

# **AN IMPACT ASSESSMENT OF MANPOWER DEVELOPMENT ON PRODUCTIVITY IN THE KOGI STATE CIVIL SERVICE COMMISSION, 2011 – 2015.**

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## **Abstract**

The manpower resources available to any nation constitute the most important assets of that nation. It determines whether or not the organisation is going to be successful and achieve its objective. It is in consideration of this that every organization places great emphasis on human training and manpower development. The main objective of this study is to appraise and analyse the conception, implementation and effectiveness of manpower development efforts of the Kogi State Civil Service Commission from 2011 to 2015. The study utilises both the qualitative and quantitative research techniques. The data were obtained from primary and secondary sources. This included structured questionnaire and documentary sources such as published and unpublished materials and internet sources. The data from the questionnaire were analysed using simple statistics technique. A sample of 100 staff comprising of senior, intermediate and junior staff of the Kogi State Civil Service Commission were used for this research. The paper adopted the structural functional theory, which presupposes that a system is a compendium of structures performing different functions for the purpose of optimal performance of the system by enhancing solidarity and stability. The dysfunction of one structure ultimately paralyses the other parts of the system. It was found out that workers in the Kogi State Civil Service were not given adequate incentives; also, little funds were made available for training of personnel. The research therefore recommends that manpower training and retraining be encouraged through adequate funding. It is also recommended that promotions and proper placements of staff be accorded priority.

**Key words: Civil Service Commission, Manpower, Development, Productivity**

## **Introduction**

The level of development of the manpower of any economy is directly responsible for the degree of productivity of that economy. Human beings constitute the most important factor of production. Investment in human beings is indisputably necessary in accelerating economic development. In strict business terms, man is called the entrepreneur or in general term the overseer of productive element in the society or organization. So, whatever could be necessarily done to get him to maximum productivity is important.

It is no longer in doubt that the manpower resources available to any nation constitute the most important asset of that nation. The logical deduction therefore is that, the quality of human resources in an organization is frequently the most important factor that determines whether or not the organization is going to be successful. It is equally responsible for whether it will realize a satisfactory return on its investment, and achieve its set goals and objectives. This justifies the fact that human resources supersede capital in defining the wealth of the nations. In fact, most of the advanced societies of the world do not have surplus resources. All they have are developed human beings (Acosta & de Renzio, 2008).

Most of the societies that have inefficient personnel but resource rich have not performed well. For instance, Acosta and de Renzio (2008, p. 16) argued that “similar to aid dependent countries, the weakness of resource rich states would also generate economic and political distortions that retard economic growth in the long run, even if they contribute to short-run booms.” This explains the futility of aid and

resource availability without quality manpower to manage them. In consideration of the tremendous importance of human resources, serious minded organizations – both governmental and non – governmental have placed great emphasis on human training and manpower development. This portends the capacity for turning potential human resources into actual resources capable of driving the engine of growth and development.

It is necessary to develop an employee to fit into the job he or she was recruited, selected and included into the workforce. Administration experts have also adduced that the development of manpower is germane to bridging the gap between the workers and management. It does this by marrying the interest of the two parties together. The manpower is interested in full utilisation of potentials and the management is interested in maximum output leading to the realisation of the goal of the organisation.

It is in the light of the importance of manpower development to the achievement of organisational goals that the Civil Service Commission was set up. The Commission is empowered with the task of maintaining manpower needs at federal, state and local government levels. The Commission is where every civil servant looks up to for training, re-training and development for better performance in their profession and carrier.

This study is therefore an impact assessment of the role hitherto played by the Kogi State Civil Service Commission in manpower development. The critical questions therefore are; can the problem of manpower development be solved through the Civil Service Commission only? And, is the Civil Service Commission the only agent for improving effective public service delivery and productivity?

