

MANPOWER PLANNING IN LOCAL
GOVERNMENT ADMINISTRATION
A CASE STUDY OF BABURA LG

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AD/PAD/1998A

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**MANPOWER PLANNING IN LOCAL GOVERNMENT ADMINISTRATION
(A CASE STUDY OF BABURA LOCAL GOVERNMENT)**

BY

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**BEING A PROJECT SUBMITTED TO THE DEPARTMENT OF PUBLIC
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APPROVAL PAGE

This research project work has been read and approved as meeting the partial requirement for the award of Advanced Diploma (AD) in Public Administration of the College of Business and Management Studies Jigawa State Polytechnic Dutse.

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CERTIFICATION

I hereby certify that this research work is a production of my own original research, under the supervision and guidance of my supervisor Mal. Junaidu Mohammed. And also I certify that to the best of my knowledge, this research work has been presented for the award of Advanced Diploma (AD) for users and publication elsewhere.

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DEDICATION

This thesis is specifically dedicated of Almighty Allah, who through his mercy guided and protection throughout the course of my studies. The whole research work is also dedicated to my most beloved and humble parents. Alh. Danladi Garba and my Mother may the peace of Allah be with them. Ameen.

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ABSTRACT

This project focuses on the impact of manpower planning in the local government. Human resources have been previously identified as most important resources in any local government. Therefore, the knowledge of effective manpower planning is seen as a yardstick for meeting the dynamic of global challenges. It is in view of the above that the research reached into the impact of manpower planning in the local government. Available books and journals were reviewed on manpower planning. Human Capital Theory was adopted and used as the theoretical basis of analysis. Three set of propositions were developed to assist the researcher to find out the impact of manpower planning in the local government. To achieve this, questionnaire and oral interview were carried out to gather data and information. 70 questionnaires were administered and 50 were retrieved. The information gathered were analyzed after which it was discovered that manpower planning enhances the local government objectives.

CHAPTER ONE

1.0 INTRODUCTION

Contemporary economy is changing rapidly. It is characterized by phenomena, such as globalization and deregulation of markets, changing customer demands and increasing competition (Becker & Gerhart, 1996). Most companies, failure to reach their goals in these turbulent and volatile periods is due to excessive focus on technical problems at the expense of human resources across the State. Examining the impact of Manpower planning (HRP) activities on organization's performance has dominated discussions and research interest in the last decades (Becker and Huselid, 2006). March and Sutton (1997) stated that; explaining Local government performance variations remain one of the most enduring subjects of study. This has prompted research to be directed towards explaining and understanding of the relationship between manpower planning, practices and firm performance. As the personnel is the crux to resolve management problems of an enterprise, an effective human resource planning system ensuring that personnel in the organization are optimally planned, motivated and committed to the aims of the organization is a pivot success (Ulrich, 1998). Little and Nel, (2008) opined that when employees are guided to achieve their performance potentials, this ultimately leads to organization's success. Thus, success of the organizations depends on the amount of commitment bought in by the individual employee operating in a highly competitive environment which will be complemented by the organizations. Improved quality and productivity linked to motivation can be achieved through training, employee involvement and extrinsic and intrinsic rewards. The growing interest in the compensation geared to performance and skills reflects one aspect of the increasing significance of manpower planning in realizing

management goals and objectives. Therefore the study will be focusing on the following selected Manpower planning, practices (training and development, recruitment and selection, performance appraisal, compensation,) performed by the HR department to influence the attainment of organization's objectives.

1.1 Study Background

Manpower and planning are cardinal element of development. The overall development of a country revolves on the level of manpower utilization. This has made manpower planning and development imperative for any successful organization. Maintaining a competitive edge in any segment where multiple players exist is only possible with people and talent. It has got an important place in the arena of industrialization.

Manpower planning is an important pillar for achieving effectiveness and efficiency in organization. It has been observed that both pre and post-colonial administrations of Nigeria had failed to accord adequate regard to manpower planning and development. Labour was relegated to background among other factors of production. The human resources planning and staff development for national growth and development were distorted. These affected the availability of human resources for improvement of socio-economic and political development during the first and second national development planning.

This was made clearly in Nnadozie (2004), he state thus; the unrealistic nature of the 1962-68 plan objectives and targets become more apparent when they are juxtaposed with the financial, technical and managerial capabilities of the country.

In recognition of the needs for human resources planning led to introducing of the policy for Manpower Planning in Nigeria at the period of 1960's and 70's. Specifically, in the year 1962,

federal republic of Nigeria created National manpower board (NMB) with the responsibility for determining the manpower needs and developments. To enhance the manpower need in local government, federal military Government in 1978 selected three universities, University Nigeria, Nsukka, Obefemi Awolowo University, Ile-Ife and Ahmadu Bello University, Zaria.

Though ideals do not approximate reality, the socio-economic and political development of Nigeria state has become elusive due to inappropriate and inadequate manpower planning. Though, Planning in Nigerian public service has become a gambling affair. Public service in Nigeria especially local government usually embark on manpower planning with inadequate data on the evolutionary trends of an organization, partly on organization's personnel, external relations, and general organization's objectives.

Development of workers is no longer a matter of a necessity to much management as a result of inability to forecast future manpower needs in relation to the organizations' objectives. Training in local government, despite the selection of the universities named above to undertake training of local government workers; training is still sporadic, unstructured and unsystematic.

There is little emphasis on training for technical and professional staff; such as surveyors, accountants, engineer and doctors. This finally retards the progress of an organization. The resources of organization are diverse but human resources is recognized as the most important out of other resources required for effective and efficient service delivery in local government. Human resources are the key to rapid socio-economic development and efficient service delivery. In addition, Mwagbala (2005) posits that "it is Human resources of a nation not its capital, nor its material resources that determines the nature of, direction and pace of its socio-economic development. Essentially, nations are built through the creative, productive and

innovative hardworking of people. At best financial resources can only facilitates production, but real wealthy is increased by productive labour activity.

The quality of company's personnel is the single factor that determines whether the organization is going to be successful, whether the organization will realize a satisfactory return on its investment and whether it will reach its basic objectives.

Getting the right caliber of people through the process of recruitment to meet the organization's need is not just enough; this makes manpower planning and development crucial in an organization. Development of employees in enterprises is associated with long run profitability of organization.

