

**MANPOWER DEVELOPMENT AND PUBLIC SECTOR
PRODUCTIVITY; A CASE STUDY OF OREDO L.G.A.
PUBLIC WORKS DEPARTMENT EDO STATE**

BY

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**DEPARTMENT OF PUBLIC ADMINISTRATION
FACULTY OF SOCIAL SCIENCES
UNIVERSITY OF BENIN
BENIN CITY**

AUGUST, 2023

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**A PROJECT SUBMITTED TO THE DEPARTMENT OF PUBLIC
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CERTIFICATION

This is to certify that this research work was carried by Iwegbu Bethel with Matriculation Number: SSC1713119 in partial fulfillment of the requirement for the award of Bachelor of Science (Bsc) degree in Public Administration, faculty of social sciences, University Of Benin, Benin City, Edo State.

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DEDICATION

This research project is dedicated first to Almighty God for his love and mercy upon my life and the enabling strength he bestowed on me in completing this work. I also dedicate this project to everyone that contributed to the success of this work.

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ABSTRACT

This research work seek to examine the impact of manpower development and public sector productivity; (A case study of Edo State Civil Service). The study made use of questionnaire to obtain data from respondent. Four objectives were raised for the study. The study found that that lack of technical know how to manage the equipment resulted to poor performance in the public sector and thus recommend that The local government needs to develop the employee manpower within the framework of a comprehensive, ongoing, and consistent employee manpower development program. This quality of employee manpower program is essential to keep the staff motivated about learning new concepts and their departments profitable.

CHAPTER ONE INTRODUCTION

1.1 Background to the Study

Manpower, also known as human resources occupies an indispensable position in every establishment be it manufacturing, or service rendering organisation. Manpower development will be a very prominent factor to be considered if an organisation can be deemed productive, be it public or private organisation. Often times the concept of manpower development is used interchangeably with training, in other words for an organisation to be productive, there must be considerably an amount of staff development /training as the input. Productivity is often the output or result of what has been expended as input.

In order to leave no doubt as to what our main focus is in the work, it is pertinent in this opening chapter to examine the concept of Manpower development and public sector productivity. There are several definitions of manpower development, some of the definitions are considered below.

- Manpower development is concerned with organisational activities aimed at bettering the job performance of individuals and groups in organisational settings (Wikipedia)
- Manpower or staff development involves the training, education and career development of staff member (Ademolekun 1983)

- Henrich (1976) sees manpower development as a systematic process of altering behaviours, knowledge and motivation of employees in a direction to increase organisational goals achievement.

Though there are varieties of definition by different writers, the definition of manpower development as observed above can be said to be “a systematic process by which organisation teaches their members how to perform their current jobs and helping them acquire the knowledge and skills they need to be effective performance. These skills acquired will in return make the organisation to be efficient and productive. It is also an organisational activity organised to improve the skills and orientation of the employee for organisational productivity. Organisational productivity can only be achieved when there is an input in terms of training of staff, and retraining.

Public sector productivity on the other hand, is the viability of the body saddled with the execution of public policy which often are Ministries, and Agencies in Nigeria. Taking a cursory look at the statutory function in relation to the actual performance of the functions, one can deduce that there is productivity or non-productive public sector. Often times, many Nigeria citizens are of the opinion that the Nigeria public sector in practice is a sharp demarcation of the ideal system, when compared to developed nations. Various writers argue that Nigeria public sector fails in its statutory function, obviously

to the fact that various public institution staff ever since employment in years are still yet to receive contemporary training on the job which they perform. Researchers have found out that what needs to keep an employee on top of his/her career is dependent on the training and retraining which often shows in organisational input while productivity is the output, that is output is the ration to input. Public sector productivity is the effectiveness of the Nations Public Service that brings about sustainable development.

This study examines the Manpower development in Nigeria, its relevance and impact on public sector productivity in terms of socio-economic growth and sustainable development. Actually the bane of manpower development in Nigeria is corruption and it remains the major hindrance to public sector productivity. Often times funds meant for staff development and training, are mismanaged and cannot be accounted for. And this hinges on the effectiveness of public sector, maybe due to incompetent personnel managers or deliberate refusal of the authority. So concern, with the corrupt aim to divert the funds often times they “say government money is everybody’s money”.

Public sector productivity as a means to drive the nation’s economy is not a new concept in Nigeria. Even if we know what to do to ensure the viability of this sector the personnel manager in the organisation will still do otherwise (compromise the due process). Manpower development is the process

by which organisations takes on the burden, to educate, train and motivate the employees for better job performance. Its effective exercise is very important given the vital role it plays in the socio-economic growth and sustainable development in the nation through effective public service. Thornhill (2006) identifies three main reasons for why public sector productivity is crucial. First, the public sector is the major employer, Second the public sector is the major provider of services in the economy, particularly business service (affecting cost of input) and social services (affecting labour quality). Third, the public sector is the consumer of tax resources. Therefore, changes in public sector productivity will have significant implication for the economy.

