

# An Appraisal of Workforce Development and the Productivity in The Public Sectors Telescoping Anambra State Ministry Of Local Government And Community Affairs

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**Abstract:** *This work, an appraisal of workforce development and the productivity in the public sectors telescoping Anambra State Ministry of Local Government and Community Affairs aimed at examining the need for training and development programme in the ministries and its effects on employees' productivity. The study employed primary and secondary data in order to examine the topic under discussion. In conducting the research, the researcher used questionnaires in order to find out workers' opinion on training and development programme in the ministry of local government. However, the study used system theory to explain the phenomenon. The researcher found that there is need for manpower training and development, if there will be high productivity in the ministry of local government and community affairs and; he recommended for regular on-the-job training for the employees of Local Government and community affairs.*

**Keywords:** Community Affairs, Development, Productivity, Training, Workforce

## Background to the Study

There are a number of factors that contributed to the success of any organization, these factors include: capital, equipment, manpower, etc. All these factors are important but the most significant factor is the human factor. Since it is the people that will put the other resources to work, it should be viewed as such by management by giving it due attention in order to achieve its organizational goals and objectives.

Manpower planning aimed at ensuring that the right person is available for the right job at the right time. This involves formulating a forward looking plan to ensure that the necessary human effort to make it possible for the survival and growth of the organization. It becomes imperative to develop the employees.

Udeze (2000:90), posits that training is like sharpening of an existing skill in order to reflect the trends of environment of an organization. The major objective of training and development is to increase the efficiency of the employee with resulting increase in corporate productivity. Diejemaoh (2001:23), manpower development is a process of intellectual and emotional achievement through providing the means by which people can grow on their jobs. It relates to series activities which an enterprise would embark upon to improve its managerial capacity. Manpower development is important in any discussion of strategic human resources management. This emphasis on manpower training and development is influenced by the belief that it is now desirable to focus more attention on area which in the past has been relatively neglected because every organization regardless of its size must provide for the needs, interest and desire of its employees within the work environment if it is to earn loyalty dedication, involvement and commitment necessary to compete effectively. Since the early 1960, the human factor of production of manpower as it is alternatively called, has increasable been recognized as the most critical resources of the factors without which an effective utilization of all other factors remain a dream. Although, it might be tempting to attach more importance to the availability of physical resources such as capital and equipment undermining that they are mere passive factors of production, which depend on human intellectual which is the active agent to exploit them in order to achieve the objective of the organization. Thus, the human factor (manpower) is the main stay of any organization. In other words, the success of an organization depends on the ability and expertise of those who operate it both at the managerial and lower levels of operation, such abilities and expertise usually stems from knowledge they possess and training received.

Graham (2001:19) says human being constitutes the ultimate basis of a nation's wealth. This proposition applies to the organizations including ministries which implies that with daily increase and complexity in the organizational activities and the problem, ensuring optimum productivity which is fast becoming a challenge as well as imperative for the management of organization, thus, training and development of staff on whom the huge responsibility of furthering these goals rest, must take top priority if the organization must continue to enjoy maximum performance from the staff. The main objective of setting up ministries like ministry of Local Government and Community Affairs is to address issues related to chieftaincy and attain the needs of the people and; to achieve this organization goals, adequate manpower planning and development programmes should be put in place to enhance performance.

## Objectives of the Study

The following objectives will guide the study.

1. To ascertain the effects of manpower training and development of productivity of employees.

2. To inquire into the need for manpower planning and development in the ministry.
3. To ascertain whether there are social and personal benefits resulting from training of employees

### **The Need for Manpower Planning Training and Development**

While reviewing discussions on the need for manpower planning and development we noted that while some people feel that money is the bedrock for business, some scholars stress the need for human resource planning and management as the main essence of organizational survival and growth. The need for systematic or planned training and development program in an organization cannot be over emphasized. There is the general notion that when training is not planned and executed, it will accomplish itself by default following its dynamics.

