

THE PROBLEMS AND PROSPECT OF
MAN POWER PLANNING AND
PRODUCTIVITY IN AN ORGANISATION

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THE PROBLEMS AND PROSPECT OF MAN POWER PLANNING AND PRODUCTIVITY
IN AN ORGANISATION

BY

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APPROVAL PAGE

This research has read and approved as meeting the requirement for the award of Advance Diploma in the Department of Public Administration. College of Business Management Studies Jigawa State Polytechnic Dutse, Jigawa state polytechnic, Dutse.

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DECLARATION

I Ishaq Musa Yaya, hereby declare that the project report has been carry out by under the supervision of JUNAIDU MUHAMMAD. It has not been presented for any certificate in any institution all sources of information are acknowledged by means of references.

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CERTIFICATION

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DEDICATION

This project is dedicated to the entire families of Maganya family.

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To almighty Allah who has given us the knowledge, wisdom and corrage from the beginning of my research to conclusion my sincere appreciation goes to my parents Alh. Musa Yaya and Binta Musa Yaya. For their support and financial all needs to face the challenges of life.

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ABSTRACT

The study assessed impact of the problems and prospect of manpower planning and productivity in an organization. The study objectives were to determine the problems and prospect of manpower planning and productivity in an organization and to find out challenges associated with the problems of manpower planning and productivity in an organization survey research designed was adopted for the study where one hundred and forty-eight (148) were considered as the target population. 384 was adopted as the sample size of the study. Proportionate stratified sampling procedure was used. A self-developed questionnaire was used for data collection. Questionnaire (MMARDQ.). The instrument was validated by expert in the field of test and measurement and education foundation as well as the supervisor. Test re-text technique was used to established reliability of the instrument and a co-efficient 0.76 was analyzed using frequency count, percentages and mean rating. The findings of the study found that problems and prospect of manpower planning and productivity in an organization; government of the study should reduce its influence of the day on the problems and prospect of manpower planning and productivity in an organization.

CHAPTER ONE

1.1 Background of the study

Manpower development according to Branch (2000) is educational and development activities conducted by an organisation to improve the lives of their workers. The activities have definite relationship to employment in human capital formation as a process which enable organization to acquire and increase their manpower stock, through the process of planning, recruitment, and training. Employer develop their staff and mobilize them in the attainment of organizational goals. Training is therefore an integral element in manpower development. Cole (2001) viewed manpower development as being concerned with increasing knowledge and skills in doing a particular job. He went further to say that training is an attempt to improve the performance of employees through learning which is done by increasing their skills and knowledge. According to Ekpo (2002) manpower development programmes are designed to educate employees beyond the requirement of their present job position so that they can be prepared for promotion and be able to face future challenges.

The importance of manpower development has long been recognized not only by individual and groups but also organizations and nations throughout the world. As a result, international organizations particularly the United Nations (UN) and its specialized agency notable "UNESCO" and the World Bank continue to mount the crusade for manpower development not only in developing countries but also in advanced countries. This is because manpower development in its wide context has been recognized as the basis for the wealth of nations. The wealth and vitality of any nation rests ultimately on capital and natural resources and always passive ingredient without human resources". Therefore, this research examined the problems and prospect of

manpower development in Jigawa State with particular reference to Hadejia Local Government Civil Service.

1.2 Statement of the problem

For many years, personnel management and specialists have recognized the need to have the right people at the right job in order to improve productivity. Personnel experts believe that the manpower needs of an organization can only be fulfilled by having qualified skilled and experienced employees. This can only be achieved through appropriate procedures of manpower problems and prospects. Experts observe that most organizations suffered from organizational inefficiency and ineffectiveness as a result of improper manpower problems and prospects. Manpower problems and prospects had been relegated to the background level of organization most especially in the public sector. The research therefore, intends to investigate the above problem and offer possible solutions with particular reference to Hadejia Local Government in Jigawa State.

1.3 Aim and Objectives of the study

The main aim of this research is to examine problems and prospects of manpower development in Niger State with a particular reference to the State Civil Service in Hadejia Local Government. In fact, the study has the following specific objectives.

- i. To examine the problems of manpower development in Hadejia Local Government.
- ii. To examine the prospects for effective manpower development in Hadejia Local Government.
- iii. To suggest ways of improving manpower development for sustainable development in Hadejia Local Government.

1.4 Research Questions

In the process of this research, the following questions would be asked;

- i. What are the problems of manpower development in Hadejia Local Government?
- ii. What are the prospects for effective manpower development in Hadejia Local Government?
- iii. What are the ways of improving manpower development for sustainable development in the Hadejia Local Government?

1.5 Justification of the study

Since the success and the development of any nation rest entirely on the development of manpower resources, a research of this kind would leave no stone unturned in identifying the problems militating against proper development of manpower in Niger state. The findings would help to improve the efficiency of manpower development for effective management of scarce resources in Jigawa State. Moreover, the findings would also help identify better strategies of developing manpower of various categories across various sectors of the economy and society for effective management of our scarce resources for rapid development of our nation. The research is therefore significant since it would add to the existing literature relevant to the research topic under review. This study may contribute to scholarship, its findings may be useful to the ongoing debate on manpower planning, particularly at Local Government level.

