

**THE STRATEGIC ROLE OF HUMAN RESOURCE PLANNING ON
ORGANIZATIONAL PERFORMANCE IN THE NIGERIA IMMIGRATION SERVICE**

BY

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DECLARATION

I hereby declare that this project has been written by me and it is a report of my research work. It has not been presented in any previous application for the reward of Masters of Business Administration (MBA). All quotations are indicated and sources of information specifically acknowledge by means of references.

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CERTIFICATION

This project “the Strategic role of Human Resource Planning on Organizational Performance in the Nigeria Immigration Service”, meets the regulations governing the award of Master of Business Administration (MBA) degree, of the School of Postgraduate Studies, Nasarawa State University, Keffi, and is approved for its contribution to knowledge.

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DEDICATION

I dedicate this work to my mother Mrs. Elizabeth Donald Mbodi, who has been of immense support during my educational pursuit and I also dedicate this work to my dear wife Mrs. Glory Patrick Mbodi, my son Godswill Patrick Mbodi and my daughter Praise Patrick Mbodi, for their support, patient and love during after my education.

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ABSTRACT

The role of Human Resource Management and Productivity in Nigeria Immigration Service is principally concern with matching appropriate size and skills of the workforce to commensurate with the need of the organization by raising the quantity and quality of individuals contribution to productivity or performance. The problem identified was Work motivation and compensation, Ethics and Values, Work Attitude and Recruitment and Selection Process. It goes further to explain HRM and Productivity in Nigeria Public Sector, Using a study of Nigerian Immigration Service. The descriptive survey method was used and the research tool was questionnaire. 120 staffs answered the questionnaire. Frequency percentages and criterion mean score of 2.5 were used in data analysis using Chi-square formula and presentation was done by the use of tables. The findings from the study showed that the factors of HRM and Productivity in Nigeria Immigration Service. The result obtained in the course of the study further shows that human resource management and training are very significant in Nigeria Immigration Service and performance, competence and efficiency in service delivery depends largely on the quality of staff. It is therefore essential for organizations Nigeria Immigration Service in particular to plan its human resource requirements in order to ensure the availability of the Quantity and Quality of human resources requirement at any point in time. Manpower planning and development is essential for optimum performance of staff.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Human Resources Planning has emerged as a set of prescription of managing people at work, it is principally concerned with matching appropriate size and skills of the workforce (labour) to commensurate with the need of the organization by raising the Quantity and Quality of individual employees contributions to increase their productivity or performance in order to attain the vision and mission of the organization.

Fadipe (2011), states that “manpower deals with human capital formation, allocation and utilization”. Manpower, also known as human resources can be defined as the bulk of labour available for any particular kind of work. Specifically, “It is the bulk of human beings with relevant skills, energies talents, knowledge and attitudes that can be committed towards the production of goods and services Gbosi (2003).

Human Resource (Manpower) is the backbone of any organization. Basically, the ability of any organization to attain its set goals and objectives is predicated on the caliber of human resources available to it and how effectively they can be managed.

The Nigeria Immigration Service is not an exception. As “an agent of government” Nigeria Immigration Service over the years has been regarded as a veritable instrument for rural development”. This is particularly so in the light of the fact that development strategies and programmes designed to induce community participation towards ensuring sustainable development”.

To make appropriate services and development activities responsible to the wishes and initiatives by developing or delegating them to representatives; to facilitate the exercise of democratic self government, and to encourage initiative and leadership potential; to mobilize human and material resources through the involvement of members of the public in their development; and to provide a two-way channel of communication between Nigerian Immigration Service and members of the public.

Therefore, the stated objectives can be attained through effective management of human and material resources. According to Linker, “of all the task of management, managing the human component is crucial and most important task because of this, it depends on how well it is done”.

Regrettably, one of the major problems militating against the performance of most organizations especially under the public sector is finding which militates the most efficient and effective ways of recruiting, training, retraining, developing and utilizing the employees to meet organizational goals. Thus, the quality, quantity, caliber, strength and effective allocation of human resources element needs to be properly planned, developed for effective utilization.

Human Resource planning, development and utilization are very critical in the attainment of organizational goals both in the public and private sector. Thus, no matter the type and sophistication of equipment and the quantum of financial resources, the organization is not likely to achieve its objectives. It is against this background that the success of an organization cannot be attained without adequate manpower planning, development and utilization especially at the Nigeria Immigration Service level. Nigeria Immigration

Service system attempts to respond positively and effectively to the needs and demands of efficient service delivery to the people at the grass-root. Unfortunately, this effort is constrained by a number of factors that have active shortage of skilled and professionally trained manpower to formulate and implement development programmes. This problem is compounded by poor manpower planning and development programmes. While the Nigeria Immigration Service is responsible for the planning recruitment deployment, transfer, promotion training and development of officers on salary Grade 07 and above, same is delegated to individuals in the case of officers on GL 01 to GL 06 while the Nigeria Immigration Service commission regularly sponsors officers on GL 07 and above for in-service training, and organizes regular workshops and seminars for senior officers, individual courts rarely sponsor junior officers for in-service training talk less of organizing workshops, seminars or conferences for them. Besides, most of the personnel are grossly underutilized due to lack of schedules of duty, redundancy, truancy and undue political interference.

Nigeria Immigration Service in the country and Abuja over the years have been subjected to numerous reforms. Successive administrations have embarked on extensive measures and attempts to correct the abnormalities bedeviling the administration of the Nigeria Immigration Service. But in spite of these laudable reforms, the efficient and effective operations of the Nigeria Immigration Service in Abuja has been generally influenced by unskilled and semi skilled manpower, corruption, misappropriations, financial mismanagement political interference etc. These problems appear to have defiled all reforms and solutions

1.2 Statement of the Problem

In modern Human Resources Management, one of greatest challenges is the attainment of superior operational performances. The attainment of this to a great extent depends on the quality and mix of the organizational workforce.

This study is predicated on the assumptions that there are many problems with regards to the human resources planning development and effective utilization of the personnel of the Nigeria Immigration Service.

These problems could be as a result of poor planning training, development and utilization such that staff employed are those who are not fit and proper for particular job. The judicious use of human resources is a perpetual problem. The commonest challenges includes over staffing, availability of qualified persons to fill existing vacancies. Other problems include; poor selection, recruitment, placement, lack of training, development and under utilization.

Nigeria Immigration Service appears to be staffed with what could be described as poor human resources, poor quality of personnel or over staffing. A major problem confronting the Nigerian Immigration Service is how to effectively plan, manage, develop and utilize these personnel. Unfortunately, they have failed to achieve their set goals and objectives because of improper planning and development of manpower requirements.

Suffice it to further states that the Nigerian Immigration Service manpower planning, training proposals have not been very satisfactory as this has rather manifested itself in the shortage or lack of inadequate skilled manpower. The Nigerian Immigration Service

board that is responsible for staff training and development has no clearly defined training policy in place. As a result, there is acute shortage of technical and professional personnel such as accountants, engineers, medical doctors, nurses, midwives, agriculturalists, architects, etc. But in the absence of these, the most viable option is to fill the gaps through proper personnel planning, forecasting of manpower needs, training and development of all level and cadres to enhance their proficiency to become skilled professionals.

1.3 Research Questions

- i. What are the effective and efficient methods of planning, development and utilization of human resources in the Nigerian Immigration Service?
- ii. What are the causes of poor human resource planning, low performance in manpower development and possible recommendations?
- iii. What are the necessary plan, standard and quality of personnel in Nigeria Immigration Service?

1.4 Objectives of the Study

Generally, the strength of any organization lies with the human resource potentials available to it. Thus, human resource planning and development ought to be a major concern for management of organization especially human resource managers. The broad objective of this study is to evaluate the Strategic role of Human Resource Planning on Organizational Performance in the Nigeria Immigration Service. Other specific objectives of the study include:

- i. To identify effective and efficient methods of planning, development and utilization of human resources in the Nigeria Immigration Service.
- ii. Identify causes of poor human resource planning, low performance in manpower development and give possible recommendations.
- iii. Suggest how to plan, raise the standard, quality of personnel, motivate and retain such personnel in Nigeria Immigration Service.

1.5 Research Hypotheses

The research is guided by two basic hypotheses

- H₀₁ Lack of proper planning and development of the workforce requirements leads to under utilization and poor performance of staff of Nigeria Immigration Service.
- H₀₂ Proper planning and development of the workforce requirement increases efficiency in the utilization and leads to high performance of Nigeria Immigration Service.