Organizational effectiveness is strengthened through workforce planning. In other words, it improves employee's productivity and increases their loyalty to the company and their job satisfaction. Manpower development is also a link between the manpower planning and organizations objectives. In analysis of the above, manpower planning is necessary for effective productivity, growth and development. Unless there is planning, event is left to a chance affair. planning minimize risk while taking advantage of opportunities. When adequate arrangement are not being made for future manpower needs of the organization, the organization find itself fighting with emergencies as the manpower needs arises. This may definitely resulted in spending more money for hiring manpower. It also results in procuring wrong personnel which may have devastating effects on the organization. In a critical analyses of the above, manpower planning and development are path way to sustainable development. In view of this, both private sector and public have to embrace manpower planning and development if Nigerian local government really wants promote sustainable development. Local government which is regarded

as non-functioning sector will turn to functioning sector if adequate emphasis would be accord to manpower planning.

1.2 Statement of the Research Problem

The quality and quantity of services delivery of local government for two decade now had generated national crisis. There have been sharp drop in effectiveness and efficiency with which local governments discharge their constitutional responsibilities. This is justified by pathetic nature of the high rates of under development in our rural areas. This is as a result of nonchalant attitude of the management and government over human resources planning which is essential for any organization who wants to remain relevant in our dynamic society. Organization is established in order to achieve stated objectives or goals. To achieve these objectives, effective human resources must be put in place. Since every organization depends on its employees for its survival and accomplishment of its task, manpower planning and development are crucial in all organizations be it private or public sectors especially in local governments where their constitutional responsibilities appear elusive.

Paradoxically in our contemporary society, emphasis has shifted more from manpower planning and staff development to controlling and sharing of the national cake meant for implementation of the developmental projects. Human resources planning are considered as luxury affairs and human resources supply is seen as an elastic item which can be expanded anywhere leading to acute neglect of manpower planning. Recruitment in local government has turned to political patronage for political aspirant and party loyalist. These have some negative impact on the performance or productivity of organization. Some organizations that embarked on planning usually end up not achieving the objectives as result of inadequate and inaccurate data on

personnel profile and on projected objectives. Poor data management abounds in local government because of lack of adequate skilled employee and continued use of manual /filing methods. These have adverse effect on manpower planning.

Furthermore, there is highly recognized poor human resources planning and utilization in various public organizations. There is growing evidence that lack of investment in the development and training of workers is associated with the long-run bankruptcy of organization. In addition, inadequate development of employees contributed to poor performance of local governments in Nigeria. This is traceable to poor human resources management. Human resources management according to Mathis and Jackson (1977), is the design of formal system in an organization to ensure effective use of human talent to accomplish organizational objectives. It is a set of activities directed to attracting development, utilizing and maintaining an effective workforce. In view of the above, manpower planning, recruitment and selection, training and development, promotion and compensation which are the critical aspects of human resources management had been neglected and manipulated by incompetent personnel managers.

critical analysis of relevant data on the performance of local government in Nigeria's in this our contemporary society expose to its totality the chaotic situation which pervaded the whole system as result of negative attitude to human resources planning.

Many key officials occupying sensitive positions in local government are new entrants in the system, the worst of it all is that they lack pre-requisite of administration. They assumed the positions through Nigeria system of "whom do you know" and political patronage. Performance of organization cannot be explained to large extent outside those that operate it. This leads to sharp decline in quality and quantity of service delivery.

It is in responds of the above back drop that makes manpower planning imperative in this study. The place of manpower planning and development cannot be compromise in the achievement of development in our localities.

1.3 Research Questions

1. What is appropriate manpower planning process for effective service delivery in local government service?
2. Does recruitment of unqualified personnel influence productivity of local government?
3. What is the relationship between manpower planning, development of employee in local government services and employee's performance?
4. What are measures to improve manpower planning process?

1.4 Aims and Objectives

This research aimed at ensuring the optimum use of the human resources towards improving job satisfaction.

- i) To provide for the future manpower needs of the local government in terms of skills, numbers and ages.
- ii) To examine the manpower planning in the local government with a view to highlighting shortcoming and possible solution
- iii) To analyze the main function of manpower planning toward the achievement of the local government targets.

- (iv) To see the right numbers of employees, with right level of skills, in the right jobs at the right time and performing the right activities, to accomplish the objectives of the local government and to fulfill its purposes.

1.5 Research Assumptions

Research is conducted to evaluate the validity of a hypothesis or an interpretive framework; to assemble a body of substantive knowledge and findings for sharing them in appropriate manners; and to generate question for further inquiries.

This research study includes:

- Ho Manpower planning has a greater impact on the effective performance of employees in the local government.
- Hi Manpower planning has no impact on the effective performance of employees in the local government.
- Ho Good manpower planning ensures the attainment of local government goals and objectives.
- Hi Good manpower planning plays little or no part in the attainment of local government goals and objectives.

1.6 Significance of the Study

The importance of this research project is trying to enlighten the general public on the impact of manpower planning in the local government. This project is to ensure the optimum use of human resources currently employed and to provide for future manpower need of the local government in term of skills, number and ages. It will serve to realize the problem as to be the right way that employees supposed to be drive toward achieving what the local government wants to achieve through planning of workers. To the students, this project will serves as a reference to the future public so as to know the impact of manpower planning in the local government especially at the local government which is close to the people and when job opportunity is available with higher needs of manpower planning to be employed. It will also be serve as mechanism for shaping the future generation as well as institution of learning is it public or private to know the technique of manpower planning which will help to make the job easier with the administrative skills and method. Thus, qualified staff will be in the position to put the local government forward and complete with environmental challenges. Manpower planning will also reduce the political disturbances especially in the local government currently; hence, it is the right number of the staff at the right time at the right place performing the right things or activities in order to achieve objectives of the local government.

1.7 Scope And Limitations

Thus, this research study will cover the manpower planning for effective administration in Babura local government in particular from the year 2018.

The research work limits its scope to Babura local government because of the following constraints:

- Scarcity of financial resources
- Lack of adequate time
- Sensitivity of needed information

1.8 Definition of the Key Terms

- i) Manpower: - This is a process that centered on the supply and demand of human resources is consciously planned for the attainment of the local government objectives Mwagbala (2005)
- ii) Planning: - it is the development of strategies and procedures required for effective realization of local government goals Mwagbala (2005)
- iii) Manpower Planning: - can be defined as the study and analysis of jobs of the local government in terms of various duties required as well as the personnel characteristics needed for effective performance Dessleer, G (2000)
- iv) Local Government:- according to P. Stone in his book; local government for student 1st Edition, 1968 (Sighted in Junaidu, 2015). He defined local government as that part of government in a country which deals with those matters which concern people living in a particular country.