1.6 Scope and Limitation of the Study

It is believed that the success of any organization is determined by the interplay of its materials and human resources. In this case, the research is only confined to the problems and prospects of manpower development in Hadejia Local Government with particular reference to the state civil

service. In the course of this, the areas to be examined include the following: recruitment, training, discipline, transfer and promotion of the state employees. The research is limited to Hadejia Local Government Civil Service.

1.7 Definition of Concepts

- i. **MANPOWER:** Is the number of people working or available for work or service.
- ii. **DEVELOPMENT:** According to Walter Rodney; Development is about increase skills and capacity. It is about better freedom creativity responsibility and material well-being of people.
- iii. **PROBLEMS:** is something that is difficult to deal with or to understand.
- iv. **PROSPECTS:** This simply means a wide view before the mind or in the imagination. It also means the possibility that will happen.
- iv. **CIVIL SERVICE:** Civil Service comprises of Servants of the state other than those holding political appointment who are employed in the capacity and whose remuneration is paid out of the money voted by the legislators.
- v. **CIVIL SERVANT:** A civil servant is simply someone; man or woman employed by the civil service commission and paid by government out of money voted for the purpose by the national assembly or state House of Assembly.

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CHAPTER TWO

REVIEW OF RELATED LITERATURE

This aspect of the research reviews available literature on the problems and prospects of manpower development. In this case, references were made to the writings and research findings of various scholars in both the developed and developing countries to support this research.

2.1 Theoretical Framework

The study employs "System Analysis" as its theoretical frame work. This is because system analysis places much premium on the integral parts that constitute an organic whole. Nonetheless one would like to know the central theme of the system analysis theory.

According to David Easton (1964), political system is "that system of interaction in any society through which binding or Authoritative allocations are made". Authoritative allocation may be roughly translated as policy making. The political system operates within an environment. The environment generates demands from different sections of the society such as demand for reservation in the matter of employment for certain groups, demand for better working conditions or minimum wages, demands for better transportation facilities, demand for better health facilities etc. Different demands have different levels of supports. Both demands and supports constitute what Easton calls input. The political system receives these inputs from the environment. After taking various factors into consideration, the government decides to take action on some of these demands while others are not acted upon. Through the conversion process, the inputs are converted into output by the decisions makers in the form of policies, decisions, rules, regulations and laws. The outputs, flow back into the environment through a feedback mechanism, giving rise to fresh demands. Accordingly, it is a cyclical process.

Therefore, the theory of system approach is related to manpower development since it is relating to political environment where all manpower is centered which involves decision makers.

2.2 Manpower Development in an Organization

No doubt, it is believed that, one of the functions of personnel management in any organization is to prepare a better framework for manpower development serves as a prime mover of any organization whether private or public. In essence, manpower development serves as the basic pre-requisite for all forms of development in any organization. In view of this, Coleman (2001) rightly asserted that, The fundamental objectives of manpower development is to provide the organization with qualified personnel to perform the duties that can achieve the organizational goals. In fact, manpower in any organization may be seen as the totality of its employees with all aspirations, needs and capacity geared towards the pre-determined goals and objectives of the organization. It also embraces the skills of such establishment like the craftsmen, scientists, Engineers, Doctors, Lawyers, Administrators, technologies and other professionals and nonprofessionals from the highest skilled to the most unskilled who put in their services, manage plan, organizes or carry out the various organizational objectives.

In essence, it is an open secret that all aspects of economic growth and development pivots on human resources and talents. According to Aguasiska (1992), It is a well-known fact that one of the greatest problems which seriously undermined the states and local governments administration has been lack of effective management of human resources. This is because the past government was much concern on human resources which are so necessary for nation building. Consequently, they can resort to hasty, poorly conceived programmes of recruiting, selecting placement and training. In their process they will not only incur costs that could have been less or avoided if there had been planning, but also obtain less than optimum solution to their needs. Therefore, to eschew

are serious if not catastrophic hazard, organizations should be able to secure the essential skills for the present and for the future long-term survival; a backlog of skills may be more important than a backlog of orders to reserve pattern.

Pattern (1971), in his view also maintained that, increasingly, manpower development has come to be recognized as the new essential for achieving all other corporate goals. Adam Smith, in his contribution to manpower development asserted that, "The acquisition of talents and skills by an individual through education, study, apprenticeship is a fortune not only to himself but also to the society to which he belongs. Likewise Marshall (1964) contended that, 'The most valuable of all capital is that invested in the development of manpower. In the case of Amana (1983), he is of the view that, "manpower development is necessitated by the growing difficulties in recruitment and training staff of the requisite caliber inadequate number at the right place and in the right time and expanding the least amount of resources: By this, he means that the organization is force to develop its manpower when it is faced with the problem of recruitment and training of staff, so that the organization will now make the best use of its present manpower by reorganizing and making the atmosphere conducive for the workers to be more committed to the achievement of the organizational objectives.