In view of the need for personnel managers to impartially carry out effective staff development and training programmes, relevant tools used in carrying out this jobs should be provided, for instance an employee who just attended a workshop to learn relevant skills in road maintenance will be handicap if the equipment necessary for that work is not available. This is quite sadden to know that despite the budgetary allocation been allocated to public works in Nigeria, the citizens are still yet to feel the impact of these s in terms of service rendering to Nigeria and Oredo Local Govt area of Edo state in particular. The exercise has been highly compromised by corruption, lack of manpower development training etc, thereby constraining the efficiency of the

public sector productivity. According to Onah (2010) in Dialoke Ukah and Okoro (2016), productivity is the driving force behind organisation success and profitability. The obvious reasons why public sector is not productive as it ought to be, including public work department in Oredo Local Government area of Edo State, is lack of manpower development. Public works department in Edo State Civil service of Edo state as a case study is a unit of public sector organisation. This department is aimed at rendering social service to the people of Oredo local government area in Edo state. Some of those services include maintenance of local roads, maintenance of public latrines, maintenance of local cemeteries, maintenance of public markets etc. Consequently, the staff strength of public works department in Oredo in LGA of Edo state is okay, but these social services mentioned above are seldom performed maybe for the reasons of lack of equipments to work or lack of manpower development.

In critical analysis of the above, manpower development is the pathway to Socio-economic growth and sustainable development. In view of this, public sector organisation in Nigeria especially public works department in Oredo Local Government area should embrace manpower development/training as a measure to promote Nigeria economy, so that Oredo Local Government area which is regarded as non-functioning sector will turn to functioning sector if

adequate emphasis would be accorded to manpower development in public sector organisation in Nigeria.

1.2 Statement of the problem

The importance of training has no doubt been recognized in many organisations as the key factor for improved productivity. Noe (2010) refers to training as planned efforts by a company to facilitate employees learning of job related competencies. These competence knowledge, skills or behaviour that are critical for successful job performance.

The history of manpower development or staff training in Nigeria is as old as human civilization itself. It emphasises the kind of work to be done, the skills needed and the tools used to do the job, these have changed obviously. So the need to train public organisation staff evolved. Manpower development is to revitalize the dwindling skills to perform certain functions. The functions so expected have dropped sharply in term of effectiveness and efficiency in the public sector. To an extent, some characters are visible. Hence the place of manpower development cannot be compromise in the achievement of development in our localities.

1.3 Research Questions

In the light of the above, this study seek to find answers to the following questions

1. What is the nature of manpower development and the extent that which it improves productivity in public works department, Oredo L.G.A
2. What are the problems of manpower development and its impacts on productivity in public works department, Oredo L.G.A
3. How does training of employee as a tool induce workers for maximum productivity in public works department, Oredo L.G.A
4. Is the public works Dept, Edo State Civil service , has being alive to their core duty in social service delivery.

1.4 Objectives of the Study

1. To investigate the nature of manpower development and the extent that which it improves productivity in public works department, Oredo L.G.A
2. To identify the problems of manpower development and its impacts on productivity in public works department, Oredo L.G.A
3. To examine training of employee as a tool for inducing workers for maximum productivity in public works department, Oredo L.G.A
4. To find out if the public works dept, Edo State Civil service , has being alive to their core duty in social service delivery.

1.5 Research Hypotheses

The study is guided by the following hypotheses:

H01: There is no significant relationship between manpower development and productivity in public works department, Edo State Civil service

H02: The nature of manpower training has not enhanced employee productivity in productivity in public works department Edo State Civil service .

H03: There are no major challenges to effective manpower development in public works department, Edo State Civil service

H04: There are no credible solution to the challenges of manpower development and productivity in public works dept, Edo State Civil service

1.6 Significance of the study

The significance of this study is based on how manpower development vis-à-vis public sector productivity of public work department in Edo State Civil service of Edo state, Nigeria has affected the development process of the state. The relevance of manpower development as it enhances productivity in the public sector will be useful to government at various levels to achieve sustainable development and also to other researchers who may wish to carry out study in the subject matter.

Finally if the recommendations are strictly adhere to, it will bring about viable public sector in Nigeria and also modes and method of staff training in Nigeria in order to attain sustainable growth and strengthen Nigeria economy

1.7 Scope of study

This research work will be concerned with problems of manpower development that bring about sector productivity in Edo State Civil service , public works department, Edo state. But for analytical purpose, we shall study the people of Edo State Civil service in Edo state in relevance to manpower development and public sector productivity, with its implication for sustainable development and economy growth.

1.8 Definition of terms

1. Manpower Development: This is an organisational activity aimed at bettering the job performance of individual and group in organisational setting.

2. Public Sector: This is also known as public organisations. It is an arm of government that is responsible for public policy implementation in Nigeria.

3. Productivity: This is the viability and efficiency of public institution. It is organisations output in relation to input.

4. Sustainable Development: Development which seeks to produce and also maintained economic growth that will stand the test of time.

5. Employee: These are human resources of an organisation either public or private; they perform varieties of function to achieve organisational goals. They work under an employer

6. Personnel Managers: They are often called managers in an organisation. They are skilled in the management and control of persons in the organisation.

7. Pot-Holes: Visible bad spot on the road, capable of obstructing smooth movement of vehicles on the road.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

In order to evaluate and clarify the related works of other scholars in our field of study, especially as relates to this work and also to establish a fundamental basis for this research work, the related literatures will be reviewed under the following sub-themes

2.1 Concept of Manpower Development

Manpower development according to Abegeze (1994) is the building and enhancement of human resources through formal education and training while Productivity is defined as a measure of the amount of output generated per unit of input. In many countries, public sector productivity has been assumed to be zero in the national accounts. The output of the government sector has been measured as equal in value to the total value of inputs.

