U.B.E bill enacted by the Taraba State House of Assembly in August 2008. It was observed that the study area since its creation witnessed unprecedented increase in staff strength. This is as a result of increase in the number of departments and units as well as functions and responsibility.

Based on the organization commitment to realizing its set objectives, It ensured that staff recruited actually applied for the job and had requisite qualification, for the job applied. As a result most of the staff is placed in job relevant to their field of study.

Consequently, as regards to staff performance the study found out that most staff that was given opportunities for training and development are rated high. On the staff self rating, majority confirmed that their performance are higher as a result of training they obtained courtesy of the study area (TSUBEB).

Furthermore, on the issue of staff utilization, majority of the staff admitted being utilized very well by the organization. Similarly majority of the staff agreed to the fact that the organization is doing well in the discharge of her overall primary responsibility.

5.2 Conclusions

The Study has shown that manpower planning as practiced by the study area has contributed in no small measure towards staff performance and the organization overall performance.

In the same vein, the study also showed some problems encountered by few staff who are not doing very well in their assignment. The reason being that of wrong placement. This phenomenon has to be addressed with a view to give a positive outcome that in turn will enable the organization to have high productivity out of its staff. How ever by implementing the recommendation made for this study, it is believed that positive result will be achieved which will enhance standardization in the organization performance in its service delivery.

5.3 Recommendations

Based on the findings of this study, the following recommendations are made: Firstly the management has to establish a body that will be in a better position to predict with relative certainty when there will be job openings and how newly placed staff could be developed and utilized. I strongly recommend that the office

so suggested will be charged with serious thinking about developing a sound manpower skill in line with the organization staff policy.

Secondly, under-utilization of trained manpower must not been encourage in order to reduce frustration among staff members.

Thirdly, for the organization to make good use of the available skilled manpower, all workers have to place on merit and need alone.

Partiality in favoring placement by some officer over others most be discourage and adequate materials for work should be provided.

Fourthly, in as much the organization recruit most of its staff via application, subsequently all applicants credentials should be screened thoroughly before they are call for interview.

Fifthly, training and retraining of staff should be a continuous effort the organization in order sustain and maintain high level performance. In other words training and retraining should be pursuit with vigor.

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APPENDIX

QUESTIONNAIRE

1.   How Were You Recruited Into the Service?

i.   Through Application   (   )

ii.   By advertisement   (   )

iii.   Just served with employment latter   (   )

2.   Do you have adequate information about your staff?

i.   YES   (   )

ii.   NO   (   )

3.   How long have you being working in the organization?

i.   1-5 years   (   )

ii.   6-15 years   (   )

iii.   16 and above   (   )

4.   How often do you engage your staff on training?

i.   Very often   (   )

ii.   When due   (   )

iii.   When the need arise   (   )

5. Is your assignment relevant to your field of study?

i. YES (   )

ii. NO (   )

6. How can you rate the level of Taraba State Universal Basic Education Board irt staff training?

i.   Very high (   )

ii. High   (   )

iii. Very low   (   )

7. Did you receive any training by one organization since you became a staff?

i. YES (   )

ii. NO (   )

8. Do you deploy your staff base on qualification relevance to the job?

i. YES (   )

ii. NO (   )

9. How is your Performance after training?

i.   Very high (   )

ii. High   (   )

iii. Very low   (   )

10. What is your opinion on staff performance ability?

i. Outstanding ( )

ii. Very high ( )

iii. High ( )

11. Do you think training is important to you?

i. Very important ( )

ii. Important ( )

iii. Not important ( )

12. How will you rate your utilization level by the organization?

i. Very high ( )

ii. High ( )

iii. Low ( )

iv. Very low ( )

13. What is your organization performance level?

i. Very high ( )

ii. High ( )

iii. Low ( )

iv. Very low ( )

14. Do you think your organization is doing well in the discharge of her primary assignment?

i. Very well ( )

ii. Well ( )

iii. Low ( )

iv. Very low ( )