1.6 Significance of the Study

This study has been motivated by the problem of poor manpower (human resource) planning and development in the Nigeria Immigration Service. The study is significant because the outcome of the investigation serves as a feedback to the Nigeria Immigration Service. It will also demonstrate that proper manpower planning and development policies are necessary conditions for the effective utilization of staff for the successful implementation of Governments projects. This will also assist in finding solution to the problem of human resource planning, development and utilization in the Nigeria Immigration Service administration.

Furthermore, the study will generate new knowledge and offer managerial strategies and tactics which would be useful to the administration and management of human resources in the Government.

In addition, this study will bring to bear the perceived problems of poor manpower planning, development and utilization and identify measures on how to resolve them. It is the candid belief of the researcher that by the end of this work, he will be contributing to finding solutions to the problems of human resource planning development and utilization in the Nigeria Immigration Service. Similarly this work will serve as a reference text or source of information for others that are interested in the subject matter of study.

1.7 Scope and Limitation of the Study

The study is confined to human resource (manpower) planning, development and utilization in the Nigeria Immigration Service, for the period of five (10) years 2005 to 2015. Due to time and other financial constraints, it is practically impossible to embark upon a comprehensive research that will cover the total workforce. The use of secondary data has some limitations. The researcher could not reach all the relevant materials required for this study because some information are considered as secret and classified thus, could not be disclosed or released. Furthermore, the use of questionnaire also has limitations. Some of the respondents interviewed are illiterates as such could not give adequate and sufficient were also afraid of giving answers for fear of being intimidated by their superior officers. Some were indifferent and reluctant to answer the questions. Others never return the questionnaires.

1.8 Definition of Terms

Management: Management is all business and an organizational activity is the act of getting people together to accomplish goals and objectives using available resources efficiently and effectively. Management comprises of planning, organizing, staff. Leading and controlling an organization or effort for the purpose of accomplishing a goal.

Human Resources: Is the sum total or aggregate of inherent abilities, acquired knowledge and skills, represented by the talents and aptitudes of the persons employed in the organization.

Human Resources Management: Is the process of acquiring, training, appraising and compensating employees and attending to their labour relations, health and safety and fairness concerns.

Manpower: Is defined by Harbison (1973) as “the energies, skills and knowledge of people that are applied in the production of goods and services”, it depends largely on; skills education and experience.

Planning: Is “the process of determining the objectives of administrative effort and devising the means calculated to achieve them”. It is a conscious process of selecting and developing the best course (Millet 1954)

Manpower Planning: Is “the process of organizing human resources such as skills, knowledge and competencies to achieve the objectives of the organization in the future” it covers manpower development and utilization.

Manpower Utilization: Is defined as the optimal use of manpower in productive activities. It relates to the maximum use of manpower in the areas they are assigned based on their acquired knowledge and skills to attain organizational objectives.

Recruitment: Recruitment refers to the process of attracting, screening, selecting and on boarding a qualified person for a job.

Job Specification: A Statement of employee characteristics and qualifications required for satisfactory performance of defined duties and tasks comprising a specific job or function.

Training: Is “the systematic development of the knowledge, skill and attitudes required by an individual to perform adequately in a given task. Training as a process, attempts to fill the gap between what an employee has to offer by way of accumulated skill, experience and aptitude and that which is demanded by the job” Tende (2011).

Staff Development: Refers to the process, programs and activities through which every organization develops, enhances and improves the skills, competence and overall performances of its employees and workers. The Human Resource Department is generally vested with the task and responsibilities of staff development.

Evaluation: Is a systemic determination of a subject merit worth and significance governed by a set of standards.

Impact: Measure of the tangible and intangible effects (consequences) of one’s thing or entity’s action or influence upon another.

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual Framework

2.1.1 Concept of Human Resources Planning

Salliteze (2005) says “One of the simplest ways of economizing efforts in an inquiry is to review and build upon the works already done by others”. This work includes books, published newspapers, and journals, papers presented in conferences, seminars, workshops, symposium and magazines relating to the topic. Of recent, increasing attention is being accorded to the importance of planning human resources and other economic resources such as capital, materials machinery and equipment. It is important that human resources are effectively utilized as much as possible at national and organizational levels. The basic aim at the national level is to review performance in different industries in line with anticipated future economic growth. Government’s action is geared towards overcoming problems of overstaffing understaffing and the movement (redeployment) of workers.

Human resource planning (HR) planning is a strategy for the acquisition, utilization, improvement and retention of an organization’s human resources. Whatever the nature of the organizations, planning is linked to the development of the organization as a whole and should be related to corporate objectives and to an organization’s structure capable of achieving those objectives. It should also be related to the nature of the organization culture and climate. Harbison (1962) also observe that “a strategy for human resource development that is the building and effective utilization of skills, is an essential element

of any modern development strategy” the wealth of a nation he said, is as much dependent on the accumulation of “human capital” as upon the accumulation of material capital. Human capital formation which is closely associated with investment in man is the acquisition and increase in the stock of people with the skills, education and experience which are critical to national development. The issues of manpower planning, development and utilization have continued to assume very complex and varying dimensions from one development plan to another in Nigeria according to Maduabum (1998). At the inception of the first National Development plan (1962-1968), the major constraint was supply of well trained and experienced manpower, a phenomenon described as “lack of executive capacity”. This militates against effective implementation of the country’s development plan. Thus, the main policy thrust was directed at increasing the nation’s stock of educated and trained manpower through the expansion of educational and training institutions and establishment of new ones.

Accordingly, in Nigeria, as most other countries of the world, the management of public and private enterprises has become a big and complex business due to expanded jurisdiction and high expectations of the citizenry for high quality services. The success of any government in this regard depends to a large extent on how well its human resources outfit is effectively managed. Late President John F.K in the first Manpower (Human Resource) Report in the United States observed: “Manpower is the basic resource. It is the indispensable means of converting other resources to mankind’s use and benefit. How well we develop and employ human skills, are fundamental in deciding how much we will accomplish as a nation”. This assertion is corroborated by renowned

scholars such as Theodore Schultz, Harbison H. and others who highlighted the manpower factor in national development.

According to Morris (2000) the concept of human resources (manpower) planning was first introduced in 1676 when Samuel Papys first became concerned with the provision of careers for others in the Royal Navy. He alluded to the seventh century Chinese quotation by Kuan Chung Tzu that

“If you wish to plan for a year, sow seeds,

If you wish to plan for ten years, plant trees

If you wish to plan for a for a life time develop men”

The concept of human resource planning is reputed to have recorded tremendous success in military circle. According to a French adage “if you want peace, prepare for war” This expression was used by Downey (1979) to show that the process of preparing for war includes human resources planning ahead of time.

Ngu (2004) views human resources planning as the personnel process which attempts to provide adequate human Resources to achieve future organizational objectives. These include forecasting future needs for human resources of various types comparing the needs with the present workforce and determining the quality and quantity of human resources to be employed, deployed retained, or phased out”.

Ezeani and Nwanko (2002) opine that human resources planning consist of various dynamic processes, which must be subjected to constant review. These dynamic processes include:

- (i) Human Resources (Manpower) objectives as part of corporate plan. Meaning that, human resources planning are an integral part of the overall corporate planning process and it is not independent.
- (ii) Human Resources planning should be used to determine the number and category of present employees, productively, mobility and wastage etc.
- (iii) Supply and demand. The activities are aimed at protecting future needs for human resources and the sources available to meet these needs.
- (iv) Implementation which consists of policies and programs of actions on recruitment, training employee development.
- (v) Control which involves measuring the projected positions against the actual and taking remedial actions (s) where necessary.

Planning is an activity, a process, the act of doing something, the act of anticipating and making arrangements to cope with the anticipated. This is further amplified by Rosengweigh (1979). They postulate that “the planning function is an integral part of the managerial information decision system. It involves setting organizational objectives and designing the means of achieving them. It provides a framework for integrated decision making through-out the organization. It provides the means by which individuals and organizations cope with a complex dynamic and ever changing environment. It involves determining overall mission, identifying every result areas, and setting specific objectives as well as developing policies programs and procedures for achieving them”.