Omole (2004) also state that human resources development has to do with providing learning and development opportunities, making training intervention and planning, conducting and evaluating training programmes. He further disclosed that the aim of manpower development programme is to see that the organisation has the best and quality workforce it needs to achieve its goals for improved performance. Therefore, manpower development is defined as a process of extensive education, planning, training and evaluation of

training programs on the employees in order to boost their performance in an organisation. Armstrong (2004), posited that human resource development is concerned with the provision of learning, development and training opportunities in order to improve individual, team and organisational performance.

Hamlin (2004) examines different views and definitions of Manpower Development and conclude that it implies any activity which deliberately attempts to improve a person's skill in a job. It also creates learning in the areas of knowledge, skill, experience and attitudes. Furthermore, Onasanya (2006) perceives manpower development as a form of specialised education aimed at giving the trainee a particular or specialised knowledge, skill and attitude which he must possess to effectively perform in a given position.

At most organizations, for example, employees are expected to mandatorily attend training program on presentation skills however they are also free to choose a course on 'perspectives in leadership through literature'. Whereas the presentation skills program helps them on job, the literature based program may or may not help them directly. Similarly many organisations choose certain employees preferentially for programs to develop them for future positions. This is done on the basis of existing attitude, skills and abilities, knowledge and performance of the employee. Most of the leadership programs

tend to be of this nature with a vision of creating and nurturing leaders for tomorrow. The major difference between training and development therefore is that while training focuses often on the current employee needs or competency gaps, development concerns itself with preparing people for future assignments and responsibilities.

Development focuses on building the knowledge and skills of organizational members so that they will be prepared to take on new responsibilities and challenges. In the view of Adamolekun (1983), staff development involves the training, education and career development of staff members. The purpose of training and development has been identified to include: creating a pool of readily available and adequate replacements for personnel who may leave or move up in the organization; enhancing the company's ability to adopt and use advances in technology because of a sufficiently knowledgeable staff; building a more efficient, effective and highly motivated team, which enhances the company's competitive position and improves employee morale; and ensuring adequate human resources for expansion into new programs.

The purpose of manpower development is to improve knowledge and skills and to change attitude (Mullins, 1999). Mullins argues further that manpower development is capable of producing the following benefits:

- Increase the confidence, motivation and commitment of staff;
- Provide recognition, enhanced responsibility, and the possibility of increased pay and promotion;
- Give feeling of personal satisfaction and achievement, and broaden opportunities for career progression; and
- Help to improve the availability and quality of staff.

Training facilitates manpower development and consequently employee's performance. Manpower training and manpower development are two interrelated processes whose importance cannot be overemphasized in any decision of strategic human resource management. They are related through series of activities, which an enterprise would embark upon to improve the quality of its managerial capacity.

In this view of Chanokan, J.S. (1987), manpower development refers broadly to the nature and direction of change induced in the employees as a result of educating and training programmes. He says that development is managerial in nature and career focused. To distinguish training and development, Chanokan has this to say, "that unlike the training, the workers which improves technical and mechanical skills, development techniques are designed for work behaviour modification".

According to him, development is an educational process, utilizing a systematic organizational procedure by which a worker learns the conceptual and theoretical knowledge for effective pursuance of their responsibilities.

2.2 The Concept of Productivity

Productivity is a measure of the performance of an employee and an important determinant of cost efficiency. It can be used to examine the efficiency and effectiveness of any activity conducted in an economy, business, government or by individuals (Naveen, and Ramesh, 2014). According to Dialoke, et.al (2016), “productivity is the driving force behind an organisation’s success and profitability. It provides a linkage between output of goods and services of workers of the organization and input of resources, human and non-human, used in the production process”. This implies that when the employees are efficient, they accomplish more in a given time. The productivity of public sector is one feature that determines how effective public fund is actuality utilized. In other words, the public sector is said to be productive when the value received from public services commensurate with the public funds invested in it (kaimahi, 2015).

Simpson (2008) opines that in the recent years, there had been several requests to improve productivity in the public sector have not been responded to. This is due to the magnitude of the public sector, which requires large number

of employees and receives funding from the federal government and the general public. Hence, it is very imperative for the public to get value for resources expended, hence the need for an effective and vibrant public sector capable of qualitative service delivery to the citizenry.

Also, Kaimahi (2015) argues that the concept of productivity in the public sector is interrogated for two reasons. One of the reasons being that the public sector has been open to several reforms and restructurings over the past 50 years. Although majority of these initiatives have been acceptable on the belief that they will improve productivity, many public sector workers observed that the reforms have rather led to redundancy, lay-offs, proliferation of work, and an increased activities that has not really contribute to public sector productivity. However, it is also arguable that these reforms have even reduced the quality of service being provided to citizens. According to Pritchard (2002), the second reason why it is more difficult to deal with the issue of productivity is because it is difficult to measure productivity in the public sector. Productivity is typically measured with regards to the output. Measuring productivity is more difficult where there is no relationship between the service provided and the monetary value or where services are provided generally to the public or variety of customers.

