

MANPOWER DEVELOPMENT AND ORGANIZATIONAL PRODUCTIVITY IN THE RIVERS STATE CIVIL SERVICE

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Abstract

This study investigated manpower development and organizational productivity in the Rivers State Civil Service. Civil Service is the machinery of government that performs the unique role of governance and national development as such government everywhere in the world have come to terms with the need to train and re-train it's human resource for them to be better equipped to maximize productivity levels and meet the challenges of governance and management. To elaborate the point and adduced genuine understanding of the issue under discussion; the study makes, use of the system theory of David Easton and Gabriel Almond (1960) as its theoretical framework with the assumption than an organization and its environment are inter-dependent; each depending on the other for sustenance which is in agreement with the fact that a dysfunction of one structure ultimately paralyses the other parts of the system. This is the goal intended to attain to in our discussion in this paper. Analyses of the investigation were solely qualitative through data gathered for secondary sources. The study concludes in its finding that; as though there is no due consideration given to the manpower (work force) in the Rivers State Civil Service, yet, the fact remains that manpower development is a prerequisite requirement for productivity in Rivers State Civil Service. On this note the study recommended amongst others that the civil service should device a scheme that will compel workers at every point in their career development to undergo particular training in-line with their job calling.

Keywords: *Manpower, Development, Civil Service, Productivity, Government.*

1. 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 street 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. Consequently, civil service in this sense is the backbone of the government, for it controls the entire administrative machinery of the government. Civil service is a term used to cover those employed under the Federal and State government, particularly those employed by either the federal or state civil service commission. The Nigerian civil service became indigenous after independence in October 1, 1960. This did not come easily, there were demands and agitations from the nationalists who had it rough with colonialists before independence. On this note Nicholson (1969) wrote "there have been demands by the nationalists for the Nigerianization of civil service before independence". From then till now the civil service has undergone series of reforms. For example, General Ibrahim Badamosi Babangida regime started a revolutionary reform exercise in 1988, in the civil service, and from this reforms, Nigeria have witnessed the absence of legitimacy and competence among the most powerful cliques as well as the subvention of public interest in all its ramification, corruption has remained pervasive with its devastating consequences". The reform empowered and gave the Minister (Commissioner in the State) the overall authority to control the ministry assign to him/her as personal affairs.

The civil service as a bureaucratic institution having a crop of individuals from all works of life within the society is organized to carry out the activities of the government both on administration and business aspect. The word bureaucracy has over the years acquired an odious connotation. This is associated with inefficiency, lack of initiative and unintelligent rightly in the approach to human problems, the sum total impression here comes to mind when the word bureaucracy is mentioned and applied to the way civil servants go about their normal business. It was in this regard that Nwagbo (1981) observed that "many achievement oriented shrewd observers of Nigeria people at work have always come out with a common impression that generally civil servants in Nigeria are lazy, slow, sleepy, reluctant to act, unconcerned and deceitful in their approach. These workers are said to lack the zeal, the briskness, and momentum of hard working people and generally, they dislike hearing people talk about efficiency, dedication, honesty, competence, determination and productivity all of which characterized achievement.

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 utilization of potentials and the management is interested in maximum output leading to the realization of the goal of the organization. Therefore, it is in the light of the importance of manpower development to the achievement of organizational 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. However, in consideration of the tremendous importance of human resources development, serious minded organizations both governmental and non-governmental that have placed great emphasis on human training and manpower development have in one way or the other corrupted their process of genuine rule's enforcement. This portends the capacity to generate indicators for turning down potential human resources into ineffectual resources capable of driving the engine of growth and development of such establishment.

This justifies the fact that human resources supersede capital in defining the wealth of the organization. In fact, most of the advanced societies of the world do not have surplus resources, yet, they effectively manage their work force. This is quite different in almost all the states in Nigeria. In Rivers State for example, the civil service has passed through regime and political processes some of which came with drastic measures (like retrenchment, dissolution and redeployment of top management officers as government change batter) that left the service in tartars. The reason may not be far from the fact that the emergent civil servants were inexperienced but consequent upon the executive power based on indigenization policy, most of them occupied positions that their abilities and capabilities in terms of experience, training and qualification cannot cope with.