Human Resource Planning involves putting right number of people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the organization. Fadipe (2011), states that human resources

(Manpower) deal with human capital formation, allocation and utilization. It can be defined as the bulk of labour available for any particular kind of work. Specifically, it is the bulk of human being with relevant skills, energies, talent knowledge and attitude that can be committed towards the production of goods and services (Gbosi 2003). Yesuf (2000) on his part defines human resource planning as the process of determining and affecting a balance between the available or potential human resources of a nation and their effective disposition and utilization. As for Adiele (2006) he sees human resource planning as “conscious and rational decision making process geared towards defining the various courses of action that need to be carried out within the organization”. The ultimate purpose of human resource planning is to ensure regular and adequate supply and maintenance of relevant human resource in all sectors of the economy at all times.

Graham (2011) define human resource planning as “an attempt to forecast how many and what kind of employees will be required in future, to what extent this demand is likely to be met”. By and large, it is only through planning that management strives to have the right number and the kinds of people at the Adiele E (2006). Human Resource lanning and management, Right place at the right time, doing things which result in both the organization and the individual receiving long run benefit”.

2.1.2 Purpose of Human Resources

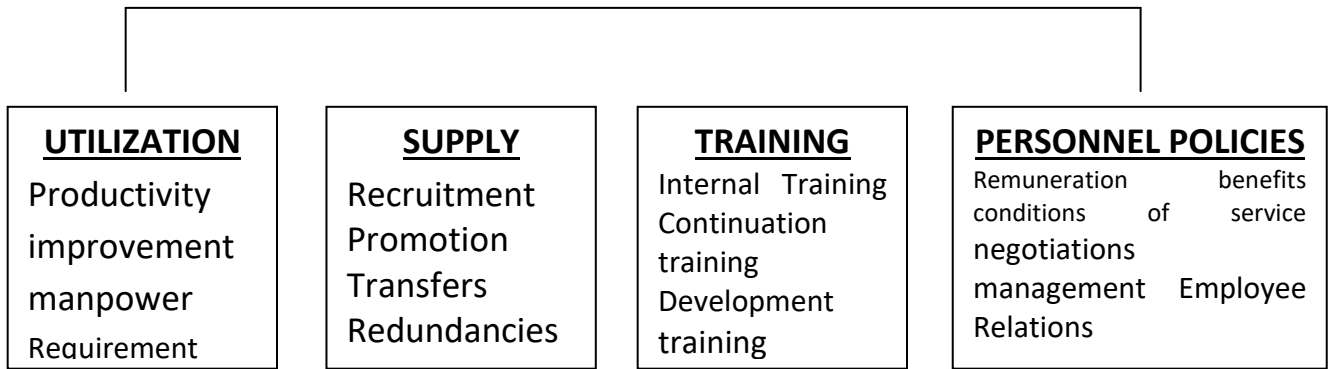
Manpower planning can help management in making decision in the following areas:

- a. Recruitment
- b. Avoidance of redundancy
- c. Training – numbers and categories
- d. Management Development

- e. Estimates of Labour Costs
- f. Productivity Bargaining and
- g. Accommodation requirements

Essentially it can be said that manpower planning provides the basis for determining manpower requirements in the light of anticipated developments affecting the operations of an organization. The cost of human resource and the plans to supply, develop and retain personnel is an element within the budget itself. Thus, the human resource planning process provides an input into the budgeting process. Hence, manpower planning is constrained by the budget which it provides input into it is necessary that financial and manpower planning and control be integrated.

MANPOWER (HUMAN RESOURCE) PLAN



As shown in the diagram above, the human resource plan is designed to achieve a balance between demand and supply. Accordingly, the planning and control of human resources is incorporated into the organization planning, which is the primary objective of human resource planning programme.

The human resource plan embraces four (4) major elements namely, utilization supply training and personnel policies. Career management programs also play vital role in

determining the supply of human resources and its ultimate needs internally by aiding organizations to retain its efficient and productive employees and keeping them from becoming obsolete. Though this means, employee turnover is reduced.

2.1.3 Objectives of Manpower Planning

There are broad and main objectives of manpower planning.

a. Broad Objectives.

- i. To provide for the present and future human resource needs of a country; both quantitatively and qualitatively (development)
- ii. To ensure the maximum use of the human resources currently employed (utilization).

b. Specific objectives

- i. To identify the requirements for manpower for various sectors of the economy or government departments.
- ii To plan for formal education, on-the-job training, in-service programmes and adult education so as to provide required skills.
- iii To develop necessary organizations and institutions to be responsible for the execution of manpower problems.
- iv To analyze the structure of incentives and utilization of manpower, including unemployment and under-employment and appropriate measure of alleviating them.
- v Development of management and labour techniques, working conditions and industrial relations in order to ensure maximum productivity in an organization.

2.1.4 The Process of Manpower Planning

- i. **Determination of Manpower Demand:** Determining the manpower demand is the first step in manpower planning. This has to do with determining how many people are needed to work in an organization in order to achieve its objectives.
- ii. **Determination of Manpower Supply:** The next step is to determine the manpower supply by figuring out how many people could be made available to meet human power resources demand.
- iii. **Determination of Feasibility:** This has to do with the process whereby the feasibility of programmes is determined. Feasibility refers to basically two things, viz;
 - a. Capable of being done
 - b. Having benefits that outweigh the cost.
- iv. **Revising organizational objectives:** Where feasibility programmes cannot devise, the organization would have to develop new objectives to give the organization another focus or target.

2.1.5 Procedures for Manpower Planning

There are four procedures for manpower planning:

- i. **Analyzing the current manpower inventory:** The current manpower status must be analyzed before any forecast for future manpower need is made. In analyzing the current manpower inventory, the following things must be noted.
 - a. Types of organization
 - b. Number of departments
 - c. Number of Units

- d. Employees in the work units.

It is after this inventory analysis that future forecasting is carried out.

- ii. **Making future manpower forecast:** It is imperative to note that once the factors affecting the future manpower forecast are known, planning can commence for the future manpower requirements in different work place.

2.1.6 Manpower Forecasting Techniques Employed

- a. **Expert forecasts (Delphi Method):** This method of forecasting relies on the use of expert opinion in making long range forecast. It is formal expert survey.
- b. **Trend analysis:** Manpower needs can be projected through extrapolation (projecting past trends), indexation, statistical analysis (central tendency measure).
- c. **Workload Analysis:** This method depends on the nature of work load in a department, in a branch, division or unit. How many people are there and how many will be required in future.
- d. **Other Methods:** Several mathematical models, with the help of computers are used to forecast manpower needs, such as budget and planning analysis, regression, etc.
- e. **Developing Employment Programmes:** The employment programmes can be formed and developed after the current inventory is compared with future forecast, which will include recruitment, selection procedure and placement plans.
- f. **Design Training Programmes:** Training programmes to be designed will be based upon extent of diversification, expansion plans, development programmes, etc. It should be noted that the training programmes depend largely on the level of improvement in technology and advancement to be in place. Training is also

conducted improve the skills, capabilities, knowledge of the employees in the organization.

2.1.7 The Value of Human Resource Planning

HR planning is beclouded by uncertainty, it is not sacrosanct and mistakes are bound to occur. However, it help organizations to foresee changes and identify trends in staffing resources and so adopt personnel policies which help to avoid major problems. A human resource plan provides the trigger for a personnel management action programme aimed at reconciling the differences between supply and demand. It provides a platform on which action can be taken to help overcome staff difficulties facing the organization. HR planning is a continuous process which seeks to ensure flexible resourcing related to internal and external environmental influences Effective HR planning facilitates the anticipation of potential future difficulties where there is still a choice of action. Forward planning enables the organization to develop effective strategies related to such activities as recruitment, selection and induction, training and retraining management development and career progression transfers and redeployment, early retirement, wage/salary levels, anticipated redundancies and accommodation requirement. It can help to provide a basis for effective management of people.

2.2 Empirical Review

2.2.1 Human Resources Development

Human Resources development can be defined as Training the employees to improve their capacity on the job. Training and development are a process of behavior modification of workers in order to integrate organizational objectives with their characteristics. According to Osuji (1995) “no organization rises above the technical

competence of its personnel. Thus, an organization that does not take training and development of her workforce seriously must be heading for some problem”. According to Kell and Donnelly (1972), “the importance of manpower training and development could be seen when one examine the benefits the organization derive from such programme”. Training and development does not help employees to improve their work performances but also enables the standard and quality of work required by the organization to be achieved and maintained. Also, labor turnover, absenteeism, industrial accidents and grievance rate if caused by ineffective learning and training are most likely to reduce when staff are trained and developed.