Nwachukwu (1988:86) stated that the success of an organization partly depends on the people who work to achieve organizational objectives, growth, profitability or efficiently and effectiveness in the civil service. Furthermore, he pointed out that technological innovations taking place every day render today's skill and methods ineffective for tomorrow's activities. According to him, the purpose of training and retraining in skill is to bring competency of individuals up to the desired standard for present or potential assignments. He went further to assert that training helps the participants to improve performance in his/her activities. He gave reasons for the need to determine training:

- People will be more productive on the present jobs and ready for advancement.
- Because the success of the enterprise requires that every one perform at his optimum level, this call is part of determining and meeting the specific need of each, which should be translated into training.
- Because all good people regardless of organizational level can do a good job, want to do a good job and will do a good job, if they are given a chance. In doing this, the company increases productivity and the individual advances his career. Gain, steps must first be taken to determine valid training needs.
- Because time, money and efforts can be wasted through training that is not based on valid present or emerging needs. Ile (1999:344) stated that where a less qualified and less experienced person is made to head those better qualified and more experienced than him cannot bring out the best in an organization. He said building an efficient labour force requires not only proper selection but also effective training of employees. He said that employee's talent are not fully productive without training and the need for a systematic training program has been increased by rapid technological change, which create new jobs and eliminate old ones and by the growing importance of semi skilled labour relative to unskilled-the plant labour force must absorb new techniques as they develop.
- According to Stoner (1992:155) the real purpose of training is to cause a change in employee behavior on the job and ultimately to improve the effectiveness of the organization. Udeze (2000:107) is of the opinion that since no one can foresee further, management cannot make actual and responsible decision unless it selects develop and test the men and women who will have to take care of these decisions. He emphasized that the most important factor underlying manpower planning is the understanding of human behavior and the resulting social process. This goes to buttress how environmental influence affects the behavior of workers which in turn affects the productivity.

### **Workforce Development and Productivity in the Public Sectors**

According to Udeze (2000:93) the advantages to be derived in a planned training and development programme include:

- a. Costs are reduced: work accident and waste are characteristics of untrained employee, so with training, there is usually reduction in waste and hence lower costs in the production process.
- b. There is increase in organizational stability because training provides a pool of skilled hands that will sustain the work place even when a key employee leaves the organization.
- c. It provides an effective means for improving company policies and regulations.
- d. A systematic training program improves the quality and quantity of work, safeguard machineries.
- e. Training brings confidence and high morale to the employee.
- f. Increase productivity that usually results from the increase in the skill and ability of the employees. Thus both increases in quantity of output can result from a good training programme.
- g. Growth and individual career objective can be achieved and people can therefore reach their potentials in their period with their employees.

### **Training Programmes in Nigeria**

Amuno (1989) enumerated the different methods of training which includes in-service training, on-the-job training, conferences, seminars and workshops. However, according to Richard et al (2001) "In training literature, two major forms of training employees in an organization have manifested: on-the-job and off-the-job training". Both forms have generated a lot of controversy on which should take precedence over the other. This in essence, means that there is yet to be a consensus among scholars on the various ways to meet the training needs of the organization. Most experts however, agreed that the terms themselves suggest what they mean.

### Induction Training-

This is given to newly appointed staff immediately they are employed. This type of course is highly essential for newly recruited staff so that the new staff is protected from making costly mistakes. It makes the new staff to understand the general objectives, scope, programmes, problems, policy and structure of the organization: Induction courses are also very necessary for newly employed officers to enable them gain self-confidence and perform better to meet the desired expectation. The period may vary from few days to a few weeks depending on the situation.

### On-The-Job Training

This is the method used to acquire specific skill while the individual is on the job. On-the-job training is required to improve the staff that had inadequate academic qualification for his job performance when he was employed specifically in a situation of acute manpower shortage. This is also regarded as training within industry or training within organizational policy (Richard O.C 2001). The definition also suggests that on-the-job method is a specific form of job instruction. It impacts only those skills needed by the workers to perform a particular job competently. This is why it is mostly done in plant. However, it can be done outside the plant too. This specific form of training can both be formal and informal. Formal in the sense that, what is to be instructed is organized, manned or structured sequentially.