Although, it seem as if the quest to enhance the efficiency and effectiveness of the civil service has always occupied the attention of successive governments. This is because the civil service is the brain box of precise has been characterized by poor performance and inability to translate government policies and programs to reality. Over time, civil service in Rivers State has suffered in the hands of ethnic politics and dichotomy, nepotism, godfatherism, corruption at the highest level, unnecessary interference from the ruling class because of political party's policies, programmes and influence. But as part of manpower development are not addressed properly. Notwithstanding, there is policy on manpower development but implementation and funding lacks the executive support for its execution to the letter. For instance, Njoku (2022) believed that the executive power exercise was done without regard to the interest of the services as the beneficiaries of the policy failed to adhere to the Weberian principle that a bureaucrat should neither appropriate his office nor the resources that go with it. On the contrary, the Nigerian civil servants in contemporary regime, according to Elaigwu (2021) used their positions to acquire wealth by irregular methods. They became corrupt. And in the view of Balofun (2021), they could no longer hide under the cloak of anonymity, impartiality and economic neutrality.

Pointing on the need for manpower development in civil service for required workers' productivity; Nwachukwu (1988) said that "employee productivity is a function of ability, will and situational factors. An organization may have employees of ability and determination with appropriate equipment and management support, yet productivity falls below expected standards. The missing factor in many cases is the lack of adequate skill and knowledge which are acquired through training and development". Indeed, the positions and thoughts highlighted by these scholars on this issue are quite appropriate and outstanding, but are not categorical in stating the peculiar and current problems facing Rivers State Civil Service which in one way or the other has affected its growth. There is problem of inefficiency and lack of drive among a great number of workers in the workforce that generate low productivity.

There are also, inadequate training and development programmes and facilities for the manpower. These positions are very obvious, because, even in situations where the need for employee training and development is needed and a lot of time and money is committed to staff training and development, the exercise were often inappropriate, haphazard or premised on a faulty diagnosis of organizational training needs. Furthermore, unnecessary intervention and pressures from the political and executive class on the civil service has made vacant posts politicized thereby trusting professionalism and expertise. This also brought class struggle among management staff and to some extent goes down to subordinate groups, which causes lack of enabling work environment within the services community with tribal problems on ground. The identified problems stated herein form the gap the present study stands to address. Therefore, the critical questions therefore are; can the problem of manpower development be solved through the Civil Service Commission only? And or, how can the Civil Service Commission in the present state serve as agent for improving effective public service delivery and organizational productivity?

Conceptual Review

Attempt is made to conceptualize some concepts. Although they may be familiar concepts, however, it would also be very necessary to expand a little on them as used in this context.

Civil Service

Civil service in this context is seen as the service of the federation in a civil capacity as staff of the office of the president, the vice-president, a ministry, department or agency of the government of the federation assigned with the responsibility for any business of the government of the federation and in such similar capacity or respect to state civil service of the state in a civil capacity as staff of the office of the Governor, Deputy Governor or a ministry, department or agency of the government of the state assigned with the responsibility for any business of the government of the state.

Manpower Development

As used herein, manpower development is a process that seeks to optimize an organization's usage of its human resources. It requires that integrated approach that addresses multidimensional aspect of employees, ranging from enhancing technical and interpersonal skills to creative thinking and leadership. This has to do with training and development which involve improving the effectiveness of organizations and the individual and team within them. Training in this sense may be viewed as related to immediate changes in organizational effectiveness via organized instruction, while development is related to the progress of long-term organizational employee goals. However, training and development have historically been topics within adult education and applied psychology but have within the last two decades become closely associated with human resources management talent management, human resources development, instructional design, human factors and knowledge management. "Manpower development is a critical aspect of any organization 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. Training here refers to an exercise targeted as the effective, cognitive and psychomotor skills of the employees with the view to assisting the organizations in the actualization of its goals. Organizations are thereby encouraged to have a crucial

method of developing the employee towards enhancing his productivity.