However, a variety of measures have been adopted to improve productivity in the public sector. These include, for instance the steps taken so far by the Federal Government to train public sector workers. The nature of work embark on by the public sector workers largely entails additional knowledge, skills and technique, while many other type of jobs requires technical expatriates and specialised skills and knowledge to achieve them. Generally, most public sector organisations provides a variety of avenues for employees to take study leave in order to attend training courses in formal educational institutions and work on special projects to enable them increase their skills and knowledge (Smith & Street, 2005).

2.3 Importance of Manpower Training

The benefit of effective manpower training to any organisation cannot be over emphasized. The rising economic enhancement is proof that investments in manpower training are related to longer term profitability in an organisation. (Omodia, 2009) asserts that the era of technological innovation and modernization requires both old and new personnel to be trained to replace their knowledge with new capabilities and enlighten them on the innovation and modifications in the strategies and techniques of performing their duties in an effort to accomplish personal and organisational goals. Therefore, any employer

that desires to achieve a competitive advantage over others should embrace the idea of manpower development.

Training is important not only to improve productivity, but to encourage and arouse the interest of employees by educating them on the importance of their jobs and to give them necessary information required to perform on those jobs (Banjoko, 2011). Effective manpower training programmes should contribute to the achievement of organisational goals in the following ways: (i) reduction of overhead and labour expenses by means of reducing the time required to carry out operations that involves production of goods and services; (ii) reducing the cost of managing workers activities which may lead to absenteeism, injuries, grievances and complaints; and (iii) reduction of administrative costs through developing the physical and emotional/psychological needs of every employee towards the achievement of organisational objectives (Rao & Kishan, 2012). The general benefits of manpower training as enumerated by Iyayi (2007) are:

Economic Development: The relevance of manpower development in Nigeria could be situated vis-à-vis economic development. This is because manpower development captures the actual meaning of development in that it is people centred (World Bank 1991; Grawboski and Shields 1996). In addition, it involves the building of capacity and harnessing the State's human resource

which constitute a sine-qua-non for development. The above advantage was vividly conceptualized by Harbison (1973) when he stated that: Human resources constitute the ultimate basis for wealth of nations, capital and natural resources are passive factors of production; human

Technological Developments: New technologies are being developed every day, therefore training personnel enable them handle materials and the equipment economically to reduce wastages. Regular training will ensure that the workforce use latest technology with convenience and to full potentials. Also, training employees will reduce the rate of accidents and damages to machineries and equipment, which will invariably reduce the cost and overall operations.

Economic Development: The significance of manpower training in Nigeria could be associated with economic development. This is because manpower training reveals the actual meaning of development because it is centered on the improvement of employees as the major drivers of productivity in an organisation. In addition, it encompasses capacity building and the harnessing of the state's human resources which constitutes a criteria for national development. This is because human resources constitute the vital instrument and basis for wealth creation of nation's capital and natural resources as well as one of the major factors of production. Also, human beings are the active agents

who accumulates capital, discovers natural resources, build social, economic and political organisations, in order to achieve national development. It is clear that a country which is unable to develop the skills and knowledge of its citizens and to utilize them effectively in the national economy will likely be unable to achieve development in any other area (Igwe, 2011).

Lesser need for supervision: The main advantage of development programmes are that the employees who are trained need lesser supervision than the individuals who are not. A trainee obtains new information, abilities and skills and applies them in work environment effectively. Development is a way of creating confidence in an employee to enable him operate his tasks without obstacles and with efficiency and effectiveness. Development enhances essential abilities in a worker and enables them to handle assignments autonomously. At the end of the day a trained employee will be familiar with the job and consequently they require less of supervision. Trained employees will reduce the need for continuous direction and supervision. A well-trained employee can be trusted in carrying out his assignments because he knows what to do, how to do it better as well as when to do it. In this situation, constant supervision may not be required. Development employees will motivate them and give them confidence in their jobs.

Increased job satisfaction: Manpower development makes the employees feel happier with the part they play in the organisation. This is driven by the immense ability they gain in executing their duties. They believe they have a place with the organisation that they work for and the best way to compensate it is by giving the best service they can. Therefore with continuous investment in manpower development, employees can develop a sense of job satisfaction, which will invariably motivate them to perform effectively. Manpower development also leads to job security and reduction in absenteeism and labour turnover. This will directly increase productivity and improves organizational profit, growth and competitiveness in the society.

Maintain knowledge and skill: It is important to train employees to help them develop skills on their jobs and to preserve knowledge. Again, Mullins (2007) noted that manpower development improves knowledge and skills and changes trainee's attitude. Thus, development becomes one of the most important potential motivators. When employees are trained, they acquire skills and abilities that will enable them adjust easily to change processes.

Uncover employee potential: Most of the organisations neglect the hidden abilities of their employees, manpower development gives an opportunity for employees to share their thoughts and ideas to the management. It has been established that a few employees may be longing for a leadership position

within an organisation, but since there is no leadership improvement programmes set up, these people do not find the opportunity to demonstrate their capacity or further build up these hidden abilities. Allowing workers to participate in development programmes helps to discover their potentials and also to identify the leaders of tomorrow within the current work environment.

Reduction of turnover and absenteeism: Development creates confidence in the minds of workers. It gives them a sense of security at the work environment. Therefore, labour turnover and absenteeism rates are diminished. Manpower development is also a way of retaining skilled workforce. An employee that has been adequately trained by the organisation will feel as a major part of the organisation family. They will feel happy and valued by their employer, and in this manner will probably remain in the organisation. A trained staff will develop a feeling of self-worth and nobility as they will see themselves as more profitable to the organisation, which will eventually lead to job fulfillment or satisfaction. The retention of trained staff will not just lessen the high cost of recruiting additional staff but will also improve productivity. Employees will feel valued if they are invested in and may likely have less desire to change employers. Development is therefore viewed as an additional benefit to organization since the costs of recruitment is reduced because of staff retention.