- v) According to Hugh Whalen, in his book titled "Ideology, Democracy and the foundation of local self-government. (Sighted in Junaidu 2015). Local government as a political sub-region of a nation or state which is constituted by law with substantial control of local affairs.

1.9 PLAN OF THE STUDY

Thus, this research project covers five chapters from one – five.

Chapter one covers the introduction, statement of the problems, aims and objective, research assumption, scope and limitation, significance of the study, and definition of key terms, plan of the study, references as well.

Then chapter two covers introduction, the literature review, theoretical framework, steps in manpower planning, the need for manpower planning, objective of manpower planning, problems and solution of manpower planning, relevant theories, and reference. Chapter three covers introduction, study background, research methodology, research design and population of the study area, method of data collection, sampling method and procedure, method of data analysis and reference.

Chapter four covers, introduction, data presentation, and interpretation, data analysis and reference. Finally chapter five covers summary, conclusion and recommendations, bibliography and appendix (questionnaire design).

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CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 INTRODUCTION:

This chapter entails how the researcher reviewed literature related to the research topic and used theoretical framework to organized my research in order to make it meaningful and also reviews critically, analyzes and synthesizes existing research on a topic.

2.2 MANPOWER PLANNING: An Overview

Manpower planning attempt to forecast how many and what kind of employees will be required in the future and what extend this demand is likely met in the local government. According to Bartholomew (1975), (sighted in Kazaure, 2008); Manpower planning is an acquisition, improvement and preservation of human resources in many local government in order to satisfy different aspects.

The art of empowerment planning seek to maintain, and improve the local government ability to present the future of its manpower.

However, for the local government to have this capability to perform efficiently over a period of time it must be willing to plan, recruit, manage, develop, measure and place human resource with the right quality of skilled, knowledge and skilled employee.

Manpower planning is the process through which the local government tries to get the right people into the local government based on their skills and experiences.

Academic research usually required as a tradition, a review of all accessible related literature. This research will therefore on conformity, seek to conduct such review with the aim of setting concrete foundation for more accurate analysis of gathered facts.

According to BREACH (1975) said that one of the major activities of manpower planning is the study and analysis of jobs in terms of the various tasks and duties required as well as the personal characteristics needed for effective performance. This involves an initial analysis of each position. Then these separate duties are combined and compared to provide information regarding the characteristics required for successful performance.

In this way, it is possible to use job analysis data in establishing wages and salary scales as guide when transferring employees or in promoting health and safety and for many other purposes.

Local government planning and jobs analysis have much in common since both are concerned with the establishing of what a person is expected to do. Local government planning however focuses specifically on managerial activities.

It provides the structure for the local government by identifying the various sub-group headed by individual in managerial jobs. Thus, while local government serves to define what is expected at the upper level of hierarchy, jobs analysis carries the process down through the local government. Local government planning may future oriented. In what is specified ideal structure to meet anticipated goals in the year ahead? Manpower planning ensure that, the right number and the right kind of people that will be at the right times in the future capable of doing the things needed so that the local government can be continued to achieve its objectives.

The concept of certain terminologies in order to assist in the communication process within the local government.

The following terminologies are as identified by (Breach 1975) one often used in the co-operate planning process in the local government which are:

Planning: - this is defined as thought in advance of action resulting in a method or scheme of action to include the identification of strength and weakness within the local government the clarification of the local government objectives and selection of the most advantage outcores of action in terms of strategies and operating programmes.

Formal planning: - this means carrying out the necessary process of planning in a systematic and logical order and expression in assumption and conclusion associated with each process in written record with the formal plan.

The plan is forecast of future accomplishment and is a written statement of what should be done the way it should be done and a statement of what will be result from this action with a specified time and period (this may be from one to five years)

Planning circle: - this is a time to forecast the various events covering a review vision and a re-statement of all the factors, assumption, objective, and goals the make-up plan and usually carried out over the period of twelve months for planning period.

Job analysis like local government planning is a method of establishing a base against which the actual behavior of employees may be evaluated. It helps to provide a picture of each ob and of the inter relationship between jobs. The result of local government planning and jobs analysis taken together yield a comprehensive and detail view of how the local government has structures itself to achieve its objectives.

Manpower planning developed their description and information that is derived from people actually doing the work, but this does not mean it is necessary a specific statement that, persons and others holding the position are expected to do.

Manpower planning is effect: a systematic approach to ensure that the right people will be placed at the right time. the department of employment and productivity Newman, AD (1973). organization Design (An analytical approach to the structuring of the Organization). Sees manpower planning as "strategy for the acquisition, utilization and improvement of enterprises human resources".

David Bell (1966), viewed manpower planning as "the systematic analysis of the company's resources and construction, of forecast of its future manpower requirement with the special concentration of its efficient use of planning necessary to ensure that manpower supply will match the forecast requirement".

Also according to BREACH (1975) (sighted in Us man 2006) said that one of the major activities of manpower planning is study and the analysis of jobs in terms of the various tasks and duties requires as well as the personnel characteristics needed for effective performance. Then these separate duties are combined and compared to provide information regarding the characteristics of requires for successful performance. Tussöck II (1954), define manpower planning as "the process by which supply and demand for human resources is continuously planned in the light of a cooperate work face".

Glistler (1967), sees manpower planning as "the strategy for acquisition, utilization, implementation and presentation of the human resources".

In its broader sense, manpower planning cover all those achieves traditionally associated with management of personnel record, recruitment, selection, retaining and development performance, appraisal, job design etc.

According to the MINER (1977) select is also among the most important responsibilities of personnel management are those of relating to the selection of those specific individuals who will actually work for the local government among the usually much larger number applying for a position.

There is reason to believe that more problem of human resources utilization have these origin here. then in any other area. Thus, selection policies and procedure utilized by the local government are of major importance. it is within a personnel department that the technical skills need to deal with problem and located.

It is therefore, the responsibility for developing; recruitment procedure, which will ensure an adequate supply of applicant, is usually assigned. And it is there that the analysis required to develop satisfactory technique for choosing among applicant is normally carried out. Advancement in method of selection or selecting the employee are being made on the personnel managers, so that they keep abreast of new development in this particular aspect of the work especially pronounced.