### **Methods of Data Collection**

The study relied on mixed methods of analysis. That is, it combined both the qualitative and the quantitative techniques of data collection. The qualitative method according to Gabrielian, Yang and Spice (2008, p. 142) deals with a “situated activity that locates the observer in the world,” where the researchers are “attempting to make sense of, or interpret, phenomena in terms of the meanings people bring to them” in natural settings. That is

to say, better comprehension of the opinions of the producers of the information is core to effective interpretation of their views. In doing so, the researcher must be detailed and exhaustive in terms of the volume of information sourced. Applying the views of others to current realities will be a tedious one, particularly if the issues addressed by those people and the issues at hand are not similar. Despite the difficulty embedded in the use of and analysis of documentary evidences, the authors were able to carefully made use of related documents in this study.

Quantitative method on the other hands deals with a “systematic empirical investigation of observable phenomena via statistical, mathematical or computational techniques” (Given, 2008). This represents the empirical orientation of research. It deals with the collection of numeric data on the subject matter of a particular research (Peter, 2018).

Both the normative and numeric information were used in this study. Documentary evidence came from secondary source, interview, the non – participant observation whereas the numeric information was generated from the responses to the questionnaire administered.

### **Sources of data**

The data for this study were elicited from both primary and secondary sources. The primary information came from personal interview conducted by the researchers, the questionnaire administered by the researchers, and non – participant observation. The secondary sources include; text books, government official publications, and internet sources.

The interview was used to probe the answers of the respondents. Therefore, some of the senior, inter - mediate and junior staff categories of Kogi State Civil Service Commission where interviewed on a personal ground. Two sets of questionnaires were designed. The first set was for forty (40) senior civil servants while the second set was designed for sixty (60) intermediate and junior civil servants in Kogi State. The respondents were randomly selected. The documentary evidences were collected from text books, and internet sources.

## **Method of data analysis**

The data were analyzed using both the qualitative and the quantitative methods of data analysis. Qualitatively, the content analysis of documents was used. Efforts were made towards appropriate aggregation, articulation and interpretation of the information sourced from documentary evidences that support the focus of the paper. The qualitative documents helped to validate the information sourced from the questionnaires administered and other primary information. Data from primary sources, particularly those of interview and observation were normatively analyzed by describing the effectiveness of the Commission in enhancing manpower development. Part of the responses from the questionnaires were quantified and analyzed descriptively. Simple statistics such as simple percentages, and graphs were used.

## **Literature Review**

### **i. Conceptual Review**

#### **Manpower Development**

Manpower development is a critical aspect of any organisation that prioritises the continual improvement of its workforce for the purpose of continual improvement in its productivity. It is achieved through training and re-training of the workforce on a regular basis.

Motivation of the workers is essential in the actualization of organizational goal and objective. Training therefore serves as a motivating force necessary for improving the efficiency and productivity of the workers and many organizations have seen it as an invaluable tool to enhance their organizational performance (Malaolu & Ogbuabor, 2013). To this end, Richard and Johnson (2001) assessed the critical role of human resources in an organization and posit that since human resources are the most valuable assets of the organization, expenditures on training should be regarded as 'investment in people' and, therefore, the most valuable investment of all.

Training refers to an exercise targeted at the effective, cognitive and psychomotor skills of the employees with the view to assisting the organizations in the actualisation of its goals. Organisations are thereby encouraged to have a crucial method of developing the employee towards enhancing his productivity (Ezeani & Oladele, 2013). Training is defined as a learning process in which employees acquire relevant

knowledge, skills, experience and attitudes that they need in order to perform their job better for the achievements of their organizational goals (Ngirwa, 2009).

Alluding to the critical position occupied by workers, Sultana, Irum, Ahmed, and Mahmood (2012) assert that employees are a crucial, but expensive resource. A well trained workforce delivers best on the mandate, aim and aspiration of the organisation. So, in order to sustain economic growth and effective performance, it is important to optimize the contribution of employees to the aims and goals of the organizations (Malaolu & Ogbuabor, 2013). Employees occupy the most important position and are the most difficult of all the resources in the organization (Malaolu & Ogbuabor, 2013). It is not enough to employ and utilize them, but it is equally important to ensure that they do their job efficiently. This can be possible through regular training and re-training. The contemporary global reality alludes to believe by managers that training and development contributes to the improvement of employees' performance and productivity in organization. That is to say, training and development helps to ensure that organizational members have the knowledge and skills they need to perform their jobs effectively (Bature, Friday & Mustapha, 2013). As Ulrich in Sheriff, Ali, and Aliyu (2012) rightly note, performance refers to the level or degree of output achieved from a defined input. The quality of the input is directly proportional to the quality of the output. In many organisations, input refers to measure such as material/equipment costs, labour hours, or production costs. Output may consist of sales, earnings, and market share. Some organizational have proved that employee's knowledge, skills, abilities, attitude, motivation and behaviours affects performance (Malaolu & Ogbuabor, 2013).