Increased consistency: An effective development and advancement programme gives workers consistent information and experience. Access to regular development guarantees that all workers have a steady experience and reliable knowledge of tasks and techniques, which is specifically important with regards to organizational policies and procedures. Ensuring that all the employees have expected knowledge also guarantees that assignments are finished on time and without issues, and there are no questions to be asked about how things ought to be done. The issue of safety, discrimination, ethics and service delivery should be a central task which require manpower development. An organized development programme guarantees that workers have a constant experience and background information. The consistency is specifically relevant for the organisation's fundamental policies and procedure of operation. All employees should know about the desires and strategies of the organisation. Putting all employees through normal development in these regard will ensure that all staff at any level have information the objectives of the organisation. Hence, increased efficiencies brings about financial benefit for the organisation.

Optimum resource utilization: manpower development fundamentally provides opportunities for broad structure for the advancement of employees' technical and behavioral skills in an organisation which eventually result to

optimum resource utilization. In addition, manpower development helps the workers in achieving self-awareness which leads to positive attitudes towards profit orientation. This implies that organisations that train workers help them to develop leadership skills, motivation, loyalty and better attitudes and different perspectives that successful workers and administrators generally display.

2.4 Stages/steps in organizing manpower development programme.

The steps, stages, tools and methods for manpower development in organizations differs, and it is largely determined by the objectives of organizations, the idiosyncrasy of management staff or the chief executive, the organizational policy, as well as the organizational environment to mention a few. Thus, it is a common feature to see methods for manpower development varying from one organization to the other, just as a given organization can be tailored at adopting different methods at different times or a combination of techniques at the same time. However, some methods for manpower development are stated below:

1. Orientation: This method of manpower development could be said to be an integral part of the recruitment exercise in that once an employee has been found appointable, it is expected that such an employee need to be positively oriented in line with the vision and aspiration of the organization for effective

discharge of function. And since employee function in an organization is basically affected by his perception of the organization vis-à-vis the rules and principles that exist in the organization. It therefore follow that an employee undergoes formal and informal orientation in a place of work. While the formal orientation focuses on job specification and occupational demands placed on the employee, the informal orientation involve the social interaction that take place in the place of work which could either boost productivity or be detrimental to it (Koontz et al. 1980).

Orientation therefore, as a method of manpower development is quite indispensable because it helps in boosting the productivity of workers which is needed for competing in the global market of the 21st century.

2. On the Job Method of Manpower Development:

This method is basically different from the orientation method in that while orientation is at the point of entry into the organization or a new assignment; on the job method is a process through which knowledge and experience are acquired over a period of time either formally or informally.

This process involve the following:

(a) Coaching: This is a method of on the job training and development in which a young employee is attached to a senior employee with the purpose of

acquiring knowledge and experience needed for the performance of tasks. (Yalokwu 2000).

(b) Job Rotation: This method either involve the movement of an employee from one official assignment or department to the other, in order for the employee to be acquainted with the different aspects of the work process or through job enlargement. That is given additional responsibility to an employee who has been uplifted as a result of the acquisition of additional skill or knowledge (Yalokwu 2000; Lawal 2006).

(c) In House Training: This involve a formal method of on the job training in which skills and knowledge are acquired by employees through internally organized seminars and workshops geared toward updating the workers with new techniques or skills associated with the performance of their jobs. (Lawal 2006).

(d) In Service Training: This method involve training outside the organization or workplace in higher institution of learning or vocational centres under the sponsorship of the organization or on terms that may be agreed upon between the organization and the worker (Lawal 2006).

3. Committee/Work Group Method: This method entails manpower development through the involvement of employees in meetings, committees and work group discussion geared towards injecting inputs in form of decision

making as regard solving organizational problem. This method is quite indispensable, especially in the aspect of training employees for managerial functions or heading organizational units.

4. Vestibule Training Method: This is a method of manpower development through the acquisition of skills in a related working environment (Nongo 2005). Under this method the trainee practices his skill with identical equipment that he uses or he is expected to use in his actual place of work. This method is most suitable for sensitive operations where maximal perfection is expected.

The purpose is therefore to enable perfection at work place.

5. Apprenticeship Method: This method of manpower development involve the acquisition of skill through extensive practice for over a period of time by the trainee. This type of manpower development device could either be formal or informal. In the informal environments the trainee is attached to the trainer, and he/she is expected to pay for an agreed period of apprenticeship (Nongo 2005). In the formal environment on the other hand, an employee of an organization could be placed under apprenticeship in the organization with pay.

2.5 Manpower development and Productivity in the Nigerian Public Sector

The importance of manpower development in the public sector cannot be discussed without identifying the essence of public sector in Nigeria. The

public sector refers to the section of the economy responsible for the provision of various services of government to the citizens. The sector provides services that benefits the entire society. They comprise organisations that are owned and operated by the government and exists to provide services for its citizens. The public sector in Nigerian ought to be an instrument for national development. However, Nigerians over the years have been denied qualitative service delivery by the public sector. The public offices have over the years been associated with wastefulness, inefficiency, corruption, and weak implementation of government policies (Obi-Anike & Ekwe 2014).