In developing selection system, personnel managers must keep both of the major type of local government goals discussed in the proceeding selection in mind. it is not enough merely to determine whether an individual has the characteristics whether to perform the work effectively and thus, did not contribute to the overall productivity of the local government. there is also a question of his contribution of the goals of the local government. maintenance, position,

so that he will stay with local government to work effectively with others or will his presence be a source of dissension? Is he likely to do anything of a dishonest or disloyal nature that might serve to undermine the local government's very existence?

These are the most important questions that any local government is supposed to ask, and it is impossible to dismiss anyone of them as merely reflecting excessive concern with matter of conformity.

These are some type of selection procedure, which are used almost exclusively to identify those individuals who will contribute most in the form of productivity. Other technique is being characteristically used to select those who will treat the local government in any way or leave it before a reasonable period of time has elapsed. Almost some of these letters procedure such as the employment interview are not widely recognized as performing the function that they do, the main important to the total selection of process.

According to UBEKU (1975), the manpower requirement of any local government has to be planned for, just as we budget for the amount of money to be spent. In a dynamic situation like in which we now find ourselves in this country, no local government can grow effectively unless the function of manpower planning is being carried out effectively. In a nutshell, manpower planning is part of local government planning. It should therefore be seen not in isolation but in context of growth of the local government, it covers more than simply the future manpower requirement of a local government since it hinges on all aspects of business. It is concerned with future manning of plans and evolutionary local government structures.

Human resources are part of a firm's total resources, so their management must align with the firm's strategy (Baron & Kreps, 1990). Traditionally, human resources has been seen to be the

highest operating cost in the organization that managers logically find ways to minimize (Becker & Gerhart, 1996). It shows therefore, that companies consider people as variable cost rather than as asset. According to Bratton and Gold (2007), strategic human resource management is "the process of linking the human resource function with the strategic objectives of the organization in order to improve performance. People are the assets who create value use for gaining competitive advantage over rivals. People and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and as constituting a significant source of competitive advantage" (Armstrong and Baron, 2002). Also, as stated by

Baird and Meshoulam (1988) that "business objectives are accomplished when human resource practices, procedures and systems are developed and implemented based on organizational needs, that is, when a strategic perspective to human resource management is adopted "

Results of several researches, has confirmed that employee skills, attitudes and behaviors play a mediating role between HR systems and firm outcomes. Khatri (2000) found that in his study of 194 Nigerian companies from different industries, there's a strong direct influence of HR practices on firm profitability. According to him. Batt (2002) examined the relationship between human resource practices, employee quit rates, and organizational performance in the public sector. His findings confirm that, firms emphasizing high skills, employee participation in decision making and in teams, and human resource incentives such as high relative pay and employment security, have lower quit rates and higher performance (sales growth).

Paul and Anantharaman (2003) tested the causal model linking HRP with organizational performance. They found that practices like training, job design, compensation and incentives

had a direct effect on the operational performance parameters. Sing's study (2003) tested and showed that there exists a significant relationship between strategic Manpower planning orientation of Nigerian firms and their performance. HR orientation was conceptualized as the alignment of HR planning, selection, evaluating, compensating, developing and staffing practices with the business strategies of the organization.

Watauna Supachoke (2009) examined the relationship between HR strategies and the performance.

Selected Manpower planning Practices In Organizations

Recruitment and Selection

A major concern of human resource management is the recruitment and retention of valued employee (Davenport, 2000). A recruitment campaign usually identifies a number of applicants who can potentially meet the requirements of particular jobs or roles. The hiring managers then select among the candidates with the aid of a competency profiles (knowledge, skills, abilities and other attributes) in this selection pool, those that would add the highest value to the firm. The importance of managing the employment relationship such that is generates value added knowledge for the organization has an obvious link to recruitment and retention of staff (Ulrich and Lake, 1990; Wayland and Cole, 1997).

Training and Development

Training is a key factor related to the achievement of organizational objectives. The individual plays a more active role in defining his/her own training objectives, and attempts to match them to organizations objectives. The focus of human resource training is placed on developing people

who are capable of tapping internal and external information and turning it into useful organizational knowledge. Thus, leadership, management change and company mission and values are reinforced through training (Yahya and Goh, 2002) organization intending to gain a sustained competitive advantage should help their employees raise their skills by receiving continuous training so that they can learn new things needed to ensure quality improvement of the products and services of the people. A clear understanding of the organization's mission and values would help ensure a right direction for goal attainment.

Performance Appraisal

The measurement of employees' performance allows the local government to provide compensation fairly to the deserving individuals according to certain predetermined criteria like employee competency, teamwork ability, initiative, soft skills and ethics. Organizations can monitor the development of desired employee attitudes and behaviors through the use of the appraisal mechanisms. This appraisal-based information could be used for changing the selection and training practices to select and develop employees with the desired behaviors and attitudes. However, the effectiveness of skilled employees will be limited unless they are motivated to perform their jobs.

Compensation System

Local government can affect the motivation of employees in several ways. They can use performance-based compensation to provide rewards to employees for achieving the specific goals and objectives of the firm. A substantial body of work has provided evidence that incentive-based compensation has an impact on firm performance (Milkovich and Boudreau,

2.3 STEP IN MANPOWER PLANNING.

According to Golister E.B .(1967 p.270; Vol.2), to ensure an excellent planning of manpower, the following are necessary in the local government;

1. Specify objective of plan after forecasting the future manpower in the local government.
2. Assess the practicability of getting the necessary personal administration.
3. Grade the number and type of each class of manpower needed to achieve specified objectives.
4. Drawing up plan, firming and implementation.
5. Look through the option open to the local government.

2.4 OBJECTIVE OF MANPOWER PLANNING

There are three (3) major aims of manpower planning and these are as follows as identified by Burn and Stalker (1961, P.345, vol III).

- i. The optimum use of the human resources currently employed.
- ii. To provide for the future manpower of the local government.
- iii. To provide for effective equal employment opportunity at the governmental level
i.e. Federal, State and Local Government.

2.5 PROBLEMS OF MANPOWER PLANNING

The problems of effective manpower planning are;

1. The education system
2. Political instability

3. Administration deficiency
4. Lack of adequate accounting frame work
5. Lack of adequate projection of current and future manpower
6. Projection of manpower planning availabilities is in adequate
7. In adequate utilization of manpower (sighted in Abubakar Dahal lecture note 2011).

2.6 SOLUTION TO THE PROBLEM OF MANPOWER PLANNING.

a- Provide effective educational system

b- To provide good economic policy

c- Provide effective training and development

Good accounting framework

d- Effective manpower availabilities.

e- Good projection of current and future manpower needs

f- Good and effective utilization of manpower. (sighted in Abubakar Dahal lecture note 2011).