More so, by developing our existing human resources, it will be easier for the organization to determine its future development. However, it should be clear that, the starting point for manpower development is to undertake a manpower inventory to ascertain what is existing in terms of numerical strength and work distribution for personnel. To make it clear. Coleman (2001) elucidated that, the objective of manpower inventory knows with precision the existing manpower capabilities of an organization. The basic information needed is data relating to the knowledge and skills possessed by each individual in the organization. This includes not only his present

duties indicated by the past experiences and educational specialization. In view of the above, the importance of manpower development in any organization cannot be over emphasized as has been clearly and expressed by different scholars. The successful implementation of development plan solely rested on the availability of financial and other capital inputs but more importantly, the trained manpower in various occupations. The shortage of skills and executive manpower could be critical constraints in the implementation of development projects.

Therefore, there is need to train people who are results oriented, who can recognize opportunities and meet the organizational objectives. We need professional men and women who can make our scarce resources productive.

2.3 Justification for Manpower Development

It has been known for long that civil servants often lack relevant skills i.e. they have no professional training to equip them to carry out the task of modern government. In view of this, it has become imperative that after the employees are recruited, selected and inducted, he or she must be developed to better fit the job and the organization. It has also been understood that no one is perfectly fit at the time of hiring therefore; training and education must take place. No organization has a choice of whether to develop employees or not. The only choice is that of developing them on the organization's goals to be achieved. But, if there is no organized programmes existing for this purpose then, the development will largely be self-developed while living on the job. This development would include both training to increase skills in performing a specific job and education, to increase general knowledge and understanding our total working environments.

Planning development programmes will return values to the organization in terms of increasing productivity, heightened morale, reduce costs and great organization's stability and flexibility to adopt to changing external requirement. Such programmes will also help meet the need of individuals in their research that can add up to life long carriers. Our society as a whole is also vitally interested in training and educationally programmes in order to promote employment and utilize the talents of its citizens. However, one of the earlier legislative attempts in this regard was the manpower development and retraining act of 1962 which was designed to assist in the conversion to new skills of these persons throughout the work by changing job requirement. In 1964, the economic opportunity Act (E.O.A.) was directed towards providing training assistance for young entrance in the job market, job crops and college work study programmes were formed to help young persons whose unemployment rates are typically double to average.

More over in 1973, because of the confusion generated by literally thousands of public Finance training programmes, the comprehensive employment and training was passed. Its objective was to decentralize the control of programmes to local and state levels, and to focus most funds on assisting the unskilled and long-term L.tn employment (Sabine and Thorson (1973). More so, in 1978, this single act constituted the fastest grounding portion of the federal budget with over \$12, billion appropriated for training and job formation. As practiced, it has become a type of 'revenue sharing' with local government with emphasis on job creation to conduct unemployment (Sabine and Thorson, 1973). After an experimental programme in the late 1970s, the job training partnership act of 1982 allocated \$3 billion to private industry councils to implement training for the hard care unemployment. These councils under the control of private business person rather than local governmental officials were assigned to training for long lasting job. The typical CEFA job lasted for only 18 months. The philosophy of most private organizational council is that, no

training will be offered unless there is a job at the end of the line and attention will be given to developing skills that lead to long term employment such of how to take an interview, adapt to supervision and become on the job (Grude, 1974).

In view of the above therefore, personnel management is one of the most complex and challenging field of endeavour. Not only must the organization requirement for effective work force be met, the greatly concern with the expectation of both employees and society in general. Source our society at large has proclaimed its human resources to have vital needs that move beyond a work force status.

2.4 Manpower Development and Training

In any organization whether private or governmental, training is the most important factor when it comes to manpower development. Every organization needs to have well-trained and experienced personnel to perform the activities that have to be done in such organization. And if current or potential job occupants can meet this requirement, training then, is not important. But since this is not the case, then, it is necessary to raise the skill levels and increase the adaptability of employees. As job has become more complex, the importance of employees training has increased. When jobs were simple and easy to learn and influence to only a small degree by technological changes, then there was little need for employees to upgrade or alter their skills (Byrant, 1965).

But as the rapid charges are taking place now in our highly sophisticated and complex, society, organizations need to train their personnel. From the above explanation, we can view training as the learning experiences which seeks relatively permanent change in an individual that will improve his or her ability to perform well on the job Training can also involve the changing of

skills, knowledge, attitude or social behaviour. It may also means changing what employees know how they work, their attitude toward their work or their interaction with their co-workers. However, training of any kind aimed at developing one's skills in order to perform more effectively on the job entrusted to him. And at times, it depends on the resources and opportunities available to the organization. As Myers stated, the type of employee, training best suited to a specific organization depends upon a number of factors such as skills called for jobs to be filled and the kind of operating problem confronted by the organization." (Myers, 1965). Above all, for the purpose of this research work, we need to discuss five types of training which include the following:

- a) pre-entry training
- b) On-the-job training
- c) Off the job training
- d) Seminars
- e) Introductory or orientation training
- f) Pre-entry Training:

This takes form of general education to prepare the prospective workers for selection and to develop the knowledge and qualities which would make him or her succeed in latter life. Broadly defined, it is a kind of training which applicants has before his or her recruitment into the organization. This type of training is offered by academic institutions like Universities, Polytechnics, and colleges of Education just to mention a few (J.P.J. Kenny and E.L. 1972).