Performance could also be seen as the relationship that exists between output and input; results or proceeds and sacrifices or efforts applied. It could be partial productivity as it relates to the ratio between output and a specific part of the input such as labour performance expressed as the amount of production for each labour unit, or the number of labour hours for each product unit. On the other hands, performance could be seen as how an organization can use the available resources

to maximize their performance and improve overall efficiency (Samson & Gungul, 2014). Improvement of employees' performance should begin from the statement of the objective of the organisation, identification of organization' skills gap through skill gap analysis and proceeds with cocktails of training intervention strategies in order to fill skill gaps that is so identified (Prokepenko, 1996).

Training refers to as a course of diet and exercise for developing the employees' effective, cognitive and psychomotor skills that assist the organizations to have a crucial method of developing the employee towards enhancing his productivity (Ezeani & Oladele, 2013). Training is defined as a learning process in which employees acquire knowledge, skills, experience and attitudes that they need in order to perform their job better for the achievements of their organizational goals (Ngirwa, 2009). In the opinion of Armstrong (2009), development is an unfolding process that enables people to progress from a present state of understanding and capability to a future state in which higher-level skills, knowledge and competencies are required. It takes the form of learning activities that prepare people to exercise wider or increased responsibilities.

Training and development is indispensable aspect of any organisation. Apart from its efforts at ensuring the realisation of the objectives of the organisation, it also helps to correct wrong impression about the organisation. It has become typical for organisation to train their workforce in order for them to become conformable with the modus operandi of the organisation. It is extremely necessary and invaluable in every organization in order to avoid any misleading activity in future. Training and development refers to the practice of providing training, workshops, coaching, mentoring, or other learning opportunities to employees to inspire, challenge, and motivate them to perform the functions of their position to the best of their ability and within standards set by their organisation.

Every organisation must make deliberate attempt to ensure adequate training of its workforce. A formal training programme is therefore an effort by the employer or organisation to provide opportunities for the employees or workforce to acquire job-related skills, attitudes and knowledge. The necessity of

such training and development is undisputable all over the world. But as Ezeani and Oladele (2013) rightly note, training and development of manpower resources is highly needed in virtually all business organizations for its effectiveness in developing country like Nigeria.

## **ii. Theoretical framework**

The structural-functional approach is one of the key theories that help to provide explanation on the functioning of structures in a political system. It provides a significant mechanism for analysing the various social processes. This is an old approach developed from the works of Talcott Parson, Gabriel Almond, James Coleman, among others. It provides a comprehensive framework within which political system whether past or present, western or non – western could be analysed as a base for the scientific study of comparative politics.

In sociology, where structural functionalism originates, it connotes a framework for building theory that tends to see society as a complex system, in which the different parts work together with the ultimate purpose of promoting solidarity and stability (Macionis, 2010). The fundamental objective of this approach is to look at society through a macro-level orientation. The essence of this is to provide a broad focus on the social structures that shape society as a whole.

Under the framework of structural functionalism, a social structure is viewed in terms of the functions it performs. Hence, structures can be identified according to certain functions it performs. The social structures consist of certain set or patterns of activities or functions that become standard features of social system. For example, concrete social structures like ministry, department, commission, and agency perform essential and necessary basic functions as training by the civil service commission to make the whole system of government functions effectively.

The approach is ultimately concerned with how a political system survives overtime. The core element in the approach is that all political systems perform the same core set of functions; although these functions may be performed by different structures from one society to another.