2.7 THEORETICAL FRAMEWORK

The theoretical framework is a collection of interrelated concepts, like a theory not so necessarily so well worked out and it guides your research. determining what things you will measure and what statistical relation (Sep. 7, 1999).

Every research work is usually anchored on a given established theory for its analysis called theoretical framework. This research work has for its purpose, the modern theoretical framework for analysis. The modern organization theory focuses primarily on background organization at large. It is therefore treat human more especially children at tender age as a system of mutual dependent variable which studies the key element in their life, how they interact with one another and the influence of the environment as each system is compromised of sub-system (Ezeani, 2005).

The theory according to Ezeani (2005), identified the parts of the system. The individual and the personality structure he brings to the organization, the formal organization inter-related pattern of the jobs which makes up the structure of the system (Scotts, 1978), the informal organization status, the role pattern and the physical of work. All parts interest and linked together through to do way processes. Communication which is the process by which action is evoked form the parts of the system: balance which refers to the equity breeding mechanism , harmoniously maintained the structures relationship of the parts of each other in the society. Essentially ,the modern organization theory has its advantages over other Theories, its distinctive qualities which compromised its conceptual analytical base , its reliance on empirical research data and most importantly it's integrating nature.

2.8 Human Capital Theory

Human Capital Theory: this is a modern extension of Adam's explanation of wage differentials by the so called net (dis)advantages between different employments. The costs of learning the job is a very important component of net advantages and have lead Economist such that Gary s....Becker and Jacob

Mincer to claim that other things been equal, personal incomes varies according the amount of invest in humans capital :-> that is , the education and training undertaking by individual or group of workers. A further expectation is that , wide spread investment in human capital creates in the labour force, the skills-based indispensable for economic growth. The survival of the rapid reconstruction achieved by the defeated powers of the Second World War.

Human capital arises out of any activity able to raise individual workers' productivity. In practice, full time education is to readily taken as the principal example. For workers, investment in human capital involves both direct costs, in foregone earnings. Workers making the investment decisions compare the attractiveness of the alternative future income and consumptions streams, some of which offer enhanced future income in exchanged for higher present training cost and deferred consumption returns on societal investment in human capital may in principal be calculated in an analogous way.

Even in economics critics of human capital theory point to the difficulty of measuring key concept, including future income and the central idea of human capital itself. Not all investment in education guarantee an advance in productivity as judged y employers or the market. In particular, there is the problem of measuring both worker productivity and the future income attached to career opening, except in near-tautological fashion by reference to actual earnings differences which the theory purports to explain, empirical studies have suggested that, though some of the observed variation in earnings is likely to be due to skills learned, the proportions of unexplained variance is still high, and must be an attribute of the imperfect structure and functioning of the labour market, rather than of the productivities of the individuals constituting the labour supply.

Human capital theory has attracted much criticism from sociologies of education and training. In the Marxist renaissance of the 1960's, it was attacked for legitimating so-called bourgeois individualism especially in the United State where the theory originated and flourished. It was also accused of blaming individual for the defeat of the system, making pseudo-capitalist out of workers and fudging the real conflict of interest between the two. However, even discounting this essentially political criticism, human capital theory can be regarded as a species of rational-exchange theory and opened to a standard critique, by sociologist of individualist explanation of economic phenomena.

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CHAPTER THREE

HISTORICAL BACKGROUND AND METHODOLOGY

3.1 INTRODUCTION: In this chapter the researcher used various methods in order to source for data information which can be used to solve the existing or future problems or issues in an organization.

In any research work so many methods of obtaining data are used by the researchers, but the accurate of such data for the project work itself depends entirely on the nature of the problem. However, to have an access to the relevant data the researcher employed the following procedures

3.2 Historical Background of the Study Area.

Babura town did not fully emerge through Jihad of Shehu Usman Danfodio of 1804. The first settler in Babura town are Habe (Habawa) which come from Daura to the place where they are hunting to feed themselves, they called the place "KABURA" (means the place where they are getting their food), eventually, they changed Kabura's name to "BABURA" because of many changes they got that time. Many scholars and authors have to find out the first people that lived in the area. One of them, sir Richmoud Palmer (governor general 1929). He settled in many towns and he was a divisional officer (D,O) Babura is one of the towns he ruled for about seven (7) years. Other towns are Daura, katsina Gwandu, Borno and Hadejia. During his time in Babura, he compiled the history of Babura with the contribution of his friend in person Hassan (Emir of Babura cows). Sir Richard appointed many people at different towns as Emirs. For example, he is the one that brought back the chieftaincy of Daura from Fulani's hand to its main house i.e. (Habe). In short, he is the one that appointed Musa as Emir of Daura where his

families are still now ruling the area (Daura). During Emir Bawa (A Habe man), Babura became popular, that is why it's called "TABAWA BIRNI A DAWA" (means the city in the bush). He ruled for about fifty years (50) After Bawa's death, Nawatau was appointed for some years after his death was Fatoci than **KURU - KURU** then followed by Camayo. After emergency of Shehu Usman Danfodio, the Fulani residing in the area of Babura under their leader Ardo Modibo. Male, migrated to Degel in order to make permission from Shehu Danfodio for Islamic Jihad. The Fulani are citizens of Mali country which they came from the part of an era shonghai - Tumbuktu. After Fulani arrived at Danfodio place then some of Habawa under emir Camayo decided to leave the place to go to Borno where they can get assistance from Shehu Borno, because they are expecting very soon Fulani will take over their town but they failed. The rest of Habawa went to the Emir of Kano (Alwalia) to get his assistance but they too failed when they heard that Fulani vacated Emir of kano from his palace that is why they settled at part of Alwali's area are currently now the place is called Baburawa under Minjibir Local Government Kano. **BABURA TOWN IN 1804-1990**, Babura town emerged when the Fulani man named Mele first settled in 1804. He was a native of an old era Shonghai Tunbuktu in Mali. The first Emir of Babura after Habawa ruined with their emir Camayo was, Mele appointed by Shehu Usman Danfodio. After he settled at the area many Fulani and some Habawa migrated from different places and settled together with Mele, this made the place more habitable. Mele was a popular Qur'anic teacher, he was a rich man having many animals, Hero who has a logic of dealing with war materials (like arrow, matched, knife e. t. c) he ruled for about thirty-six years (36) and eventually died in 1844. After the death of Mallam Mele, Mallam Abubakar mai Cirimbi son of mallam Ali Zaki, grandson of mallam Mele, was appointed to succeed his grandfather. He ruled in the same manner and approach like that of his grandfather, he ruled for