The broad opinion is that most of the public organisations have failed in achieving the goals of establishing them. This is demonstrated by the ineffectiveness and inefficiency exhibited by the management of public enterprises in the Nigerian. The public service which was established to uphold the values, rules and regulations and serve as the major tool for national development lost its value and confidence. These anomalies resulted to various reforms that have prompted the privatizing and trimming down of the public sector employees and as well as minimised the role of the public sector in service delivery (Agagu, 2008). These reforms have been obstructed by successive governments which has hindered its success. Manpower development in the public sector has been identified with numerous problems

such as the haphazard manner with which development is planned and executed, inadequate funding, and favouritism. Although budgetary allocations are usually made for personnel development, the release and utilisation of such funds do not correspond with the way it is planned (Sam-Okere & Agbeniga, 2014).

Even when funds are made available, the content of such development may not indicate the immediate needs of the organisation before embarking on the development sessions. Sometimes, the quality of facilitators who are appointed on consultancy basis is also another militating factor. Some of these consultants do not have the requisite knowledge for their tasks. The development programmes may sometimes be contracted to party loyalists or persons with some form of attachment to the chief executives of the organisation who see such opportunities as avenue for acquiring more wealth. This raises a very serious accountability question which no doubt is a fundamental issue in the administration of the public service in Nigeria (Olusegun, 2009). In the process of studying the civil service reforms in Nigeria from the colonial era till recently, it has been observed that manpower development has been emphasized in virtually all the reforms irrespective of the target (wages and salaries, civil service structure or service delivery). Each of these reform pointed out that the public sector needed qualified staff or staff

with the required abilities as well as management technique and skills, which has led to poor performance, reduced productivity. At whatever level you observe the public sector and its operations, manpower development is considered the backbone of management efficiency and control, which is exceptionally vital for effective performance of the employees in the public sector. As a result of this relevance, there is need to fully understand the meaning of manpower development, why we need development, who are to be trained, when and where to train them, and so on. This will help us to perceive how it will influence the level of performance and level of productivity of public sector employees.

Manpower development as indicated by Igbaekemen (2014), is concerned about assisting workers to obtain the knowledge, aptitudes and state of mind required to take up the responsibilities for which they are hired and to prepare them for future activities and challenges. In his contribution to the concept of manpower development, Eneanya, (2009) conceptualized development as the procedure through which a worker is made to develop himself to empower him/her adapt to the demands of his work in an more complex organisational setting that is often characterized by fast technological and sophisticated changes that requires high skills and knowledge to operate. Manpower development is equally perceived as synonymous to other theories

applied to the study of public administration for example, development, and educational advancement. There are however observed contrasts especially between development and development. Banjoko, (2011) characterizes manpower development as the improvement of an individual's knowledge, abilities and mentalities for professional purposes. In his view, an individual is particularly trained and not educated to acquire a typing skills. He additionally considers training to be the essential improvement or development of a person's mind and personality without fundamentally making any reference to a particular profession. Therefore, development as compared with development is concerned with the advancement of skills, attitudes and state of mind towards a specific occupation. It provide the requirement for which an employee may later be trained for a particular work. In his view, manpower development is the systematic development of a staff career in order to arouse his interest and abilities with the aim of helping him realize his full potentials and abilities.

The reforms undertaking in the area of manpower development therefore is very important, especially since the purported foreign experts in the issue of manpower training usually confirms that major challenges in the public sector in the developed countries lies in the shortage of experts or professionals which has hindered the transformation of the public sector and the ability of public sector worker to cope with the advancement in technological

development. This challenge has also hindered the public sector in achieving in attaining its developmental objectives and the targets of government.

During the colonial era, staff training was being utilized as a vital instrument to ensure the accomplishment of Nigerianization policies at the time Nigerian patriots and government workers were agitating for recognition at the senior administrative cadre, which was reserved for the Europeans alone. This prompted the idea of Foots Commission in 1948 which recommends that Nigerians should be given adequate training through grant honors and scholarships awards to higher institutions so that they can acquire the needed qualifications to fit into various positions in the civil service. In trying to achieve this, the Nigerian government instituted a scholarship scheme which offered two or more scholarships annually to enable suitably qualified Nigerians to proceed overseas for further education. From 1939 to 1948, 137 scholarships were so awarded. Before this period, the idea was only to train Nigerians as translators and clerical officers. Aside from sending Nigerians overseas to obtain educational qualifications, efforts were also made to establish tertiary institutions across the nation and expanding the existing ones, to provide the much needed training.

2.6 Challenges to Manpower Development

There are numerous challenges facing manpower training in the Nigeria public sector. These among others include the following:

Technological Changes: New technology always come with changes, developments and improvement in systems and machinery. Hence it is indispensable for workers to acquaint themselves with these developments in order to remain relevant and up to date. For example, some of the workers serving in the local government council are yet to become computer literate. This is a serious challenge as most of the training institutions are using modern techniques in training where computer illiterates are not carried along and find it difficult to apprehend (Ladan 2014).