For Pigors and Myers, (1983), “training and development cannot be optional but something that must be done irrespective of the previous training or experience”. No organization can choose whether or not to train employees regardless of previous training education and experience, they need to be introduced to their new employer’s work environment and to be taught how to perform tasks. Besides, specific situations for training arises when employees are transferred or promoted or when they change job which requires the learning of new skills. In view of this the need for training and development cannot be over stressed.

Bennis (1969) views training and development as “a complex educational strategy intended to change beliefs attitudes, values and structures of individuals so that they can be better adopted to new technologies, markets challenges and dazzling rate of change itself” Thus, the need for staff training and retraining. Bennis assertion is further corroborated by Cuning (1975). According to him, “the aim of training and development

is to give employees at all levels sufficient instruments and guidance to enable them performs their jobs effectively as well as prepares them for promotion”.

In the works of Grant (1979), “the people are the human resources for the supply of physical labour, technical and professional skills which are relevant for effective and efficient planning and implementation of development policies programmes, projects and daily activities”. According to Torrington and Campman (1979) “all training is directed at changing people, their knowledge and experience”. French (1974) also hammered on the importance of human resources “training and development as he puts it training and development provides the basic skills and knowledge required in carrying out various specialized parts of the overall tasks of the enterprise”. Human Resource management is concerned with how organizations manage their work force. (Garimshow & Rubery 2007). In the same vein, Boxall et al (2007), states that human resources management is the management of work and people towards desired ends. From the foregoing analysis, the position of the human element is so strategic so much that it is indispensable. As rightly observe by Singer (1984) “an elaborate machine replaces a skilled man in use but a skilled man is still needed to maintain and repair it”. This underscores the importance of the development of manpower to handle tasks at his disposal, this further attest to the fact that the rate, at which our economic and technological development could be stimulated, depends on the quality and quantity of skilled manpower available.

For Okoli (1997), following the Local Government Reforms of 1976, Local Government Staff Training is recognized as critical for the improvement of Local Government administration. The expectation is the training and retraining of Local Government staff

of all categories through regular and ad-hoc, short and long term in service and on the job courses.

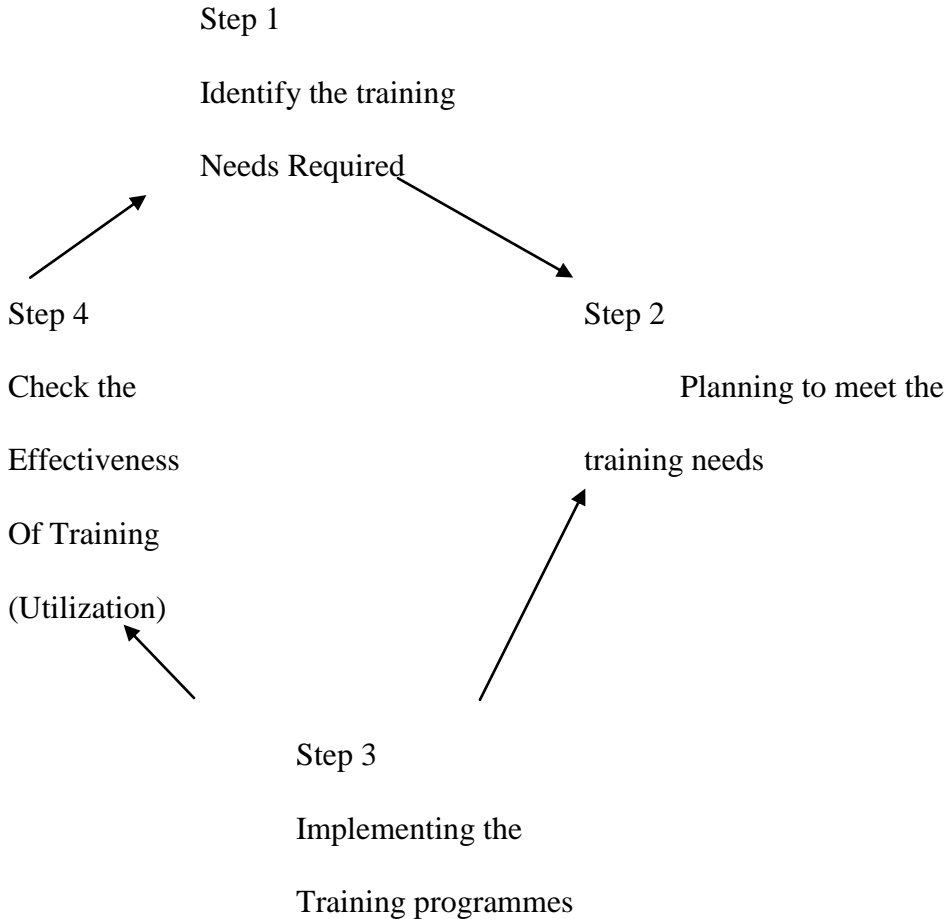
However, Aborishade (1995) observe that “considering the aims objectives and functions as contained in the 1976 Guidelines for Local Government Reforms, it is clear that Local Government have diversified functions which make the development of manpower at various levels imperative”. Appleby (1969) also agreed that manpower training and development in any organization are very important and they achieve the following objectives

- a. Improves efficiency and morale
- b. Introduces new technique
- c. Provides for succession, enabling qualified replacements to be available
- d. Raises the standard of personnel, develops supervisors and decreases the amount of supervision needed
- e. Leads to reduction in scrap rate and improves machine utilization

As for Flippo (1980) “No one is a perfectly fit at the time of living and some training and education must take place”. Whatever the definition and meaning ascribed, training should mean the imparting of knowledge, skills necessary for the successful performance of an assigned task. Training aims at developing promoting and encouraging attitudes to work habits of thought action and others which are likely to contribute to high job performance of people in an organization. Obviously, training is not mere transmission of knowledge and skill. It is regarded as the acquisition of the art of utilizing knowledge and skill. According to Piggor and Myers (1983) “the type of employee training best suited to

a specific organization would depend on a number of factors such as skills jobs to be filled and the kind of operating problem confronted by the organization.

2.2.2 A Systematic Training Process



From the diagram above it is shown that training process involves four steps, with one leading to the other as outlined above. However, manpower development programs have not been very satisfactory. They have been considered very important, and yet, they have met with comparatively little success. Ofuebe (2002) identifies three reasons that account for this.

- a. The programmes have not been geared to actual needs and methods taught are unrealistic and impracticable
- b. The programmes are often planned from top down instead of from bottom up. The trainees are mere receiver's not active participants.
- c. The programmes have received too little proper evaluation. Before training takes place, there must be a training policy. Training Policy according to Ngu (1994) is "a written statement of organizational plans or programmes to develop the skills of the workers". A training policy constitutes part of the general personnel policy which is an aspect of the entire National Development plans in Nigeria.

In the light of the foregoing, training policy and development of human resource of any organization, is a concrete way to the growth and development of the organization. Mitchel (1979) observes that the popular convention is to think of training as dealing primarily with the operative personnel and development with managers and executive. Both training and development are ultimately geared towards improvement of skill and performance. However, Ngu (1994) further states that the difference between the two processes may be in content and method. He said this is insignificant because even within the training or development concepts, there can be this difference in content and method. In view of this, training and development are intertwined and fused rather than diffused. Accordingly, in this study, the two concepts are used interchangeably and synonymously.

2.2.3 Types of Training

Training is an essential issue in any organization. Thus, the Nigerian Immigration Service must respond effectively to the demands of development and in this, training has a vital

role to play in the country. Therefore, the service is in short of the skilled manpower required to implement development programmes. It becomes pertinent that training on continuous basis is the best means of meeting manpower shortage. There are varieties of training methods and techniques. They include:

i. Conferences, Seminars and Workshops

There are different types of seminars and Conferences which consist of a series of committees, discussion groups or syndicate meetings combined with plenary sessions during which the different sub-groups come together to report on, and discuss their own feelings. The terms “workshop” “task force” and symposium are often used in association in the conferences, probably to give the impression of action. However, seminars are more of academic nature and often used to describe a meeting of advanced students engaged in an individual research to discuss their research papers. But seminars could be guided by a tutor or rely on a mutual exchange of knowledge and ideas with little or no direction.

ii. Induction Training

This kind of training is meant to assist new employees to adopt and adjust to the organization. It provides them with background information on their new job. It exposes them to the rules and regulations governing their terms of employment and other relevant information about the work place.

iii. Lectures

Is an uninterrupted oral presentation of relevant and meaningful materials by qualified persons. It is a one way transmission of information from instructor to the audience

iv. Panel

Is a method where some people with specific knowledge discuss and are assigned topics before a group. Information is passed from experts to the group members with some exchange between parties.

v. Demonstration

This is useful for a learning task involving transmission of a skill from an instructor to the group members. Ultimately, the learner is expected to perform the learning task to a satisfactory standard on his own.

vi. Job Rotation

This is designed for manpower trainees. It provides them with a wide range of operations within an organization. It consists of periodic posting of workers from one job to another. Bedeian (1986) enumerates some of the advantages of job rotation to include.