about four (4) years and died in 1844 as the third emir of Babura Fulani also the third hero's. It was during his time that he became the first emir of Gabas who was appointed by the emir of Kano Maje Kafoli. He ruled for twenty-seven (27) years and died in 1871. The next emir in the hierarchy after the death of mallam Jibir 1871 was Muhammadu the second emir of Gabas. It was during his time he appointed many people as emirs and district head to defend themselves from attackers. It was also during his time white men defeated Usmaniyya era and passed their ruled system. He ruled for about forty-six years (46) he died in 1917. He also lived with five emirs of Kano kingdom like Abdullahi Maje Karofi, Bello, Tukur, Ali and Abbas. Hassan son of Jibir was appointed after the death of Muhammadu in 1917. He ruled for seven months (7) and impeached by white men and kept him in prison for almost two years (2). Moreover, the problem that brought his impeachment was, his followers caught a thief and they killed him instead of bringing him to emir's palace for judgment. After he came back from prison, he continued living with his family and remained as an adviser, elder whose giving advice to the people of the area. After his death, his house was replaced to a district head's house who ever send from Kano Hussaini brother or Hassas was appointed by the people in 1917. He ruled for seven years (7) and also he too removed by white men, because during his time, the horse of divisional officer (DO) was stolen by thief and sent him to Kano for two years (2) in jail. In 1924, Isa Autan Jibir was appointed by emir of Kano (Usman) after the impeachment of Hussaini. After (2) of appointed him, emir of Kano Usman died and Abdullahi Bayero took over the ruling. During Native Authority, emir of Kano Bayero divided Babura into two (2) in 1927, one part of the area he gave to his friend Magaji Gari Zubairu. Magaji Gari decided to create his own town where he once left history at him. when he found a place, he called it "INSHARUWA" meaning he found a place where he will drink water. After Babura divided into two by Abdullahi Bayero then

Babura got the system of district head from the emir of Kano palace and the title of emir of Gabas in Babura area now changed to village head. Emir of Gabas or village head, Isa was the first emir in the history of Babura who voluntarily retired himself in 1952. He ruled for twenty-seven years (27) and ruled with two emirs of Kano Usman and Bayero, and four district heads (4) Dikko, Adnanyu (Dan Maje Shehu Ahmed and Dan Isa Muhammadu. It was during his time white men provide hospitals, schools; and the system of district head in Babura. The devotion of Babura to the position was attempt during tenure of Isa Autan Jibir.

BABURA TOWN 1990-DATE

Abdullahi Isa was appointed to rule the people of Babura and he ruled for about thirty-eight years (38). He gave a lot of contribution during his time, e.g. all the current Babura's executive people working at different part of ministries in Nigeria now like Jigawa state, Kaduna state, Kano state, Abuja e t c he is the one that during his time for achieving their best put them in schools, he died in 1990 and ruled with four emirs of Kano, Abdullahi Bayero, sir Muhammadu Sunusi I, Muhammadu Inuwa and Alhaji (Dr) Ado Bayero and also with four district heads, Dan Isa Muhammadu, Dokaji Alh. Sule, Matawalle Ibrahim and Fangacin Kano Alh. Mustapha Musa. After his death, his son Isa Abdullahi (Isa) was appointed as the new village head of Babura. He is currently the village head of Babura and the district head of Babura since its inception.

3.3 RESEARCH DESIGN:

Research design involves outlining the essential considerations to be followed in the research undertaking. In other words, it is a general arrangement or planning of the manner in which the research exercise is to be conducted. It is therefore appropriate that before embarking on any field/study or investigation in laboratories or otherwise, all the necessary steps for a successful research should be clearly defined (Usman, 2007). However, this research is a survey type; both qualitative and quantitative methods would be adopted. Simple random sampling and purposive sampling and convenience sampling would be used in selecting respondents. Therefore, both primary and secondary data would be used. Questionnaire will be administered and in-depth interview will be carried out. In data analysis, the quantitative data will also be processed using Statistical Package for Social Sciences (SPSS). The qualitative data, would supplement the quantitative data will process and arrange in a logical order so as to help in discussion and explanation of findings.

3.4 POPULATION OF THE STUDY

Going by the 2006 population Census figure, the population of Babur local government is 21,955 people, majority of them live in towns and villages. The average household size is about 5.8, then overall literacy rate is 55% including Islamic education most of the adult males are self-employed with agriculture being the main occupation.

3.5 SAMPLE SIZE:

Sample consist of (50) respondent selected randomly out of the total population. Twenty are local government staff, while the rest of thirty respondent within the study area.

3.6 SAMPLING TECHNIQUES

Sampling technique used here is Simple random sampling, purposive sampling, and convenience sampling would be used in selecting respondents among the workers in study area.

3.7 METHOD OF DATA COLLECTION:

Due to the nature of this research work, the study is mainly descriptive in nature the researcher used quantitative and qualitative method of data collection from the respondents. questionnaire has been constructed

in such a way that it is simple and easier for the respondents in general public to assess it. Some parts of the questions were close ended types and some were open ended in order to avoid possibility of mistakes when answering the questions. Also primary and secondary type of data collection have been used in receiving responses from part of the local government staff and traditional leaders through in-depth interview administrated on (50) respondents of the selected population and other published materials.

3.8 RESEARCH INSTRUMENT:

These are the instrument used to obtained data from the respondents:-

- A) Questionnaire Method
- b) Interview Method
- c) Observation Method
- d) Document Method

a) **Questionnaire Method:** questionnaire consists of a set of questions designed to gather information/data for analysis, the result of which are used to answer the research. The questionnaire is an instrument for gathering data beyond the easy physical reach of the researcher. In most research situation it may be practically impossible for the researcher to reach all his respondents no matter how much he tries. The question are often returned to the researcher through the post office. It is cheap, may be slow, and certainly unreliable in most cases, particularly, in Nigeria where the research culture has not been sufficiently developed and many Nigerians do not take questionnaire completion seriously. The researcher should realize that questionnaire are not constructed aimlessly. They must take their bearing from somewhere. To construct a meaningful and relevant questionnaire, the following must be borne in mind.