### In-Service Training

This is the type of training which an officer or staff undertakes while he is still in the employment of an established institution. It is intended to update the officer's activities at all levels. In-Service training is necessary in such a dynamic field like modern agriculture in a developing country like Nigeria. It should be regarded as supplementary to rather than substitute for the formal study programme. This is particularly so when the formal training given will be getting outdated. It is usually impossible to learn all essential techniques required during the pre-services or induction-training period. (Anao A.R 1993).

### Off-The-Job Training

Anao (1993) stated that this is the type of professional training given to individual before they are appointed. It is usually carried out on full-time basis, in schools, colleges and even universities lasting through a specific period. According to the author, there are three levels of this professional training for individuals in Nigeria. These he refers to as Non-Degree Training, First-Degree and Postgraduate Training. The Non-Degree Training is undertaken in two stages.

Firstly, the two years certificate course leading to ordinary diploma and then followed by another two years Diploma course leading to National Diploma. In most cases a specific period of one or two or more years of practical field experience is required between the ordinary National Diploma (OND) and Higher National Diploma (HND).

First degree courses involve taking basic courses in social, natural and agricultural science. Specialization increases speedily in a specific area until graduation in the last year. The postgraduate levels lead to higher degree such as masters of Science or Doctor of Philosophy (PhD). This involves more intensive training and research in special problem area (Anao AR 1993). One of the major reasons advanced in favour of Off-The-Job training is based on the premise that trainees require a certain amount of vocational or technical knowledge before entering the organization or office being assigned specific tasks. The view here is that a sort of preliminary instruction is deemed necessary in order to prevent injury to the trainee, damage to equipment or waste of materials (Anao 1993). The author added that it also prepares the worker for the additional training he may get on the job. This form of training is more appropriate for imparting complex skills. It produces broadly-based training workers who can apply their skills in a variety of work settings. Equally important is the fact that the method is good for a large number of trainees and is offered at all times during the day or week and on part time and full time basis. All these advantage cannot be obtained from on-the-job form of training. Ugoji (1988) stated that training is needed in an organization to achieve the followings: Improve efficiency and morals, retain the employees to adapt to new techniques, provide for succession and allow for quick replacement to be made, and develop and decrease the amount of supervision needed.

Ugoji (1988) conducted a research on the effect of training and development on organizational performance. The study used secondary data. Four hypotheses were developed to see the impact of all the independent variable on the overall organizational performance. The results show that training and development, on the job training, training design and delivery on organizational performance presented a report on the impact of training (and vocational education) investments on company productivity and other performance indicate using a metal analysis. The study yields a clear result that investment in training have a positive and significant impact on company performance indicators. This result confirms the key role attributed to the investment in skills in the European strategy for smart and sustainable growth, Europe 2020, and the initiative agenda for new skills and jobs (European Centre for

Development of Vocational Training 2011); and Provide advance understanding of the effects of training on organizational level outcomes by reviewing the results of previous studies that have investigated the relationship between training and human resources, performance and financial outcomes.

The result of meta-analysis from 67 studies suggests that training is positively related to human resource outcomes and organizational performance but is only very weakly related to financial outcomes.

Furthermore, training appears to be more strongly related to organizational outcomes when it is matched with key contextual factors such as organization capital intensity and business strategy, in support of the contingency independently to organizational outcomes, in support of the universalistic perspective of strategic human resource management rather than a configurationally perspective (Anao AR 1993). Amuno (1989) collected data from each of the 9439 permanent, salaried employees of a large high-technology manufacturing firm to assess the effects on employee turnover of the organization's investment in employee development via a tuition reimbursement program. Investment in training via tuition reimbursement decreased turnover while employees were still taking classes.

Richard (2001) conducted a study to determine if productivity is a driving force for investment in training and management development in the Banking Industry in Nigeria. The study relied on both qualitative and quantitative analysis of data, using descriptive and inferential statistics. The entire staff of the 25 commercial banks as at 2007 in Nigeria was the population of the study and a total of 320 questionnaires were administered. The study found that productivity is really one of the driving forces for investment in training and management development.