(b) On-the-job training

The most widely used method of training takes place. On job. On-the-job-training places the employees in an actual work situation and makes them appear to be more productive. In fact it is learning by doing. For jobs that are either difficult to simulate or can be learned quickly by watching and doing, on-the-job training is most suitable. And it occurs at all levels in any organization. It may be returned all the way, from the briefing, giving to an administrative officer by his superior on how to handle a complex matter to actual instruction and to demonstrate in such duties like typing letters, how to answer telephone calls or even how to handle files and so on. This type of training also involve direct contact between superior and their subordinates (O.G. Stahl, 1971).

(c) Off- the- job- training

Unlike on-the-job-training, off the-job-training is usually done in form of academic work. It is done outside the usual working place in a separate environment where the trainee may some times uses modified tools and equipment. It is also usually done in form of a formal education which covers a number of techniques such as classroom lectures, films, demonstrations, case studies and other simulation exercises and programmed instructions. Under this type of training, the trainees would be tested and be satisfied before they leave their place of work (Stephen P. Robinson, 1978).

(d) Seminars

This is an internal programme, which is designed for high motivation and performance improvement of an employee which is very relevant to the needs of the organization. The seminars have to cover various categories of officers. In this type of course, paper are prepared and presented to different categories of workers. Series of questions are usually asked at the end of the

lectures or paper presentation and right answers are also given to enhance the understanding of the attendants. This is carried out by the employers and employees of state civil service commission, Niger State.

(e) Introductory or Orientation Training

A new entrance into an organization needs information about the organization. The type of information about the organization. The type of information he needs may be concerned with the type of job he may render in such organization. The type of orientation given to him will make him to understand the importance of his job, the organization's personnel policies and procedures of carrying it out. It also exposes him to the true picture of the organization and how it is related to local community and the nation in general. The new employee's force knowledge is likely to be, it is essential that he is furnished with information that will enable him to find his place in an organization. However, it is believed that training is quite necessary but training alone cannot solve all the administration problems of any organization. Therefore the following aspects should be considered for staff development in any organization.

- i. Better pay
- ii. Security of job
- iii. Credit for work Done
- iv. Opportunity to Advance
- v. Conformable, safe and Attractive working condition
- vi. Competent and fair leadership
- vii. Reasonable order and Direction
- viii. Social Relevant Organization (Udoji J., 1974).

It is also believed that of the state government in this country (Nigeria) are adequately staffed and financed indeed, the idea of staff development from the above analysis will become a history. But since this is not the case, it has become necessary for every organization to pay a special attention to manpower development despite the numerous problems associated to it. This is necessary because of the following variables. Achieving management objectives of any organization depends on getting the right people in the right place at the right time and preparing them for the task ahead. This improving productivity and performance of an organization largely depends on well trained personnel and that organizational downfall is attributed to the poor recruitment and training policies of an organization.

2.5 Civil Servants in Hadejia Local Government Area

Historically, civil servants in Hadejia Local Government can be found in different departments within Hadejia Local Government depending on their area of specialization. In view of this, they can be found in such department like Education which is responsible for the development of education and recruitment of new job applicants within the Local Government, others are also found in such places like Department of Agriculture and Natural resources, Department of Health, Department of Finance, etc. In fact, the distribution of these civil servants in different Department within the Local Government is due to their area of specialization and the knowledge and skilled they have acquired. Each civil servant in his department is placed in his work according to his level and the area he/she specialized in other to enhance productivity within his organization.

However, a research of this kind will be very difficult if not impossible to restrict ourselves for the study of Local government Civil Servant of only one department within the specified area of study, for there are so many departments within the Local Government as described above. In

view of this, our study will surely be extended to the above different departments within the Local Government for proper analysis.

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CHAPTER THREE

METHODOLOGY

Methodology has to do with techniques adopted in conducting the study. Both Primary and secondary method of data collection will be used in the research work. It involves the following; Research Design, Sampling Techniques, Population of the study, Instrument of data collection, Method of data analysis.

3.1 Research Design

Research design specified the framework in which the research is based. The survey research will be used in arriving at conclusion which is aimed at determining the extent to which manpower process and utilization plays a significant role in public sector, with reference to Local Government Civil Service in Hadejia. Survey design is one in which a group of people or items are studied by collecting and analyzing data from a few people or item considered to be representative of the entire group (Maliya, 1993). The research is interesting in making an accurate assessment of the sample drawn from the population. It is classified into different method of obtaining information in carrying out this research, the use of questionnaire was employed in gathering information from the sampled population.

3.2 Sampling Technique

This is the process in which a portion known as sample of population is systematically selected and taken as being representatives of the population as such research would adopt random sampling in order to collect data from the respondents. The sample of the study is one hundred and forty-eight (148) staffs, representing the entire work force in Hadejia Local Government. However, conscious of the fact that any attempt to examine the entire Local Government Civil

Service would be complex and difficult. Therefore, the choice of fairly representative and manageable sample became inevitable. Therefore, 125 questionnaires will be design and distributed to the target population and the analysis of the research will be based on the number of questionnaires completed and return.

3.3 Population of the Study

Population refers to any collection of specified group of human beings (Rose, 1981). The population of the study are both male and female working in the study area because of the fact that they are concerned with manpower development.