- a. Flexible assignments
- b. Employee development
- c. Easier staffing and
- d. less boredom

vii. Refresher Courses

This is used to update the knowledge and skills of employees. It could be done within or outside the organization on regular basis. This is essential in view of new emerging changes and globalization. It is advantageous because it serves as a motivating factor to the employees who feel satisfied for being given recognition and given the opportunity to take part in the training.

viii. On the Job Training

Newly employed staffs are usually trained on the job. The new staff is usually assigned to work under the strict supervision of experienced supervisors or very senior officers. According to Bedeian (1987) “the trainee is expected to learn by observing the supervisor or co-worker and working with the actual equipment and materials that will be used once on the job training is completed

The advantages of on the job training are:

- Trainees are immediately engaged in productive work
- No special facilities are required for training

The disadvantage of this kind of training is that if not properly handled, it could be dangerous and expensive due to damaged machinery, wasted materials and poorly trained employees. However, this could be avoided if the trainers are carefully selected and adequately rewarded for a job well done.

ix. In Service Training

This kind of training is usually done outside the work environment. It is in form of academic work or training in an institution or special place designed for that purpose. After the training, the trainee is tested and certified before he is released back to his organization.

x. Job Instructions

This method of training is used by supervisor for the training of subordinates. It is predicated on three steps. He is preparing the trainees, presenting knowledge and allowing trainees to perform.

xi. Apprenticeship Training

An unskilled person is attached to a skilled person for a period of time during which the skilled person teaches the unskilled person while he is performing the job. At the end of apprenticeship period, the unskilled person becomes skilled and gains his freedom.

xii. Evaluation of Post Training Job Performance

One of the most effective ways of determining skills usage after training or the introduction of new ideas-- acquired from training is by monitoring or evaluation of job performances of trained personnel. This involves the assessment of the officer before and after the training. This is because an awareness of the pre-training situation would assist in an objective comparison with a post-training situation. Monitoring evaluates the value or worth of the training to the trainee and organization. An assessment of his performance before the training ought to have been the reason for his selection for the training. Thus an improved performance is anticipated after the training. According to Kemfer (1955), the purpose of evaluation is to stimulate growth while other worthy purposes which exist are only facets of an all inclusive effort to assess present conditions as a basis for achieving better ones. Odiorne (1964) is of the view that the consummate benefit of a person's training is the economic blessing it confers on the organization that has expended valuable and scarce resources on it. This view is however criticized by Mahler

(1953) who argues that managerial performance cannot be easily evaluated being more qualitative than quantitative. On the other hand, Knowles (1970) views Odiornes position as being extreme because human behaviour is too complex and the number of variables affecting them are numerous and can hardly be pin pointed to a particular training programme that produces desired changes. Also, social sciences have not succeeded in producing the vigorous research procedure and instruments for obtaining the kind of hard data required for evaluating the outcomes of training programmes. In addition, this kind of evaluation is usually intensive and extensive and is time consuming and costly. Nevertheless, ignoring evaluation entirely is as extreme as insisting on economics as the only ultimate value of training. In view of this, Whitelaw (1972) suggests a middle cause approach to be pursued by organizations. Owarish (1974) and Aina (1984) provide some guides to be followed in monitoring the effect of training programmes on behavioral changes on the job. These are:-

- i A systematic appraisal should be made on the job performance on before and after basis.
- ii The appraisal and performance should be made by one or more of the following groups
 - a. A person receiving the training
 - b. His superior (s)
 - c. His subordinate (s)
 - d. His peers or other people thoroughly familiar with his performance

- e. A statistical analysis should be made to compare before and after performance and relate changes to the training programme
- iii A post training appraisal should be made three months or more after training so that the trainees have the opportunity to put in practice what they have learnt
- iv A control group (not receiving training) should be used to compare effectiveness of training on the trained officer

Other instruments that could be used to measure post training job performance include: performance appraisal forms, observations, interviews and questionnaires. It is however noted that where improved performance does not occur, it is advisable to either revisit the first step or segment of the training process i.e identification of training needs to identify possible faulty determinants of the needs or look at the job design for possible over utilization or under utilization. Where the latter is the cause, then the officer's job could be redesigned. Some writers are of the view that inadequate utilization of trained personnel could be partly due to failure of organizations to evaluate training effects. Where the organization fails to adopt the monitoring of job performance of a trained staff, the tendency is for the officer trained to maintain the status quo at the end of the training. Therefore, monitoring the post-training job performances of a trained officer is a sine qua non for effective utilization of trained manpower.

2.2.4 Human Resource Utilization

A trained human resource (manpower) could be referred to as personnel or employee within an organization who has been exposed to a course of training with a view to improving his competences such that he performs his present or future job better.

Utilization of trained human resource is thus the provision of opportunities for a trained personnel to put into use his newly acquired skills and capabilities. Bukhala (1974) perceives utilization of human resource as the matching of men, their skills, potentials and their level of development with available or projected jobs in a given process of production. However, there are two categories of utilization of trained personnel, the good profitable or adequate utilization which involves opportunities for the application of the skills acquired; and the bad, non profitable or inadequate utilization which Adamolekun (1985) refers to as “the deployment of trained staff to a schedule that bears little or no relation to the trained experience he has just acquired”. In this case, utilization is non profitable because opportunities are not provided for trained personnel to put into use his newly acquired competences.

According to Harbison (1973) “Appropriate and maximum utilization of human resources in productive activities are the essential factors that can induce economic development. This is because employment or utilization of manpower where they have received adequate training exposure enhances performance, efficiency and improved productivity

As for Aka (1992) “human resource utilization is ‘a sequence in the relationship between development and utilization of human resources and it emphasize their relevance to the manpower requirement and their actual deployment in their appropriate mix to meet national needs”. Similarly, Mbat (1992) states that “adequate utilization of manpower in an organization minimizes time and effort wasted in learning and skill development on the job”. Egwungwu (1992) sees manpower utilization as “consisting in a gradual and systematic continuous job related education, training and job assignment during working

life which in itself is a process of ensuring an improvement in the performance ability on the job”.

Organizations may under utilize their manpower either by employing more labour than required as the case is with most agencies of government. This creates artificial surplus or shortage of manpower supply. This fact is corroborated by Ajileye (1992) who emphatically stated thus:

“Where trainees are not deployed to perform duties for which they are trained, it results in huge financial loss to the organization. From this, the trainee loses confidence in oneself, his organization and the training undertaken becomes in vain”.

Policy makers and implementers have advanced some devices for effective manpower utilization. One of the most important and relevant is the workers motivation and retention machinery which constitute the basic operative personnel function. According to Cole (1993) “motivation is concerned with why people do or refrain from doing things. A motive is a need or driving force within a person” The process of motivation involves choosing between alternative forms of action in order to achieve some desired goals.

Goals could be tangible such as higher earnings or in tangible such as personnel reputation. It is necessary for people in management positions to fully understand that human behaviour is complex and cannot easily be discernable. Thus, there is need for flexibility in leadership style for desired results.

Job performance depends on the ability and environment as well as motivation. This relationship can be expressed as follows:

P = (M.A and E)

Where P = Performance

M = Motivation

A = Ability

E = Environment

According to Moorhead and Giffin (1989) “for an employee to attain high levels of performance, he must desire to do the job (motivation), and be able to do the job (ability) and have the right materials to do the job (environment). An inadequacy in any of these areas will affect performance negatively”. Managers should therefore strive to sustain and maintain these prevailing conditions at equilibrium level (Vroom 1964.)