In the structural organogram of the society, the executive or the bureaucracies are the ones responsible for the implementation of decisions, policies and programmes of government. The Civil Service Commission falls under this category and it is given the responsibility to train and develop the civil /public servants (bureaucrats) on how the policies, decisions and programmes made by the government are implemented. So, to ensure optimal performance of their duties, training and re-training must be entrenched.

So, to enhance effective implementation of the policies and programmes of the government, the Civil Service Commission must perform its function optimally in providing regular training and re-training to the critical sector responsible for the day – to – day running of the affairs of government.

### **iii. Empirical Review of Literature**

Capacity building for civil servants is germane to maximum productivity in the workplace. This is attested to by Peretomode and Chukwuma (n.d) when they conclude that gender and other differences do not count in terms of productivity but what matters is on whether or not the task is achieved. When training is conducted, everybody can maximally produce. So, getting qualified manpower at the various sectors of the civil/public service must be pursued by the agencies responsible. In a similar vein, Bature, Okpara, and Mustapha (2013) submit that the growing dynamic nature of the contemporary environment, the complexities occasioned by the rising technological advancement necessitates the need for recurrent training and re – training of personnel to enable staff cope with current realities and contribute their quota to organisational progress and development.

This position is corroborated by the assertion that training and manpower development play significant roles in the overall performance of staff of banks and other critical financial institutions in Nigeria. The trained employees have often responded positively to the question of whether or not their training has impacted on their contribution to the realisation of the objectives of their organisations. They have been able to translate their improved human capital into improved organizational performance (Malaolu & Ogbuabor, 2013). As

a proof of the foregoing, Malaolu and Ogbuabor (2013, p. 163) clearly opine that “employee training and manpower development is very vital to job productivity and organization performance since the formal educational system does not adequately provide specific job skills for a position in a particular organization.”

A comfortable blend of the resource-based view of the firm, which emphasised the statement from the field of strategic human resource management that people are highly important assets to the success of the organization (Itami, 1987) with the knowledge-based view of the firm, which placed premium on the requirement of organizations to develop and increase the knowledge and learning capabilities of employees through knowledge acquisition and knowledge sharing and transfer, as the basis for maximum productivity and the realisation of competitive advantage (Grant, 1996), it is important to improve the capacity of employees.

Going by its invaluable role in ensuring the efficiency of staff and potentiality for achieving organisational goals and objectives, (Juryil, 1978) identified better planning of training courses for all categories of staff in the civil service as a way of addressing the myriad of problems confronting the effective performance of civil servants.

As important as training and re-training is to the realisation of the objectives of organisations, several problems and challenges have continued to mar the process in many private and public organisations. Cardinal among them are finance, motivation, negative attitude to training, preferential treatment of some institutions among others have continued to militate against manpower planning and development. It is on this note that this paper assesses the roles hitherto played by the Kogi State Civil Service Commission in manpower development.

The Human Capital Theory stipulates that on the Job Training is positively correlated to salary increment because of its potential of enhancing labour productivity (Becker, 1962).

### **Data Presentation and Analysis**

Responses of the target audience indicate the existence of certain motivating factors that could help the civil servant to perform maximally. These motivating factors

ranges for financial satisfaction to non-finance factors, namely good working condition, regular training of personnel, involvement in the decision-making process, among others. For instance, figure 1 showed that 52.1 percent of the respondents rated the incentives given to Kogi State Civil Servants to motivate their performance as inadequate. To this end, the junior staff clamoured for improvement of the incentives given to them for effective productivity. On the question of whether or not salary is a motivating factor to boost staff productivity, 52.1 percent of the respondents concurred (figure 1). They however opined that poor salary, delayed payment of salaries and other internal financial constraints contribute to poor productivity.