3.4 Instruments for Data Collection

This research will use the following instruments of data collection; interview and questionnaire. In the case of primary source of data questionnaires and interview method will be use. The potency of a questionnaire to furnish researchers with simple information on a wider scale cannot be disputed. The kind of questionnaires to be administered for the purpose of this research will create a balance between personal initiative in suggesting answers and standardization of responses, hence, the use of both structured and unstructured questions will be adopted. The structured questionnaires will contain the questions and alternative answers. While others questions will not include alternative answers. The questionnaires will be designed and distributed to Hadejia Local Government civil servants of both higher and lower Cadre to obtain relevant data to the research topic.

On the other hand, interview methods is also another effective method which the researcher is going to adopt in order to obtain reliable information pertaining the problems and prospects of manpower development among the state civil servant in Jigawa state. In this case, the researcher

intends to adopt scheduled interview technique which could be convenient to the respondents. The people to be interview would include the executive members of personnel management and the Local government civil servants of the both higher and lower cadre in different ministries and organization in Jigawa state.

The secondary source of data includes documentary sources. The importance of documentary source in any research work cannot be overstated. This is because no research work can be successfully or effectively done without making reference to the document records. Document sources simply means written records like textbooks, magazines, Newspaper, Journals, Pamphlets and the like. These materials have a vital role in providing the research with useful and relevant information about the subject investigation.

3.5 Validation of the Instrument

3.5.1 Validity

The research instrument will be subjected to content scrutiny by experts in the field of Public Administration as well as the research supervisor. In addition, the researcher will ensure that majority of the items in the research instrument successfully measured the theoretical constructs of this study, which led to the fine-tuning of the items in the questionnaire to make them suitable for the study.

3.5.2 Reliability

A pilot study will be conducted using test-retest method to ensure the reliability. The questionnaires are to be given to a smaller version of the area twice with an interval of one week. The test is to be conducted on those people who are not part of the study population. After the pilot test the result is to be analyzed using Pearson Product Moment Correlation co-efficient (PPMC) to determine its reliability. It will be considered reliable if the score rest between 0.5 – 0.9.

3.6 Method of Data Analysis

Relevant data collected in this research will be analyzed using descriptive statistics the column-table of various frequency and percentage. This is done in order to make it easier and to ensure assessment and understanding. Questions in this questionnaire determine the extent of the validity and reliability.

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CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

This chapter analyzed the data collected on the problems and prospects of manpower development with a particular reference to the state civil service in Hadejia Local Government. The data were collected through the use of questionnaires, interview techniques and participant observation, which are presented and analyzed in both descriptive and in tabular forms. Above all, it is pertinent to note that the presentation and analysis of the data collected were carried out with the primary objectives of reflecting the true answers to the research questions. Consequently, the sub-headings upon which this chapter was built were derived from the exact questions raised in the course of this research. Therefore, this chapter is divided into different sub-sections each dealing with some specific research questions. The first section which serves as the starting point of analysis deals with the nature and procedures of recruiting new job applicants in Hadejia Local Government civil service which is usually done by personnel department in Hadejia Local Government civil service. This is important because personnel department in any organization is responsible in recruiting, selecting, placing, training and the development of its employees. In fact, manpower development policies of any organization is under taking by the personnel department.

Moreover, one hundred (100) questionnaires were rightly filled and returned out of the one hundred and twenty-five distributed. Therefore, 100 questionnaires were used for data analysis.

Table 4.1: “What are the recruitment procedures of new employees in your organization”?

Response	Respondents	Percentage (%)
Employment of staffs is done based on merit	52	52%
Recruitment of staffs is based on nepotism and corruption	48	48%
Total	100	100%

Source: Fieldwork 2021

From the above data, we are made to understand that the problem of manpower development in many departments of the area had its, genesis right from the first stage of recruiting new employees. This is obvious because our situation, not all job applicants are employed on merit basis rather a great number of them are employed through other means such as corruption, and nepotism which is uncalled for any nation building. In fact, the assessment of the above table also revealed that of hundred percent (100%) of the applicants, only fifty two percent (52%) were employed base on their educational qualifications and competence. While forty eight percent (48%) were employed through act of corruption, although they were unqualified to be employed in such organization. In fact, it is believed that the nepotism and corruption among employers in both private and governmental organizations constituted the initial problem of manpower development not only in Jigawa state but Nigeria as a whole. This is a problem because unqualified and inexperienced applicants were employed in different departments and were entrusted with the job in which they had no experience or technical abilities to handle properly. Consequently, there existed the downfall of productivity in both private and governmental organizations not only in

Jigawa state but also in other parts of Nigeria. This is obvious because the success of any organization largely depends on well qualified personnel who could handle their jobs accurately.

Table 4.2: “Were you given opportunity to be part of any training in your department”.