Haphazard Training: It has been proven that continuous training is necessary for employees to accomplish their tasks effectively in an ever changing environment. However, the training needs of workers are not often identified in order to design suitable training programmes that are relevant to their needs. There is need to first identify the areas that workers desire more training need before introducing any training programme. Also, the suitability of the training programmes in meeting the training desires of workers needs should be established from time to time.

Lack of Adequate Funding: Adequate funding according to Cascio (2005) remains a major concern in manpower training. Some scholars are of the

opinion that when you compare the reward for training with the expenditure made on the investment, organisations may be tempted to see training as a futile venture and, therefore, inappropriate. Therefore, self-made training options that provides only informations on how to operate operational tools such as e-mails, accounting software and equipment manuals are often replaced with the formal training to reduce cost. Training is expensive and most organisations may not likely afford the cost of hiring training consultants or to engage employees in formal training programmes. However, training has been made easier as employees can now access useful information by using information technology or e-learning. The introduction of online training courses have lighten the burden and cost of formal training, therefore, organisations can now adopt online tools such as programmed instruction, e-conference, on-the-job training, mentoring and other methods that are less costly to train their staff.

Poor Attitude of Workers Towards Training Programmes: The findings of Kum, Cowden, and Karodia, (2014) show that training could be irrelevant when employees disregard the training programmes and perceive it as a trifling experience with no benefit to attitude modification. Each time training is viewed as an irrelevant occasion, the probabilities of attitude modification are narrow. Also, training may not be successful if the participants are not held responsible for the effects. Normally, workers does not give account for the

quality of the training in their place of work. Except they are held accountable for the training programmes, improvement in their behavior will not occur.

Limited Opportunity for Career Advancement: Career development is the process of managing progression in knowledge and work. Management uses this procedure to decide the quality of workers, the sort of individuals they become, their reasoning capabilities and their pay package. It also determines the social and economic commitment they make to the societies they belong. If the organisational structure is flat, it therefore implies that there will be little room for promotion for trained staff. Lack of promotion can hinder the interest of staff in participating in training programmes. As observed by Kosgei, (2015), ignoring outcomes of training programmes when considering employees for promotion can hinder their interest in participating in training programmes. Therefore it is necessary for employees to be aware that promotion is not the only means of gaining job satisfaction on the job.

Lack of Political Will: Lack of political will coupled with misplacement of priority has made manpower training and development issue to be relegated to the back. For this reason, workers spend several years in the service without attending training. This mostly results in declining productivity and loss of interest in the job (Ladan 2014). Kreitner and Kinicki (2007) enumerates other factors that affect training, these are explained below:

Lack of Specific Direction and Focus: Manpower development should be a focused process that allows stakeholders to concentrate on desired results. Training objectives should be developed at higher levels than traditional learning objectives. These objectives correspond with six measures that lead to a balanced approach to evaluating training's success. Most training programs should contain organizational objectives at multiple levels, ideally to include employees at lower levels. When developed properly, these objectives provide important direction and focus for a variety of stakeholders at different time frames. For designers and developers, the objectives provide needed insight to focus on application and impact, not just learning. The facilitators need detailed objectives to prepare individuals for the learning experience's ultimate outcome: job performance change. Participants need provided in the organisational objectives, to clearly see how the training program's outcome will actually help the organization. Sponsors of training programmes, the key clients who pay for the program and support it, require such objectives to connect training with important business-unit measures. Finally, evaluators use this type of direction to know what data to collect to determine whether the program has been successful.

Activities of Unaccredited training consultants. This is yet another challenge to effective manpower training. Many consultants that provide management

training are doing so without accreditation by the appropriate quarters. This is why most of them may not have adequate information about the needs of the employees. Training is not the same as teaching and lecturing and the trainers' needs to undergo special Trainer's course before they can be able to train others effectively or even get accredited as a trainer. Because of the activities of these illegal and unaccredited consultants across the country, organisations training funds are wasted with little or no impact.

Knowledge based challenges. One of the challenges to manpower training is the emphasis of certificates rather than knowledge. As one of the most serious challenges, knowledge based challenge makes training difficult to the trainers. Knowledge in Nigeria is only measured on the basis of certificates which most of its holders cannot defend. Lack of requisite knowledge that is sound and well-grounded makes learning of new skills and ideas difficult.

Language and communication challenges. It is evident that English is the language of instruction in all levels of education and government's official language in Nigeria, many people, including public sector workers cannot comfortably express themselves in English language in terms of understanding and speak the language fluently. As such, when undergoing any form of training, they lag behind and mostly slow down the progress of the training sessions.

Participants are Not Held Accountable for Results: For training programmes to be successful, participants must individually drive performance change. When confronted for reasons for not changing behavior or attitude, participants are quick to blame others, usually the boss. But that may not be the real issue. Some of the individuals most likely to be held responsible for results are the managers, trainers, developers, and senior executives. Participants of training programmes deserves more attention that they are often given. Participants often do not see changing their behavior as their responsibility. Experience have shown that, when results are not achieved, the training and development staff, along with immediate managers, are usually blamed. But, we often fail to focus on the participant's role in the process. Participants can succeed with training if they are properly motivated to do so and are held accountable for their results, even with an unsupportive manager.