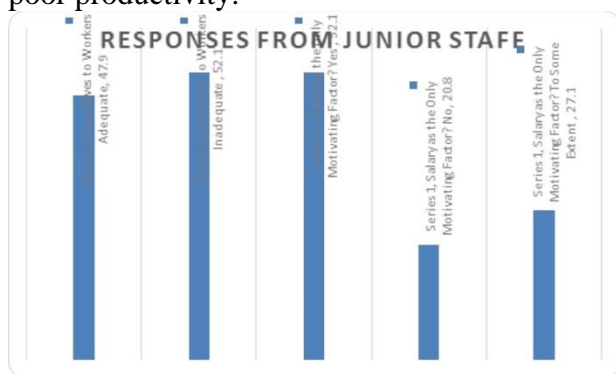


Figure 1: Responses of Junior Staff to Incentives Given from Field Survey

A very high percentage of the staff are of the view that there is a possibility for further improving the staff of Kogi State Civil Service Commission is possible, if the state government can allocate more resources to the Commission. Since majority of the respondents think that the Civil Service Commission is the only avenue for civil servants to be adequately trained for better performance, planned and skilfully executed staff training and development programme is an important incentive for boosting the productivity of civil servants in the state.

There is no denying the fact that there is a positive correlation between staff training and productivity. Figure 2 showed that the number of people who agreed that training has greatly boosted their productivity is high. 65.71% of the respondents agreed that the training they have received has increased their productivity in their work. This is a reaffirmation of the positive correlation between staff training and productivity in the civil service.



Figure 2: Improvement of performance as a result of training

The non-participant observation showed that there is a positive correlation between staff training and productivity in the Kogi State Civil Service. The personal interview with some staff members of the Civil Service Commission revealed a clear case of inadequate funding from the state government for proper training and manpower development of the civil servants in the State. This frustrates any attempt for regular training and manpower development.

This is one of the attributes of states in post-colonial society, where in some cases mediocrity is celebrated over meritocracy. To achieve development and maximum productivity, (Peter, 2012) asserts that, the character of the political elites, governance style, the capacity of the institutions and the willingness of the state to champion the cause of national development are major considerations in development. The state by virtue of its position is central to the question of resource mobilisation, distribution and over all development. This is so because, state by virtue of the resources available at her disposal to enforce rules and compel obedience is in a better position to effectively harness the resources needed for development (Peter & Ocheni, 2015; Peter, 2020). Since human beings represent the most critical resource needed for development, it is important to equip them for maximum productivity. The state must allocate more resources to the training and re-training of the human resources so a way of boosting their capacity for effective productivity.

### Conclusion and Recommendations

Opportunities for further training by the civil servants appeared to be a major motivating factor for maximum productivity on their jobs. To this end, the respondents have ranked further training opportunities as one of the motivating

factors in their career. Salaries were seen as another motivating factor for better performance.

The paper finds out that the Civil Service Commission has to a great extent been unable to meet its training and manpower development requirements. It is also noteworthy that though training is an essential ingredient in the development of manpower, it does not necessarily indicate staff retention. Other motivating factors are salaries and conducive working environment.

A major shortcoming in the manpower training and development programme of the Kogi State Civil Service Commission is in the manner of selection of staff for training. Selection of staff for training was based on quota, seniority and in some cases on availability of vacancies/resources. Such training policies cause disillusionment, which can lead to non-challant behaviour that could ultimately jeopardise productivity. Other causes of disenchantment are improper placement of the staff trained on return from training programmes.

Judging from the foregoing, the paper recommends that:

- i. Manpower training and retraining planning is strongly advocated as a measure in overcoming the challenges of manpower shortage in the civil service.
- ii. Efforts should be made by the Kogi State Government to replace the staff members that are leaving (retiring from the civil service commission especially the facilitators and trainers so as not to overwork those left behind since the excessive work load may eventually reduce their productivity).
- iii. The budgetary allocation for training employees of Kogi State Civil Service be reviewed upward, and funds should be made available as at when due.
- iv. Office environment/structure be adequately equipped for the staff of the commission to carry out their responsibility of staff training and development.
- v. There should be proper placement of staff that undergo training so as to reduce the problem of labour turnover and mobility.

- vi. It is fervently hoped that the forgoing recommendations will form the basis for review of the training policy of the Commission. It is believed that if implemented, the recommendations proposed above will go a long way in alleviating the problems of manpower training and development of the Civil Service Commission.

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