Response	Respondents	Percentage
I took part in further training in our department	30	30%
I am not part of further training in our department	70	70%
Total	100	100%

Source: Fieldwork 2021

The importance of staff training in any organization cannot be overstated. This is definite because staff training increases the intellectual ability of any worker, junior or senior worker. Above all, it allowed him to progress to high opportunity wherever it exist in fact it is the first prime ladder of employment’s progress in any organization whether private or governmental. It has been a common experience that new job applicants often lack relevant skills or professional training which will enable and equip them to carry out the task of modern government at the time of living; therefore, after their recruitment into the civil service, their organizations are expected to give them some further training that can aid them to develop better fit on the job entrusted on them. Notwithstanding, our research findings demonstrated on opposite dimension for the staff training opportunities in the study area. To attest this, the researcher raised the above questions to both junior and senior workers.

From the above table, investigation indicated that out of one hundred percent (100%) of the junior workers, only thirty per cent (30%) were granted the chance to go for further training. While seventy percent (70%) were disallowed due to financial problem and other act of nepotism existing there and within the organization. When turned to senior workers there were not many differences. The data also show that forty-five Percentage (45%) were accorded with the training opportunity while fifty-five (55%) had to wait patiently till the situation improves. This was not usual because their organizations also cried out of financial problems which hinders training opportunities to many employees.

Table 4.3: “Does your organization cater for the welfare of its employees?”

Responses	Respondents	Percentage
Yes	74	74%
No	26	26%
Total	100	100%

Source: Fieldwork 2021

The significance of staff welfare in any department cannot be overemphasized. This is obvious because staff welfare plays a vital role in the enhancement of employees' intellectual abilities, hardworking, social relation, self-esteem, and self-actualization. Staff welfare also allowed employees to have confidence and self-satisfaction of their working places. In fact, it makes them to feel more comfortable and have full confidence to their organization leading to serious dedication to duties which can improve productivity of their organizations. Staff welfare include better pay, security of job, congenial association, credit for work done, opportunity to advance forward, comfortability, safe and attractive working condition, competent and fair leadership, reasonable order and direction and a relevant organization just to mention a few. In spite of all the

above, investigation shows that staff welfare in the study area has taken an opposite direction. This is because most of the factors mentioned above were not of priority to many organizations. The research findings show that in the organization's employees were not better pay up, although it is the first need and the most motivate force of employees in any organization.

It is obvious to note that most of the responses to the question below favored the positive sides of investigation and this signifies that seventy-four percent (74%) of the responses claimed to have catered for the welfare of their employees. This is imagined because no employer wants to tarnish the image of his organization no matter how worst it might be. Therefore, he has to defined it either by work or by hook or by crook.

Table 4.4: "Does your department sponsor any staff for Higher Education"?

Responses	Respondents	Percentage
Colleges of Education	47	47%
Polytechnic	39	39%
University	14	14%
Total	100	100%

Source: Fieldwork 2021

The above table indicated that fifteen percent (47%) of the employees in the studied area study in various colleges of education, twenty percent (39%) in Polytechnics while only ten percent (14%) study in various Universities. This indicated that we still have the problem of manpower development in Hadejia Local Government Civil Service which as a matter of urgency needs special attention. However, it is also not enough to conclude that the problems of manpower

development in the studied area are only attributed to the above identified factors, rather, apart from them were also examine other factors. One of such factors is the issue of.

The significance of manpower development policies in any organization cannot be overstated, this is important because every action of human endeavor needs a descent planning which can lead to its success. It is generally accepted that manpower development policies is an important element in the context of manpower development and it has always occupied a prime vacuum in many organizations. It is generally accepted that no organization that can succeed in achieving its laudable objective without proper plan of action. This is obvious because a proper plan of action is the first key factor in realizing organizational goals.

In view of this, the development of staff talents in any organization is interplayed by the quality of organization plan toward that direction. Investigation revealed that there are many ways through which an organization can plan and develop the intellectual abilities of their employees without many difficulties. This is usually done through organizing seminars and conferences for the benefit of employees or by providing opportunity for on-job-training which is the simplest and most widely used method of training employees. However, empirical evidence also indicates that some organizations use to provide off-the-job training for their employees. Off-the-job-training unlike on-the-job training is usually done outside the usual working place of employees and is usually done in form of formal education which covers a great number of techniques such as classroom lectures, film demonstration, case studies and other simulation exercises and programmes.

Moreover, investigation also revealed that very few organizations were able to sponsor their employee to go for further training in the institutions of higher learning such as polytechnics,

colleges of educations and Universities. Despite the fact that they are the best institutions for the development of human resources.

Table 4.5: “How does your department support employees in terms of funds”?

Responses	Respondents	Percentage
Adequate fund is provided	32	32%
Scant fund is provided	68	68%
Total	100	100%

Source: Fieldwork 2021

The importance of adequate funds in the advancement of any organization cannot be over. This is actual because of the contention that no organization can achieve its laudable objective for which it was set for without proper provision of adequate funds. This is important because it was generally accepted that the successful management of both human and material resources of any organization is interplayed by its financial capabilities. This is definite in the contention that all departments required adequate funds for effective management.

Indeed, all departments need enough money to purchase enough equipment, to support its employees and render other social services for the advancement of such department. Nevertheless, this research findings indicated that one of the greatest problems facing many departments in the study area is lack of adequate funds for effective management. This is accepted because the present-day government has failed to provide high priority to the proper funding of such departments. Consequently, there was a total collapsed of productivity, of both human and material resources on both private and governmental organization within the studied area i.e. Hadejia Local Government.