Anyanwu (2002) studied the effects of training on employee productivity. The paper provides a review of the current evidence of such a relationship and offers suggestions for further investigation. They reviewed extensively the literature in terms of research findings from studies that had attempted measuring and understood the impact that training have on employee productivity across various sectors. The focal point of their review was on training practices and employee productivity and their relationship. The outcome of their findings varied while some studies reported a positive association between training and employee productivity, some reported negative and some no association whatsoever.

Harbison (1973) identify some negative impacts of training on firm performance, and they outline possible reasons for their finding. According to them, responses to the survey were given during a period of financial difficulty, as reflected in the tendency to reduce training budgets as a relatively easy way to cut expenses in the periods of slack demand. Where firms offer more training, they may be doing so in an adequate manner, because they do not follow up on the training to ensure good results. They argue further that it is clear that the link between training and productivity is a complex one, and there may be many external variables which interplay to determine the nature of the impact that investment in training has on business performance. The missing link may be in linking training investment to other business performance mechanism, such as ensuring delivery of training that is matched to overall business objectives. They concluded that it may be that the training productivity link is weak because it has not been understood in a broader context.

Vroom (1968) examined the role of training and development on workers' productivity in both public and private organizations in Nigeria. The study also pointed out the problems of human resource management and personal manager. The study concluded that training and development is a long term and very sensitive function of an organization. Finally, the paper recommended that proper implementation of training enhances individual performance and productivity.

Thang (2009) conducted a study on human resource training, organizational strategy and firm performance in Vietnam. First, the study confirms that a positive relationship between training and firm performance exists, not only at the level of the individual employee, as demonstrated in previous studies, but also at company level. More specifically, training will improve the knowledge, skills, abilities and behavior of employees leading to positive organizational performance. The major findings indicate that companies by 0.18 percent. The manufacturing companies that implemented training programmes after 2005 found that it led to an increase of 0.32 percent in total sales and productivity per year between 2005 and 2006. They concluded that companies should pay more attention to human resource training policy if they wish to succeed.

Dess (2000) conducted a study on impact of people management practices on business performance. The fundamental aim of the study was to aid managers in order to have most impact upon the performance of their companies. They gathered data from an intensive ten years study of over a hundred small and medium sized manufacturing enterprises in the United Kingdom. The results of the study demonstrated the relationship between employee's attitudes and company performance. Overall, these results very clearly indicate the importance of people management practices in predicting company performance. The results suggest that, if managers wish to influence the performance of their companies, the most important area they should emphasize is the management of people.

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Grant (1996) sought to determine the impact of training and development on public sector organizations using Ghana ports and Harbors Authority (GPHA) as a case study. The study assessed the training and development process of GPHA and whether training has improved employee performance. He designed a structured questionnaire to collect primary data from employees of GPHA. Personal interviews were also held with some management staff of the organization. The results indicated that GPHA's employees were not well informed about training and development programmes in the organization. Most of the employees were of the view that training and development were effective tools for both personal and organizational success. Sanusi (2002) carried out study on the impact of capacity building on employee productivity in commercial banks in Kenya. The study argued that 37 failed banks in Kenya in 1998 would have been averted if some of the problems like weak supervision and equipping employees with expertise, necessary skills and knowledge were addressed through employee training to improve performance of the banks. Their findings from the study reported a significant positive effect of training and development on employee productivity and organizational performance.

Other studies also explored if there is a relationship between skills and other organizational outcomes. Haskel (2003) found that higher skill (qualification) levels support innovation and more sophisticated production processes and were associated with the production processes and were associated with the production of higher quality products. Green (2003) has also found a strong relationship between different levels of UK workforce skills and the sophistication of products. Columbo et al (2008) found connections between more training and higher labour productivity across a number of UK sectors; while Adeniji (2002) found that increasing investment in training reduces the chances of firm closure. Grip (2010) found that training of agents had significant effects on the productivity of workers in the organization. In the same vein, Nwachukwu (1988) are of the opinion that labour productivity growth appears to be enhanced by the joint introduction of training and innovation.