In Nigeria, the issue of salary constitutes a major motivation factor, In spite of Fredrick Herzberg’s Hygiene Motivation theory. Employee’s needs are predominantly located within Abraham Maslow’s pyramid of needs. The workers compensation which ranks high above other factors includes; Salary administration and management of fringe and retirement benefits. For effective salary administration, the following have to be taken into consideration.

- a. Job design
- b. Job analysis
- c. Job description
- d. Job evaluation

Ezeani and Nwankwo (2002) stipulate five methods of manpower utilization as follows:

- a. Job Rotation

- b. Special assignment or project
- c. Assistant to method
- d. sitting in for supervisor(s)
- e. Committee membership

However, a number of factors inhibit effective manpower utilization three factors have been identified by Ngu (1994) as being responsible for the problems of manpower utilization in Nigeria.

- i) Economic - sub-system:-Nigerian entrepreneurs are profit oriented therefore; they “beat” cost especially labour cost in order to maximize huge profit.
- ii) Social sub- system: Deals with policy makers and policy development and utilization. It also includes educational system rapid population growth and unemployment.
- iii) Political sub-System: Focus on the principles of federal character system and quota system which adversely affect merit system.

Ezeani and Nwanko (2002), also identified six factors which negatively affects manpower utilization in the Local Government system in Nigerian.

- a. Recruitment policies and practices
- b. the quality of training programmes
- c. Condition of service
- d. organization and management environment
- e. Supervisory/problems
- f. poor and negative attitude to work

Consequent on the foregoing discussion is submitted that training and development of manpower of an organization are synonymous to its growth and development. Accordingly, training and development should be carried out by a well organized human resource department, which will be responsible for the articulation, formulation and implementation of the training and development of employees of the organization. The Human resource department should incorporate a well designed training policy for staff at all levels.

Most importantly, for effective manpower planning, training development and utilization, there is need for proper coordination and implantation of the training policy of the organization.

2.3 Theoretical Framework

Human Resource planning development and utilization can be described as a circular system which involves input and output. In addition, it involves the human element, the job and the work place. There is a symbiotic relationship between these three planning. Training and development constitute the input; the output is the resultant effect of planning, training and development. Accordingly, system provides the theoretical framework upon which human resource development in the Nigeria Immigration Service is being evaluated. A system is an “entity which consist of inter related and inter dependent parts organization are also perceived as a conglomeration of interrelated parts that makes up the whole system theory involves the existence of entity with interdependent parts and a boundary of some kind human and the environment. Similarly, system theory is appropriate as an analytical device for categorizing and

analyzing data and it has found application in a variety of discipline including social science, education, arts, aesthetics and administration. The system theory is adopted to explain this study not because of its operational components but ostensibly because the subject matter of study forms part of a social system which is man (human resource). The process of the system approach entails instructing and controlling the inter relationship between its own component units and the environment within and outside the agency.

In applying the system framework, to this study of human resource planning, development and utilization, in Nigeria Immigration Service, the planning, training and development process constitutes the system. Human Resource planning, development and utilization encompasses all the actions undertaken to forecast, train develop and utilize personnel's of the Nigerian Immigration Service. Inputs into the system are determined by existing lapses in the job performance of employees. The benefit derived from planning, training, development and utilization constitute the output. Ultimately, the evaluation of planning, training and development programmes and the results obtained determines the report of the feedback.

2.3.1 The Use of System Theory in Manpower Planning Development and Utilization

According to Soneye (1992) a well planned human resource (manpower) development and utilization is seen as “an integrated approach” “because the quality and quantity are checked and their effective utilization is being carried out”. The input in manpower planning and development can result in low performance, low productivity, slow service delivery, and lack of upward mobility of members of staff, poor morale, poor

supervision, inadequate coordination, high staff turn-over. These through put refers to the actual planning, training and development of workers. In the process trainees are transformed from undesirable attitude to work the kind of training and development employed by the organization constitute the through put. They include, on job training, induction training, in service training etc. The expectation is that organizations would use the type of training and development that are appropriate to their situation for the transformation of her input into desirable output.

The output the effectiveness with which personnel perform their respective duties after being trained or developed constitutes the output. These could include:- efficiency, improved high performance, positive attitude to work among other things.

2.3.2 Evaluation and Feedback

Feedback is obtainable from the evaluation of planning, training and development programmes. Information is obtained or in the planning, training and development programmes. The information feedback crops to the management of the organization. These feedbacks go into the input of the training and development system. Consequently, the absence of a feedback mechanism ultimately means the organization would have to act in abeyance. Accordingly, the system analysis is descriptive because the “HOW” “WHAT” and may be the WHY Questions would be answered.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

Basically, this study is a non-experimental research. It is a survey, as it consisted of sample opinions, feelings, and attitude in order to assess the level of effectiveness of human resources planning development and utilization with particular reference to the Nigeria Immigration Service, Abuja.

To effectively carry out the research, the researcher has will use the primary and secondary data. The questionnaires and personal interview will be used to elicit the opinion of the staff and design together factual data on the assessment of human resources planning development and utilization of trained personnel.

In designing the questionnaire, the researcher adopted a structured Questionnaire approach. Documentary method will also be used in which information will be sourced through content analysis of documents. Among the various documents that will be consulted includes the Nigeria Immigration Service historical background booklet, staff list booklets, text books on human resources planning, development and utilization and other related documents.

3.2 Population, Sample and Sampling Technique

The Nigeria Immigration Service has total staff strength of 877 staff of various cadres and categories spread across seven (7) department. The main categories are:-

1. The management staff- Directors
2. Senior staff (Middle level) - GL 07 GL 14
3. Junior staff (Lower level) - GL 01 to GL 06

The management is made up of seven Directors namely, Director Administration and General Services, Director Finance and Supply, Director Primary Health Care, Director Works Housing, Transport, Land & Survey, Director Education. Social Welfare, Community Development, Director National Resources, Director Budget Planning and Research and Statistics. Each of these directors possesses relevant qualification(s) in his field of endeavour. The senior staff (Middle level) staff GL07 – GL 14 consist of sectional and unit Heads who supervises officers under their span of control. The junior (Lower level) consist of officers in GL 01 to GL 06. Who are mainly clerical officers, security guards, Diners, Computer company have more population of male employees than that of the female operators, Adult Education instructors etc. In employees' terms of gender balance, the male population is far greater than that of the female.

Due to the larger population size of the Nigeria Immigration Service and as a result of other operational, logistic and other reasons, it is not feasible to interview the entire workforce. In view of this, the sample reason will be used by the Researcher. This involves careful selection of the workforce covering across the various categories, cadres and professions of the seven departments.

In selecting the sample, the researcher used a method of selection that is based on staff areas of operations, i.e. Administration, Accounting, Health, Agriculture, Computer Operators, Clerical Officers Executive Officer, Engineering, etc and other professionals. Questionnaires were distributed to the sample size of the same figure hence the researcher adopted the use of random sampling in arriving at the number of respondents.

3.3 Method of Data Collection

The researcher made use of same instrument which enable him to gather and collect data from various sources. The instruments include:

Questionnaire

The questionnaire which was intended for the management was delivered by hand the same way was used in retrieving of the questionnaire forms. Besides, structured questionnaire, some questions were also designed in such a way that the respondents would give an insight into the problem affecting human resource planning development and utilization in the Nigeria Immigration Service. The questionnaire method will be considered as the most appropriate method of collating the required data for the study. In most cases preceded questions will be used which required simply ticking the answers.

Interview

The interview method will also be used to collect data in addition to the questionnaire method. This will involve person to person contact with respondents. This method will also be applied because the information needed could easily be generated from the person being interviewed. Also, all forms of bias associated with the question will be avoided.

3.4 Method of Data Analysis

For the purpose of analyzing data, the researcher used the deductive reasoning as the method of analysis. This involved the reading, understanding and interpretation of the responses of various respondents related to the question which have answers to the research questions.

Hypotheses Testing

The hypothesis was tested with the use of Chi-square statistics technique. The formula for computation of Chi-square is shown below;

$$X^2 = \frac{\sum(f_o - f_e)^2}{f_e}$$

Where x^2 = Chi-square

F_o = Observed frequently

F_e = Expected frequently

$$F_e = \frac{RT \times CT}{GT}$$

Where, RT = Row total

CT = Column total

GT = Grand total

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Data Presentation

This chapter dwells on the presentation and analysis of data. The random sample technique was used to delineate the sample population of respondents into two strata- junior and senior staff. The entire staff strength of Nigeria Immigration Service as at December 31st 2012 stands at 826. The total number of senior staff on grade level 07 and above stands at 385 (47%) while junior staff on grade levels 01-06 stands at 441. (53%). A population sample size of 120 was selected with each stratum contributing respondents consisting Fifty Six (56) for Senior Staff and 64 Junior Staff.