The analysis of the above table showed that out of one hundred responses, ninety-nine percent (68%) did agree that their departments are not adequately financed. While only one percent (32%) acknowledged that their departments were partially financed. This indicated that most of the departments in Hadejia Local Government civil service were not adequately funded, which actually brought about the low of productivity.

4.6 PROSPECTS OF MANPOWER DEVELOPMENT

The prospects of manpower development in any organization cannot be overemphasized. This is because it is very important in improving productivity and performance of an organization which depends largely on the level of its manpower development. As the research identified, the success and the development of any nation entirely depends on the strength and quality of its human resources. It is generally accepted that no nation or organization can progress with higher degree of illiterate people. This is true by looking at the advanced nations such as the United States of America, Britain, France, Germany, U.S.S.R., just to mention a few. These countries were able to develop and become highly industrialized because they had paid greater attention to manpower development in both technical and vocational fields. Consequently, they were able to produce a great number of qualified scientists, engineers, technicians, medical doctors, mathematicians, great researchers, qualified lawyers and all sort of professionals which aided them to become industrialized and became the world leading nations in all aspects of life.

Likewise, if the developing countries can place manpower development as a top priority, they will have the chance of producing qualified scientists, engineers, technicians etc than can use their intellectual abilities to enhance productivity in both private and governmental organizations for the advancement of their societies. This is very important because it has long been proved that for a nation to develop economically, politically, socially and culturally such nation must place

manpower development into high priority. Since no nation can progress with higher degree of people.

4.7 Discussion of Findings

The research that was carried out identified the major problems militating against manpower development in Jigawa State with a particular reference to the state civil service in Hadejia Local Government Area. As a result, five (5) major factors associated with the problems of manpower in the study area have been identified, faulty recruitment of new employees; inadequate training opportunities for employees, inadequate provision of staff welfare, lack of effective manpower development policies; lack of adequate funds in many organizations of the study area; and lack of seriousness towards manpower development by the government and personnel department.

Faulty recruitment of New Employee: This problem drastically undermined the effective manpower development in both private and governmental organizations of the study area. The investigation shows that, personnel departments who are responsible for recruiting new employees, sometimes recruited those who are not qualified because they did not possess the intellectual abilities to handle the task of the modern government effectively. The fact is that, they will not perform the work expected of them. Therefore, from the previous data analysis it has been demonstrated that 48% of the new job applicants in the study area were employed not on merit. This is one of the major problems affecting the progress of manpower development in the studied area.

Inadequate training Opportunities for Employees: - In fact the significance of staff training opportunities in any organisation cannot be overemphasized. This is because staff training opportunities enable the employees to up-date their knowledge in both technical and in vocational

fields by attending institutions of higher learning like Polytechnics, Colleges of Education and Universities among others which are specifically meant for effective development of human resources. Despite the disadvantage the investigations have also shown however that many organizations in the studied area did not place staff training on the high priority. And this was a clear denial of government of human resources necessary for our nation building.

Inadequate provision of staff welfare: Staff welfare is very vital in every organization. This is because it is the first and the most motivative force of employees in organisation. As the matter of fact, the research findings also indicated that in the study area, staff welfare was displaced aside and it has not been given high priority. And as such this had affected the development of human resources not only in governmental organizations but also in private organizations.

1. **Lack of effective manpower development:** - In every aspect of life, there is need for effective and good planning strategies, this is because the importance of good policy plan determines the success of any organization. The fact is that, investigations demonstrated that there are weak and ineffective policy plans towards manpower development in the study area. This has also affected the development of human resources seriously.
2. **Inadequate funds:** - The significance of funds in the development of any organization cannot be over emphasized. This is because the success or failure of any organization is interplayed by its financial capabilities. In fact, there is no organization that can carry out its activities successfully without adequate funds. This is because the possession of adequate funds is the backbone and mainstay of any organization. In a related development, the research findings also revealed that most of the organizations in the study area were not adequately financed. Despite the fact that they can afford the training opportunity for their employees. In fact, this

has caused a serious negative implication in the activities of many organizations in the studied area.

- 3. The neglect of Human Resources Development:** - Generally, we are aware that an effective management of both human and material resources of any organization is interplayed and determined by the quality of its personnel. It is believed that there is no organisation that can achieve its objectives if it is handled by "low profile" personnel who cannot reason over issues. In spite of this awareness, the research findings illustrated that many organizations in the study area did not pay greater attention to manpower development which is necessary for nation building.

Nonchalant attitudes have constituted so many problems to manpower development in Hadejia Local Government. This chapter focuses on the challenges and prospects of manpower development in Hadejia local Government which includes the following. Nature and procedure of recruiting new job applicant in Hadejia Local Government, which is usually done by Personnel department of the Local Government Civil service which shows that all the employees were employed on merit and others were employed through nepotism and corruption. This chapter also focused on staff training opportunities which shows that the new job applicant lacks skills and professional training which enable and equipped them to carry out their task of modern government. Also, the chapter focused on staff welfare which shows that there is inadequate welfare in many organization or department. This research therefore highlighted the significance of manpower development policies in many organization or department for the achievement of the organizational goals in which most of organization sponsor their employees for further studies. In this research it has also been observed that the weakness of organization in funding their

employees. The chapter also focused on the prospects of manpower development in the study area and finally discussion of the research finding in this chapter.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 SUMMARY

Basically, this project comprises of five chapters. The first chapter deals with the general introduction of the research. This chapter further examined the importance of manpower development to nation building. In this chapter thus, include aims and objectives, scope and limitation and definition of concepts. Chapter two covers the review of related literature and scholarly perspectives on manpower development. Chapter three deals with methodology for the research. Chapter four analyzed the imperial chapter which are related to the problems and prospects of manpower development in Niger state. Chapter five serves as the last chapter; thus, it presents the summary, conclusion and, recommendations.