Harel et al (1999) attempts to find out whether staff training has any implication in job performance, behavior, attitudes, skills, knowledge and achievement of the goals of a business organization in Nigeria. The sample size was determined on the basis of three categories of staff namely: general staff, senior staff and management staff. He uses Chi-square to test the postulated hypothesis. He shows that effective training leads to acquisition of skill and knowledge required for employee to perform effectively on the job. His result reveals that training has a high positive impact on employee and reduces the nature of hazards on the job in the accomplishment of corporate objectives.

### **Summary of Findings**

From the analysis and interpretation of data generated in the course of this study, the following major findings were made:

1. Research question 1 tries to find out if there is a relationship between manpower training and staff performance. From the data analyzed, it was discovered that the calculated value is greater than the critical value which according to the decision rule indicates that there is a relationship between manpower training and staff performance in a ministry. The findings goes with Udeze (2000:90) who puts that productivity is the goal of today's organizations and training is a spring board to enhance productivity and staff performance.
2. From the analysis of data on research question 2, the calculated value is greater than the critical value which also leads to the rejection of the null hypothesis which is in accordance with the decision thereby showing that there is a relationship between manpower training and productivity in a given ministry. Here, Bleach, (80:377) noted that increased productivity that usually experience in an organization especially ministries is as a result of manpower training and development.
3. The same goes to research question 3, where the null hypothesis is ejected as a result of greater calculated value than critical value which according to the decision rule indicates that there are social and personal benefits resulting from training. Udeze (2000:93) supported the view where he said that growth and individual career objectives can be achieved through effective training and people can therefore reach their potentials in their period with their employers.

The objective of manpower training and development is to help yield operational results that will bring about meaningful changes in the productivity of a ministry the study of the input of manpower training and development in the achievement of ministerial goals in the ministry of Local Government has moved to be useful and reasonable insight into the ideas, views and feelings of the employees about the ministry.

Human Resource Department is a management tool skillfully and systematically planned and executed to improve the performance of current and future employees. The aim is to develop, sharpen and thus change the employees' attitude as well as increasing their knowledge and skill.

The ministry of Local Government and Community Affairs Awka, as one of the ministries has enormous roles which impact on the lives of the people. Therefore, there is reason for the training and development of its staff to meet the challenges of the ministry.

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Training and development cannot be ignored by any organization that aspires to increase its productivity. As Nwachukwu (88:86) points that any organization that lays little or no emphasis on training and development is encouraging inflexibility in the organization and appears not to recognize the changing environment in which it operates.

Adrinfo (1980) in his contribution attributed the shortage of desire manpower in the ministries to appropriate and adequate training and education and insufficiency of training institutions and facilitation. In a paper titled "Manpower Development and Utilization in the Organization", he identifies the role of manpower development as it affects the service being performed by any organization. He identified manpower shortage which he found out to be partly due to the increasing manpower requirement resulting from increase in the roles of ministry of Local Government and Community Affairs and inadequate supply of trained personnel due to lack of institutions to turn out good graduates.

### **Conclusion**

When employees are properly managed, trained and developed on the job, it reduces un-productivity and increases efficiency.

The effective management of human resources is very important to any ministry which can only be achieved by effecting a good manpower planning policies and training programmes. The essence is to achieve the broader aims of the ministry as well as satisfying the individual aim of developing oneself.

One of the major elements in planning manpower training in an organization is to formulate training objectives. A clearly defined objective helps to put things in place and gives an idea of materials to be used. It also helps in the area of evaluating such training programmes.

Training and manpower development is an important aspect of organization, management because it is a function that seeks to make available for the organization skills that are necessary for its functioning effectively and efficiently.

### **Recommendations**

Based on the analysis of data collected in the course of this research work, the researcher has the following recommendations with the view to reducing the problem of training and manpower development of staff in the ministry of local government and community affairs, Awka.

1. As a result of importance of manpower planning and development towards improving staff performance, every employee of the ministry should be made to undergo regular training for the managerial staff of the ministry.
2. Course related jobs should be assigned to the employees after training. This will boost the morale of the employee, and cause him/her to put more effort towards achieving the goals and aspirations of the ministry.
3. For effective improvement in the productivity of employees of ministry of Local government and community affairs, there should be regular on-the-job training for the workers in order to keep them at breast with the current trends in the ministry.

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