Organizational Productivity

The explanation to this concept herein is the capacity of a business to produce desired results with a minimum expenditure of resources (time, money, human resources). Organizational efficiency: process of using fewer resources, as well as less time and less money, to achieve the same goal. In simple terms, organizational productivity examines how to increase the output an organization can achieve, using a specific amount of resources. The more output delivered using those same resources, the more efficient the organization is. Any discussion of organizational efficiency begs the question, what's the difference between efficiency, productivity, and effectiveness.

2. Theoretical Framework

These works adopt the system theory as the theoretical framework of analysis because the systems theory considers all elements and views the organization as constituting of many parts. Furthermore, system theorist sees an organization and its environment as inter-dependent, each depending on the other for sustenance. The development of the system theory as a method of political analysis is traced to David Eastor and Gabriel Almond (1960). A system is a set of elements of units which interact in some way and are supported from their environment by some land of boundaries (Young, 1960, Eminue 2000). Scholars of system see it as the most popular concept that applies to systems regulation and maintenance, system equilibrium or homeostasis which is the ability of system to maintain its internal balance even while undergoing a process of change. The mustard seed was sewn when the view originated that in the study of a given social and political system, it was not so important to try to find out how a pattern of behavior had originated as to find out the part it played in maintaining the system as a whole. The system theory is a derivative of behaviourism, based on the assumption that everything must be just as it is for the total society to be just as it is. Thus a person may be considered a system of organizations, a molecule may be thought of as a system of individuals, implicit in this concept as a degree of totality of wholeness that makes something different from another (Tilles, 1963). According to Hicks (1972) the system theory of an organization has been defined as a structured process in which individual's interest for objectives. Idemudia (1990) defined the two terms "system" and "theory" separately in order to elucidate the implication of their meaning. To him, a system is an entity made up of a separate but inter-dependent part with set goals and functions while a theory on the other hand is an abstract generalized statement, summarizing or linking together a number of proposition into a unified logical structure. Put together, system theory means how inter-related social entity is organized into testable propositions. The systems theory is an integrative theory that attempts to present an organization as a unified purposeful system composed of inter-dependent parts. It also consist of inter-dependent parts with distinct boundaries which interacts with the environment by importing inputs, while it exports output in order to maintain itself in a permanent state of equilibrium. A special feature of the system approach is the fact that arising from the output some new inputs are generated, which are once again fed into the system for processing and conversion.

The basic concept developed under the broad framework of the general system theory can be divided into three categories;

Concepts which are of a descriptive nature.

Concepts which try to highlight the factors responsible for regulating and maintaining the system.

Concepts which focus on dynamics of, or change in the system.

Under the first category we have open closed systems. Systems can also be defined under this category in terms of hierarchy of subsystems and their order of interactions. The working of the internal organization of the system and the interaction of the system follow a pattern of development as determined by them and others have to depend upon external factors. The systems interaction with the environment implies the concept of boundary, input and outputs. Under the second category where we seek to understand the factors responsible for the maintenance and regulation of the system we find concepts as stability, equilibrium and homeostasis connected with the issue of regulation and maintenance, also are the concepts of feedback, repair, reproduction etc. Finally, under the 3rd category are concepts connected with dynamics and change, change which can be descriptive or non-descriptive. Non-descriptive change can be brought about through responses to attend environmental conditions. This brings into focus the concept of adaptation, learning and growth.

Change can also be descriptive involving the distinction between the notions of descriptive, dissolution and breakdown as well as the notion of systematic crisis, stress as strain and overload and decay. In applying the system theory to the study at hand, the civil service is seen as an open system which comprises of a whole entity with sub-system that interact within itself and within the outside bodies, the larger society. Hence the various sub-system (department) are not autonomous within the guild structure, rather they are independent part of the unitary organization.