- 1 Every question in the questionnaire must be related to the research questions and or the hypothesis for the research question.
- 2 In preparing the question for the questionnaire the rule of scaling discussed earlier must be observed ACKOFF, RL, and et'al (1953) research methodology.

b) Interview Method

An interview is a survey method in which a researcher ask a question orally rather than in writing. An interview takes more time than a questionnaire but it is more flexible. A train interview any solicit information form the subject and may or may serve the subject and the surrounding situation, while the subject is responding. This enable the interview to better interpretation of the data that are collected and to ask additional question when necessary. The interview is a so more flexible than the questionnaire in that interview can reward the until the respondent understands the meaning. This is all possible in face-to-face situation.

In case where the telephone facility is available the telephone interview could be made, but the face-to-face has more advantages over the telephone interview Kerlinger, Fred, N. (1973) foundation of Behavioral research.

c) **Observation Method**

As the name suggests, this is a primary data collection technique which involves observing the target population happening, and circumstances by the researcher without asking the intended respondents Kumar (2005). It is simply an eye witness account reported by an actual observer or participant in an events.

d) **Document Method**

The record kept and written by actual participant in or witness of an event these sources are produced for the purpose of transmitting information to be used in the future. Document classified as primary source are constitution, charters, laws, police acts and regulation, court decision, official minute or records, autobiographies, letters, diaries etc.

3.9 METHOD OF DATA ANALYSIS

Data collected are tested to reflect the data portrays any possible relationship with intended variable for the analysis this is important in providing an insight as for whether the impact of manpower planning in the local government concern is effective, while data collected will be presented in tabular form and after the table a brief explanation for each response would follow. percentage would be the main basis for analysis.

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CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.1 INTRODUCTION

The data collection refers to obtaining information relevant to the study of the research by using the major ideas of hypothesis for the purpose of demonstrating whether or not there are true and it is usual, for instance, to discover either positive or negative result.

The research is dealing with the impact of manpower planning in the local government so this aspect will be based on the finding and presentation of data collected from questionnaire. The essence of distributing questionnaire is to enable us to know the individual response on the subject matter, which is the impact of manpower planning in the local government.

This chapter will present and analyses what the research get from various respondents who will fill the questionnaire. However, the data collected was through questionnaire method. Seventy (70) questionnaires were distributed to local government officials of both junior and senior staffs. Unfortunately, only fifty (50) questionnaires were filled and returned back to the researcher for presentation and analysis.

The respondents are categorized into many filed which include age, sex, educational qualification and cadre of staffs for easy analysis and interpretation (sighted in Usman research, 2008).

4.2 DEMOGRAPHIC DATA OF THE RESPONDENTS

Table 1. Age

VARIABLES	RESPONSES	PERCENTAGE
A. 20 – 30 Years	25	50%
B. 30 – 40 Years	10	20%
C. 40 years and above	15	30%
Total	50	100%

Source: Research Survey, 2021.

Response from the table most of the respondents range from 20-30 years are 25 with 50% then 10 respondents range within 30-40 years with 20% and 15 respondents are 40 years and above 30% respectively which make a total of 100% responses.

Table 2: Sex

Response on the table 2 is shown below

RESPONDENTS	RESPONSES	PERCENTAGE
A. Male	40	80%
B. Female	10	20%
Total	50	100%

Source: Research Survey, 2021.

From the above table 80% of the respondent were male and only 20% are female.

This shows lack of female staffs in Babura Local Government.

Table 3: Educational Qualification

Response on the table 3 is shown below

RESPONDENTS	RESPONSES	PERCENTAGE
A. Secondary Certificate	20	40%
B. Diploma/NCE	25	50%
C. Degree/HND	5	10%
Total	50	100%

Source: Research Survey, 2021.

It should be noted that the above table almost all the respondents were bearing in mind that they all have educational qualification.

Thus, secondary certificate 40%, Diploma/NCE 50%, and Degree/HND 10% which make the total of 100%. This mean that in Babura Local Government, staffs are being sent for training.

Table 4: Cadre of Staffs

Response on the table cadre of staff shown below

RESPONDENTS	RESPONSES	PERCENTAGE
A. Junior Staff	35	70%
B. Senior Staff	15	30%
Total	50	100%

Source: Research Survey, 2021.

From table 4 above on cadre of staffs, 70% of the respondents are junior staffs and 30% are senior staffs which make a total of 100%. This shows the concept of concern of both in carrying manpower planning in Babura Local Government.

Table 7: Response on the table does recruitment, selection, training and coordination applicable in your local government is shown on the table below

RESPONDENTS	RESPONSES	PERCENTAGE
A. Agree	40	80%
B. Disagree	10	20%
Total	50	100%

Source: Research Survey, 2021.

From the table above, it was agreed by 80% that recruitment, selection, training and coordination are applicable in the local government which bring the attainment of organizational goals as stated on table 3 & 6 above. Furthermore, only 20% disagree on the application of recruitment, selection, training and coordination. This means their application is positive.

Table 8: Response on the table who ensures achievement of table seven above between Junior and Senior Staff in your organization where shown below.

RESPONDENTS	RESPONSES	PERCENTAGE
A. Junior Staff	20	40%
B. Senior Staff	30	60%
Total	50	100%

Source: Research Survey, 2021.

4.3 RESPONSES PRESENTATIONS AND ANALYSIS

Table 5: Response on the table manpower planning has greater impact on the effective performance of employees in local government in general is shown below

RESPONDENTS	RESPONSES	PERCENTAGE
A. Agree	45	90%
B. Disagree	5	10%
Total	50	100%

Source: Research Survey, 2021.

Based on the table above, 90% agree that manpower planning has greater impact on the effective performance of employees in local government in whereby only disagree on the statement which shows positive respond on the concept.

Table 6:

RESPONDENTS	RESPONSES	PERCENTAGE
A. Agree	47	94%
B. Disagree	3	6%
Total	50	100%

Source: Research Survey, 2021.

Table 7: Response on the table does recruitment, selection, training and coordination applicable in your local government is shown on the table below

RESPONDENTS	RESPONSES	PERCENTAGE
A. Agree	40	80%
B. Disagree	10	20%
Total	50	100%

Source: Research Survey, 2021.

From the table above, it was agreed by 80% that recruitment, selection, training and coordination are applicable in the local government which bring the attainment of organizational goals as stated on table 3 & 6 above. Furthermore, only 20% disagree on the application of recruitment, selection, training and coordination. This means their application is positive.