From the foregoing, the researcher sought to generate primary data through relevant questions packaged in the questionnaire the cooperation of staff was also sought for through oral interviews. A total of 120 questionnaires were administered on members of staff of the NIS. Out of this, the whole questionnaires were returned but after much persuasion and with the help of Officials who assisted in administering the questionnaires.

However, some of the respondents found some difficulties in answering some of the questions raised. But hence the responses required were simplified to yes and no questions; most of the questionnaires were duly responded.

In addition to the questionnaire, oral interviews were also conducted with principal officers of the NIS. This was done to supplement data generated from primary source and the array of secondary data including official documents, seminars, workshop papers and other relevant publications.

The statistical tool used for the computation of data is simple percentage (%). It was based on this that a total of one hundred and twenty (120) questionnaires were administered in order to obtain the relevant data from respondent this was done with a view to correlate the responses given by the respondents.

Relevant data were also presented using tables, frequencies and percentages. This data were further analyzed together with formulated hypothesis.

The various responses given by respondents were synchronized and analyzed. The consensus arrived at form an objective basis upon which conclusion, interpretation and generalization could be made.

4.2 Result Presentation and Analysis

In testing hypothesis to ascertain the skilled manpower base of Nigeria Immigration Service Area, the researcher sought to know the educational qualification of respondents as indicated in the table below.

Table 4.1: Skilled Manpower Base of Nigeria Immigration Service Area

S/N	Qualification	No of Respondents	Percentage
1	Postgraduate (Master Degree)	3	2.5
2	HND/Degree	20	16.7
3	OND/N.D/NCE/Equivalence	35	29.2
4	Certificate/SSCE	40.	33.3
5	First School leaving Cert /Adult Education	22	18.3
	TOTAL	120	100

Source: Field Survey, 2018

From the result above only 2.5% of the respondents hold post graduate or Masters Degree, 16.7% hold HND/Degrees, while 29.2% possess Diplomas, Nigerian Certificate of Education (N.C.E) and equivalence. 33.3% are certificates or SSCE holders and 18.3% possess first School leaving certificates/adult education certificates.

4.2.1 Manpower planning policy in place by Nigeria Immigration Service

The following table portrays the findings' revealed by the data analyzed.

Table 4.2: Is there any manpower planning policy in place by the Nigeria Immigration Service?

Nature of Response	No of Respondents	Percentage %
Yes	45	38%
No	75	62%
TOTAL	120	100%

Source: Field Survey, 2018

From the table above, 62% of the respondents indicated that the Nigeria Immigration service does not have a manpower planning policy. This means that no effort is made to determine the extent of personal required by the various departments. 38% of the respondents indicated that there is a manpower planning policy in place.

Table 4.3: Does the Nigeria Immigration Service have a recruitment policy?

Nature of Response	No of Respondents	Percentage %
Yes	100	85%
No	20	17%
TOTAL	120	100%

Source: Field Survey, 2018

Based on the responses on the table above, 85% of respondents responded that the Nigeria Immigration Service has a recruitment policy. Whereas, 17% indicated that the NIS has no recruitment policy place. It was however revealed that the existing recruitment practice is that the Local recruitment of officers on GL 07 and above while individual NIS recruit officers on GL 01-06 under delegated powers of the board.

Table 4.4: Do you consider the staff strength of the various department be adequate, over staffed, or under staff

Nature of Response	No of Respondents	Percentage %
Overstaffed	102	85%
Adequate	8	7%
Understaffed	10	8%
TOTAL	120	100%

Source: Field Survey, 2018

From the table above, 85% of respondents indicated that the departments are overstaffed. 7% shows that the staff requirements of the departments are adequate, while 8% indicated that the departments are understaffed.

Table 4.5: Do you consider the number of Professionals and technical staff to be adequate enough for effective service delivery?

Nature of Response	No of Respondents	Percentage %
Yes	41	34%
No	79	66%
TOTAL	120	100%

Source: Field Survey, 2018

Based on the responses above, 66% of the respondents are of the view that the number of professionals is inadequate for effective service delivery .while 34% indicated that the Nigeria Immigration Service has adequate professionals and technical staff. Oral interviews with some officers who are heads of Department 4% revealed that there is acute shortage of professionals and technical staff. Finance and Supply department for instance; has only three qualified accountants. Health Care Department has only five nurses/midwives while Works department lacks such professional as architects, engineers, builders, quantity surveyors.

Table 4.6: Are recruitments, appointments and transfer of staff based on needs and merits?

Nature of Response	No of Respondents	Percentage %
Overstaffed	53	44%
Adequate	61	56%
Understaffed	10	8%

Source: Field Survey, 2018

From the table above, 44% of respondents indicated that recruitments, appointments and postings are done on needs and merits. However, 56% of respondents show that recruitments appointments and transfers are not done on merit and needs.

Table 4.7: Does the Nigeria Immigration Service frequently analyze her current and future manpower inventory requirements?

Nature of Response	No of Respondents	Percentage %
Yes	38	32%
No	82	68%
Total	120	100%

Source: Field Survey, 2018

Based on respondents responses on the table shown above, 32% indicated that the NIS frequently analysis her current and future manpower needs 68% indicated that it does not. However, it was further revealed that although, the NIS board Request the departments to render quarterly returns on staff dispositions, it does not undertake any manpower inventory analysis.

How are vacancies created in the Nigeria Immigration Service?

When asked how vacancies are created in the Nigeria Immigration Service, it was explained that vacancies are created through:

- a. Retirements
- b. Death and
- c. Resignations

Table 4.8: Does the Nigeria Immigration Service have any training policy?

Nature of Response	No of Respondents	Percentage %
Yes	90	75%
No	30	25%
TOTAL	120	100%

Source: Field Survey, 2018

From the table above, 75% of respondents said there is a training policy while 25% said there is none. But upon further investigations through oral interviews, it was revealed that there is a training policy which is to the effect that the Nigeria Immigration Service Board is responsible for the training of officers. The Board appears to be effective in discharging its training role. This is because it receives 1% statutory deductions as training funds from the statutory allocation of all the NIM on monthly basis. Conversely, the various units hardly organize any training or sponsor junior officers for training, ostensibly because of financial constraints.

Table 4.9: Is there any standard criterion for the selection of staff for training?

Nature of Response	No of Respondents	Percentage %
Yes	49	41%
No	71	59%
TOTAL	120	100%

Source: Field Survey, 2018

The table above shows that 41% of respondents are of the view that there is a standard criteria for the selection of officers for training. However, 59% indicated that there are no

criteria for the selection of staff for training. This means the selection of staff for training is haphazardly done. Thus, staffs have no equal opportunity for training. Favouritism, nepotism, political influence etc. dominate the selection process for training.

Table 4.10: Have you been to further training or attended any seminar or workshop between the period of 2007-2011?

Nature of Response	No of Respondents	Percentage %
Yes	51	43%
No	69	57%
TOTAL	120	100%

Source: Field Survey, 2018

Based on the table above, 57% of respondents said they have not attended any training, seminar or workshop for the past five years. These persons are no doubt in the Junior Staff category since the NIS hardly organizes seminars or workshop for junior staff. However, 43% indicated that they have attended one course, seminar, workshop or other training during the past five years. Obviously, these category of personnel falls under the senior category.

Table 4.11: Do you see any improvement of your job performance after the training?

Nature of Response	No of Respondents	Percentage %
Yes	44	37%
No	76	63%
TOTAL	120	100%

Source: Field Survey, 2018

Based on the responses under the table above, 63% of respondents confirmed that the training did, not make any positive impact in the performance of their jobs. On the other hand, 37% said they witnessed improvement after the training. In the course of oral interviews it was revealed that training needs/ assessment are not done, before sending officers on courses or seminars. The Board does not involve individual Councils in the selection of staff for training programs. Therefore, there is disconnects between the board and management. Thus, training programmes are at variance with the needs of staff, ultimately, training programmes have little or no benefits to the staff.