3. Methodology

This study gathered data from secondary sources such as textbooks, journals, internet materials, and any useful document relating to the study. The method of data analysis used is purely qualitative, and data presented are analysed in that order to make accurate recommendations.

Civil Servants and Capacity Building

Capacity building for civil servant is germane to maximum productivity in the workplace. This is attested to be 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 et al., (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 organizational 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 realization of the objectives of their organizations. 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 opined 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 emphasized 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 realization 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 organizational 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 realization of the objectives of organizations, several problems and challenges have continued to mar the process in many private and public organizations. 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 Rivers 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).

Civil Service and Equity in Manpower Development

Equity in manpower development is a critical aspect of any civil or public organization 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. Organizations 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 achievement of their organizational goals (Ngirwa, 2009). Alluding to the critical position occupied by workers, Sultana et al., (2012) assert that employees are a crucial, but expensive resource. A well trained workforce delivers best on the mandate, aim and aspiration of the organization. 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 to ensure that they do their job difficult of all the resources in the organization (Malaolu & Ogbuabor, 2013). It is not enough to employ and utilize them, but 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 et al., 2013).

As Ulrich in Sheriff et al., (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 organizations, 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 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 organization, 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 organization. Apart from its efforts at ensuring the realization of the objectives of the organization, it also helps to correct wrong impression about the organization. It has become typical for organization to train their workforce in order for them to become conformable with the modus operandi of the organization. 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 organization. Every organization must make deliberate attempt to ensure adequate training of its workforce. A formal training programme is therefore an effort by the employer or organization 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 Exeani 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.

4. Conclusion

The work examined the impediments to Manpower Development and organizational productivity using Rivers State civil service commission as a case study. It is the duty of management especially those concerned with Human Resource planning to ensure that Manpower are well managed to avoid waste and shortage. Human Resource Administrators are expected to empower the staff to undergo regular job training and re-training in order to enhance greater staff productivity. Little or no attention is paid to staff training in the state civil service. Staffs are rarely sent on training and even when they do the staffs usually fund their training themselves.

What government usually fund in Rivers State is political party activities instead of the civil service which is the engine room of government productivity and due to these short coming workers in the state lack training opportunity which leads to inefficiency and low productivity in the civil service. Furthermore, corruption and nepotism are apparent in Rivers State civil service. Both the government and those in charge in recruitment and selection are yoked in godfatherism, faulty implementation of the federal character principle that has restrained merit-based recruitment and selection of staff. The substitution of merit for who knows who has led to the placement of unqualified staff's in positions they do not merit. In effect, unproductivity and poor service delivery are now part of the civil service.

5. Recommendations

Judging from the foregoing positions and findings in this paper, the following recommendations were made:

The civil service should device a scheme that will compel workers at every point in their career development to undergo particular training in-line with their job calling. Thus training should now be tied to their career progression while in service. Benefits like compensation, promotion, upliftment in salary grade level, change of work schedule for the better etc. should be attached to act as pre-requisites. This will encourage civil servants to want to undergo training.

There is the need to promote sound policies on recruitment, training and re-training of civil servants for effective service delivery and productivity. These policies will contribute immensely to enhancing and promoting accountability, professionalism, discipline and transparency in the conduct of government functions. Recruitment and promotion should strictly be based on merit, performance and achievements.

The government should introduce an equitable wage and incentive system and improve other conditions of work in order to reduce the level of poverty and improve lives. This will inevitably reduce people's vulnerability to corruption.

There is the need to also get rid of the godfatherism syndrome nepotism and favouritism. In addition, periodic monitoring and evaluation of productivity level of

staff should be clearly carried out to ascertain their proficiency in other respective field and to make changes where necessary.

Finally, there is the need for construction of adequate infrastructures and placement on job roles to reduce chitchats in the work place in order to improve productivity.

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