Table 8: Response on the table who ensures achievement of table seven above between Junior and Senior Staff in your organization where shown below.

RESPONDENTS	RESPONSES	PERCENTAGE
A. Junior Staff	20	40%
B. Senior Staff	30	60%
Total	50	100%

Source: Research Survey, 2021.

The above table shows that, junior staff has 40% respondents as an effort to ensure the achievement of recruitment, selection, training and coordination which has great impact on them.

Furthermore, senior staff has 60% respondents in their application toward the achievement of recruitment, selection, training and coordination because they are the top management.

Table 9: Responses from the table does personnel department in your local government contribute to the attainment of set objectives through manpower planning?

RESPONDENTS	RESPONSES	PERCENTAGE
A. Agree	35	70%
B. Disagree	15	30%
Total	50	100%

Source: Research Survey, 2021.

The respondent on the table above 70% agreed with contribution of personnel department toward the attainment of set objectives through manpower planning in the local government. Only 30% disagreed with contribution of personnel department towards the attainment of set objectives through manpower planning.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 SUMMARY

This research focused on the impact of manpower planning in local government with a particular reference to Babura local government as a case study area. However, as I said earlier an effective human resource planning system ensuring that personnel in the local government are optimally planned, motivated and committed to the aims of the organization is a pivot success (Ulrich, 1998). Little and Nel, (2008) opined that when employees are guided to achieve their performance potentials, this ultimately leads to organization's success. Thus, success of the organizations depends on the amount of commitment bought in by the individual employee operating in a highly competitive environment which will be complemented by the organizations therefore, obviously effective and efficient manpower planning in every organization either private or public ensure success.

This research aimed at ensuring the optimum use of the human resources towards improving job satisfaction as the main objective such as. To provide for the future manpower needs of the local government in terms of skills, numbers and ages, to examine the manpower planning in the local government with a view to highlighting shortcoming and possible solution. to analyze the main function of manpower planning toward the achievement of the local government targets, to see the right numbers of employees, with right level of skills, in the right jobs at the right time and performing the right activities. to accomplish the objectives of the local government and to fulfill its purposes.

5.2 CONCLUSION

From this research work, one could have a clear understanding of manpower planning which is mainly concerned with how to improve efficiency of employees in public organizations. Although, manpower planning process has contributed towards improving employee's ability and capabilities which in turn boost productivity though, much is yet to be achieved because of the following research findings: inability of the personnel department to carefully assess society's demands in the local government, the emphasis of those with qualification over those staff with administrative experience has negatively affected manpower planning activities. Political differences create room of whom you know regardless of whether you are capable or not.

On the other hand, improved quality and productivity has link with motivation of employees in organization being it extrinsic and intrinsic rewards, financial or non-financial motivational policies therefore, this research found out that, not only manpower planning but also motivating them in the local government enhance effective performance this will turnaround the Nigerian public sector and enables it to achieve the national goals and remain an influential institution as "an instrument of public service delivery and development."

5.3 RECOMMENDATIONS

In view of the aforementioned findings, problems and way out this research cannot be complete without offering recommendation and suggestion on how to improve efficiency and effectiveness of manpower planning in the local government.

Therefore, the following recommendations will be made viz: - At this juncture, suggestion will be made which if adequately used would eliminate or minimize challenges with regard to the manpower usage.

Below are some of these recommendations:

1-Government should provide effective educational system as well as stable working environment which can discourage high rate of turnover.

2- There should be optimum use of accounting frame work.

3- Optimum use of current and future manpower need and in the local government.

4- Adequate monitoring of labour mobility, promotion of staff, successful implementation and execution of manpower planning should be maintained in local government.

It has emerged from management consulting and addresses human resource management tasks and decisions.

5- Employee engagement: measure employee engagement levels through surveys and interviews define and improve performance in employee engagement and retention. While this area of HR consulting is necessarily broad, encapsulating total rewards strategy, employee performance management, leadership transformation, and organization structure design.

Compensation: design and manage compensation programs related to basic salary, bonuses, and stock plans. Evaluation of positions and building of salary structures, bonus plans and stock plans for clients.

6- Specializations are often based on employee types (e.g. Executive compensation consultants and sales compensation consultants).

- 7- Employee benefits: optimize benefit plan design and administration (inclusive of health-related benefits) by assessing competitiveness and effectiveness of benefit plans.
- 8- Actuarial and retirement: provide actuarial and administration services to manage cost and effectiveness of retirement programs, including defined benefit and defined contribution plans.
- 9- Mergers and acquisitions: conduct human capital due diligence, coordinate and administer cross-functional activities during execution, including manpower and HR technology. Align organizational cultures and work styles during post-merger integration.
- 10- Talent mobility: Provides the insight and execution for full international expatriates (usually for executives) or local plus (partial-package expatriates), from pre-move informative guide, to post-move expat management program.
- 11- Other services recommended to be rendered may also include legal counseling, implementation of global initiatives, investments consulting, and the implementation of human resource technologies to facilitate human capital management e.t.c.

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APPENDIX

Jigawa State Polytechnic

Department of Public Administration

College Of Business and Management Studies Dutse

13th July 2021.

Dear Respondents

I seek for your assistance to assess the impact of manpower planning in the local government, with particular reference to Babura Local Government.

It is believed that the issues raised will enable us to know whether the effectiveness of local government depends on the solid knowledge of Human Resources Planning and Effective Human Research Utilization, towards realization of local government goals, objectives and to determine what could be done to improve the manpower in Babura Local Government.

The data collected through this questionnaire would be used purely for Academic purpose being a requirement for the award of Advanced Diploma in Public Administration at Jigawa State Polytechnic Dutse. Be informed of our utmost assurance that all the information provided shall be treated with strict confidentiality.

Please assist by providing sincere and accurate information that ensure the success of this work.

Thanks.

Yours faithfully,

Hauwa Danladi Garba

AD/PAD/19/006A

a) Agree ()

b) Disagree ()

6. Do you believe that manpower planning ensures the attainment of local government goals?

a) Agree ()

b) Disagree ()

7. Does recruitment, selection, training and coordination applicable in your local government?

a) Agree ()

b) Disagree ()

8. Who ensures achievement of the above (7) between junior and senior staff in your organization?

a) Agree ()

b) Disagree ()

9. Does personnel department in your local government contribute to the attainment of set objectives?

a) Agree ()

b) Disagree ()

10. Do you agree politics in the local government put manpower planning in isolation?

a) Agree ()

b) Disagree ()