Table 4.12: Do you agree that training and development increase organizational efficiency?

Nature of Response	No of Respondents	Percentage %
Yes	115	96%
No	5	4%
TOTAL	120	100%

Source: Field Survey, 2018

From the table above, 96% of respondents agreed that training leads to efficiency while 4% indicated that it does not.

Table 4.13: Mal-employment such as under or over employment of manpower leads to poor utilization of manpower in Nigeria Immigration Service

Nature of Response	No of Respondents	Percentage %
Yes	89	74%
No	31	26%
TOTAL	120	100%

Source: Field Survey, 2018

From the table above, 74% of the respondents responded that mal-employment practices leads to poor utilization of manpower in Nigeria Immigration Service. However 26% disagree.

Table 4.14: Lack of professional, technical staff and uneven distribution of skilled manpower either vertically: or horizontally, negatively affects the utilization of staff

Nature of Response	No of Respondents	Percentage %
Yes	91	76%
No	29	24%
TOTAL	120	100%

Source: Field Survey, 2018

From the table above, 76% of respondents indicated that lack of professionals and uneven distribution of skilled manpower negatively affects the utilization of staff. 24% of the respondents disagreed.

Table 4.15: Poor attitude to work among staff of Nigeria Immigration Service leads to poor productivity.

Nature of Response	No of Respondents	Percentage %
Yes	112	93%
No	8	7%
TOTAL	120	100%

Source: Field Survey, 2018

Based on the result obtained from the table above, 93% of respondents confirmed that poor attitude to work among staff of Nigeria Immigration Service leads to poor productivity. While 7% disagree.

Table 4.16: Inadequate supervision and monitoring of staff lead to waste and redundancy.

Nature of Response	No of Respondents	Percentage %
Yes	91	76%
No	29	26%
TOTAL	120	100%

Source: Field Survey, 2018

Based on the table above, 76% of respondents indicated that lack of supervision and monitoring of staff performance leads to waste and redundancy. 24% indicated that it does not.

Test of Hypothesis

Table 4:17: Summary of questionnaire analysis

QUESTION	YES	NO	TOTAL
1	45	75	120
2	100	20	120
3	102	18	120
4	41	79	120
5	53	67	120
6	38	82	120
8	90	30	120
9	49	71	120
10	51	69	120
11	44	7.6	120
12	115	5	120
13	89	31	120
14	91	29	120
15	112	8	120
16	91	29	120
Total	1111	689	1800

Source: Researchers survey, 2018

From the table above, results obtained shows 1,111 representing 61.7% of the respondents gave affirmative responses to the questions raised while 689 representing 38.3 % responded negatively.

Since the result obtained shows that 1,111 respondent representing 61.7% of total respondents responded positively, it is therefore perceived that the alternate hypothesis which states that:

Lack of proper planning, training and development of the workforce requirements leads to poor performance of staff of Nigeria Immigration Service, is therefore accepted based on the outcome of the result obtained because a greater percentage of the respondents agreed or responded in the affirmative.

4.3 Discuss of Findings

In the course of this research, it was found that an important measure of human resources is their adequacy and efficiency. This measure is concerned with whether or not the Quantity and quality of staff is deemed satisfactory or carries out the work at the required levels of performance in a cost effective manner. From the available data and responses from respondents, it was found that Nigeria Immigration Service with staff strength of 826 is over staffed. In addition to the burden of staffing in the Nigeria Immigration Service also suffers from gross inadequacy of the caliber and mix of all cadres of staff. All these are as a result of lack of a man power planning policy in place. The resultant effect is indiscriminate recruitments appointments Transfers and posting of personnel without due regards to the actual needs NIS.

One other major finding revealed by the study is that there is an existing training policy in place. Pursuant to this, NIS accords priority to staff training and development of all senior cadres from GL 07 and above and exposes them to various training and workshops and career development. However, Nigeria Immigration Service hardly compliments the effort of: the Board in the training of officers on GL 01-06. The junior officers virtually have no opportunity of attending any seminar, workshop or conference. However, it was further found that the avalanche of training undertaken by the NIM Board on regular basis does not address the training needs of both senior and junior staff and the relevant skills requirements. This is because there is usually no assessment of training programmes and needs before the selection of staff for training. Thus, staffs are arbitrarily selected for training which ultimately have no bearing with their schedules. Furthermore, it was discovered that poor "attitude to work leads to low productively.

In addition, lack of supervision and monitoring of staff performance leads to waste, absenteeism and redundancy. Mal administration such as under and over employment also leads to poor manpower utilization.

The result obtained in the course of the study further shows that human resource management and training are very significant in Nigeria Immigration Service and performance, competence and efficiency in service delivery depends largely on the quality of staff.

The implication of these findings is that every organization requires human resource to be able to achieve its set objectives and not only must human resource be efficient, they are also required to be adequately developed to be utilized. Organizations that failed to pay prompt and adequate attention to its human resource will not only fail to achieve its set objectives but may also collapse in a short time, since 'machines, money and material resources depends on man to be able to turn them into finished goods and services.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The phenomena of man power planning and staff training development which are identified by the research includes; planning, training, utilizations. From the observations made, it is clear that manpower or human resource planning is as important as training, development and utilization. Once there is a wrong plan, the survival of the organization is at stake. Therefore, a good plan is synonymous to a good beginning and the likelihood of a good, effective and successful organization.

Similarly, it was found that a trained; employee performs better than he who has not undergone any training. A sound and effective manpower training programme must begin with the identification of the training needs. On the other hand, manpower utilization deals with proper and adequate training, right and proper placement, promotion, discipline, motivation and balance manpower shortage with adequacy.

The quantity, quality and caliber of manpower determine the organization's strength. Therefore, proper selection, recruitment, appointment and posting of personnel's based on merit and needs is vital and has been observed as an indispensable management tool.

5.2 Conclusion

Generally, no organization exists without the human elements. It is therefore essential for organizations Nigeria Immigration Service in particular to plan its human resource requirements in order to ensure the availability of the Quantity and Quality of human resources requirement at any point in time. Manpower planning and development is

essential for optimum performance of staff. NIS is admonished to imbibe the culture of forecasting its future manpower requirement and update the skills of the manpower for organizational usefulness. Where this is adequately done, attainment of organizational objectives (all things being equal) will be a foregone conclusion.

5.3 Recommendations

1. Nigeria Immigration Service should ensure that it is properly staffed based on a comprehensive technical assessment of the operational requirements and work load of each department or function.
2. The Nigeria Immigration Service should re-examine and redefine its job contents. The management staff job should be redesigned in the light of changing economic and technological environment as well as changing demands of these tasks and positions. These changes should clearly spell out the level and type of educational qualifications, experience and other qualities. Officers and the position they must occupy.
3. The Local Government should confront the problem of over staffing and redundancy in the following ways: Negotiate with stakeholders to freeze employment in the Local Government for the next 3-5years.
4. Ensure that deployment after this period is strictly based on need and merit.
5. Encourage people to retire voluntarily and pay them entitlements promptly.
6. The NIS should review appointment and promotion procedures and retire people who have, been in one post for too long or cannot be promoted to the next grade/level due to poor or weak qualification.

7. Encourage redundant staff to: seek or consider alternative employment by providing training and soft loans to start their own business.
8. Review existing qualifications and experience of senior staff and posting or appointing them according to the order or principle of putting square pegs in square holes.
9. Strengthening professionalism and de-politizing the service. This requires functional training and emboldening civil servants to stay within and enforce the rules and regulations of the service.

The Nigeria Immigration Service should be empowered to be above politics and withstand threats and intimidation when recruiting, appointing senior and junior staff.

There is need to improve the reward and sanction system in the NIS. There is need for general improvement of the salary and welfare of staff.

The Nigeria Immigration Service should introduce improved performance management system procedure. It should also introduce structured and coherent capacity building programmes. Management should reveal areas of greatest performance, deficiency and identify those skills that special programs and courses should be prepared to meet their specific needs. At the moment there is a penchant for running seminars and workshops which are not intended to inculcate specific skills. These should be emphasized in favour of task specific ones or training courses. The Nigeria Immigration Service in collaboration with the various NIS across the country should develop and implement regular schedules in-service training such that every member of staff has the opportunity of at least once in two years to attend a regular course, seminar or workshop.

Performance- at such courses, workshop or seminars should be one of the conditions or criteria for staff promotion.

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