5.2 CONCLUSION

Based on the research, it is important to appreciate the need to identify the major problems militating against manpower development in Jigawa state civil service. The research has identified five major factors that are associated with manpower development effort within the organization. The first problem identified is in the area of faulty recruitment of new employees where investigation revealed that job applicants were usually recruited on the basis of nepotism and corruption instead of merit. Other problems identified include: inadequate training opportunities for staff which is capable of stalling the development of human resources that is necessary for nation building. The other identified area also was the lack of staff welfare, ineffective manpower development policies, lack of adequate funds, and neglect of human resources development. The research findings show that many departments within the study area do not pay great attention to

manpower development which is very necessary for nation building, and which its neglect constitutes a serious problem to Hadejia Local Government civil Service and Jigawa State as a whole.

5.3 RECOMMENDATIONS

Since the importance of manpower development has been recognized not only by the individuals and groups but also nations and in term of any organizations. It is very important that it is given the attention it deserved not only in Hadejia or in Jigawa State but also in every part of the Nation. This is because it has been observed that the wealth and vitality of any society lies ultimately upon the development of its people and upon the affective commitment of human and material resources.

In respect of the above, I therefore made the following recommendations:

- i. That personnel management department of any organization should always recruit well qualified Job applicants who capable of facing the challenges of the modern-day job.
- ii. Secondly, the phenomenon of nepotism, corruption and favoritism should be avoided in the area of recruitment.
- iii. There should also be adequate and effective training opportunities to employees at all levels in any organization whether private or governmental organization.
- iv. Staff welfare is also one of the major considerations in any organization, because it helps in boosting the morals of employees. Basically, it serves as the first and the most motivating force of any employee therefore, it should be given high priority
- v. Finally, the government should give high priority to the development of scientific and technical know-how to both higher and lower level employees since we are in the era of scientific and technological development.

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APPENDIX
RESEARCH QUESTIONNAIRE
Department of Public Administration
Jigawa State Polytechnic, Dutse.

Dear Respondents, I am undergraduate student from the above-named institution carrying out a research on the problems and prospects of Manpower Planning and Productivity in Jigawa State with particular reference to the state civil service in Hadejia Local Government. The questionnaire is designed to generate information on the problems and prospect of manpower development in Hadejia Local Government of Jigawa State. Kindly assist to provide the most appropriate information. The information will be treated as highly confidential.

Please tick the appropriate box where necessary.

Yours faithfully,

Ishaq Musa Yaya
Public Administration.

SECTION A: BIO DATA

1. Sex: Male { } Female { }

2. Educational attainment: Primary { } Secondary { } Others (please specify)

3. Religion: Islam { } Christianity { } Traditional Religion { } others (please specify)

4. Marital status: Single { } Married { } Divorce { } Widow { }
5. Age: 16-21 { } 22-26 { } 27-30 { } 31 and above { }
6. Employment status: Full time { } Part time { } Other (please specify)

SECTION B: RESEARCH QUESTIONS

1. How long have you been in Niger State civil service? (Employers/Employees):

2. Department and Ranks (Employers/Employees) _____
3. What are your duties/responsibilities in this organization? (Employers/Employees):

4. Since your employment, have you ever been trained? (Employers/Employees):

If yes, was your training internal or external? _____ and where were you trained? _____

4. What are the recruitment procedure(s) of your organizations? (Employers)

- a) Based on merit and qualification
- b) Based on nepotism and corruption

5. After your training, were you promoted to the next grade level? (Employees):

- (a) Yes { }
- (b) No { }

6. How many employees do you have at present in your organization (Employers):

8. Does your performance satisfy the expectation of your organization? (Employees):

- (a) Yes { }
- (b) No { }

9. Is your employees' positive performance be attributed to the organization's planning before recruitment and placement (Employers)

- (a) Yes { }
- (b) No { }

10. Are you satisfy with staff training policy of your organization? (Employees)

- a) Highly satisfied
- b) Moderately satisfied
- c) Not satisfied

11. Does your organization cater for the welfare of its employees? (Employers)

- (a) Yes { }
- (b) No { }

If Yes, please give instances of such welfare

12. Do you think that improving productivity and performance of your organization depend on well-trained personnel? (Employees)

(a) Yes { } (b) No { }

Please. Express your view(s)

13. Are they committed to their job? (Employers)

(a) Yes { } (b) No { }

14. What possible problem(s) do you think is/are facing you in your department (Employers/Employees) please specify _____

15. What possible solution(s) do you suggest for solving the problems (Employers/Employees) please specify _____