2.7 Empirical literature

The literature on manpower development and public sector productivity is enormous and increasing. However, a significant amount of studies have taken a multi-dimensional perspective to disclose the relationship between manpower development and productivity in public sector. This literature review

highlights six specific previous studies that most strongly support this general conclusion. Onuka and Ajayi (2012), investigated the effect of development on employees' performance using the staff of Cadbury Nigeria Plc., Ikeja, Lagos, Nigeria. One of the reasons of the investigation was to evaluate the implications of lack of manpower development programmes on organizational productivity. The findings of the study shows that manpower among other resources contributed to organisational growth. This is because the human element pools other resources together to realize the objectives of the organisation. Therefore, management should give top priority to manpower development. This is imperative since the responsibility of achieving the organisational objectives lies in the human capital. The study concluded that development have substantial effect on employees. The study recommended that every organisation in Nigeria should endeavour to adopt manpower development as business and administration policy to constantly develop skills, understanding, and conduct needed by personnel to accomplish their tasks creditably on a particular assignment and to complement organisational efficiency and boosts organisational profit.

Dearden, Reed and Reene, (2016) further investigated the effects of work-related development on direct measures of productivity, using a new panel of British industries 1983-1996. The authors argued that organisation

development process should be anchored and established on a well-defined development policy, drawn on manuals, which should be made to continue to improve productivity in organisation. In the past, the nature of manpower development in many organisations was determined by existing rules, customer service requests, and the issue of compliance in safety and health. Nevertheless, the study found that organisations are currently providing work- related development as an approach for increasing employee productivity.

Singh and Mohanty (2012) studied the impact of training practices on workers' productivity, using personnel from different sectors such as motor assembling plants, agricultural sectors, insurance, banking sector and paint companies in India. Their investigation reveals that employees' productivity is related directly to the nature of training adopted by the various organisations. The research concluded that manpower training has an important role to play on employees' productivity. Furthermore, Colombo and Stanca (2008) investigated the effect of training on productivity using evidences from large panel of industries in Italy. The study used information collected from Excelsior, a study carried out annually with a sample size of approximately 100,000 Italian firms in Italy from 2002 to 2005. The study established that manpower development has a significant and substantial influence on productivity. The findings of the

study indicates that the benefits of on-the-job training may possibly be strictly underrated if training is not given a preference to other variables.

Peretomode and Chukwuma, (2016) conducted a study to examine the correlation between manpower training and lecturers' productivity in educational institutions in the Delta State of Nigeria. The authors argued that people suffer from diminished power, creativity and versatility. Consequently, elderly lecturers, can be assisted to remain vibrant, vital and productive via education and improvement. The study suggested that management of educational institutes and the National Universities Commission (NUC) should continuously encourage lecturers' active participation in local or internal development and international development such as workshops, seminars, conferences and short-term courses within and outside the country, by providing adequate funds to sponsor lecturers' to local and international profession development opportunities. Poor income of lecturers has often resulted in difficulties in personal career development both locally and internationally. The study recommended that educational institutions should make policies targeted at saving certain amount of fund to complement government fund, to support research and personnel improvement.

In another study, Tahir, Yousafzai, Hashim and Jan, (2014) analyzed the influence of training and development on employee performance and

productivity using the United Bank Limited Peshawar City, Pakistan as a case study. The main objective was to investigate the effect of training and development on employees' performance and productivity, using descriptive statistic tools SPSS. The results of the research revealed that the employees of UBL in region Peshawar were in favour of manpower development as they considered it as the major factor that drives employees' performance and Productivity. This study established that bank administrators who are interested in employee's productivity and efficiency have no option but to embrace the idea of employee development and development as a blueprint for success. The study concluded manpower development would offer opportunities for promotion and better career life for employees in the organisation. In doing so, organisations productivity would be accelerated.

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internationally. The study recommended that educational institutions should make policies targeted at saving certain amount of fund to complement government fund, to support research and personnel improvement.

Elnaga and Imran, (2013), in support of the foregoing, opines that development does not only develop the abilities of the employee but also improve their ability to think, become creative and ability to make wise and timely decisions that can yield higher productivity. Development enables employees to possess the skills and knowledge they require to carry out their jobs successfully, tackle different assignments, and acclimatize with varying work situations (Jones, George and Hill, 2000).

In a developing country like Nigeria, manpower development is extremely required in almost the entire organisations for effective service delivery. Preferably, manpower development is highly effective if the methods of development corresponds with the assimilation rate of the trainee and the nature of job required by the organisation (Obi-Anike and Ekwe 2014). Studies conducted by Rao and Kishan, (2012) on employees of selected organisation based in Indian, indicates that development increases the knowledge, task coordination and planning, collective problem solving, and communication among a team and task environments. Similarly, Becker (1964; Venkoba Rao and Kishan, 2012) observed that development activities produce enhancements

in the quality of job, which invariably contributes to national economic development.

It is important to note that increased productivity has provoked researches directed at increasing the inadequacy of skills as well as limited abilities of local government workforce, considering the mammoth roles of the local government staff in service delivery (Agunyai, 2015). The key messages from the literature reviewed is that there exist a positive correlation between manpower development and employees' productivity in the public sector.

In view of Guest (2007) mentioned in his study that development and development programmes, as one of the vital human resource management practice, positively affects the quality of the workers knowledge, skills and capability and thus results in higher employee performance on job. This relation ultimately contributes to supreme organisational performance. The result of Farooq and Aslam (2011) study depicts a positive correlation between development and employee performance. Thus, we can predict from this finding that it is not possible for the firm to gain higher returns without best utilisation of its human resource, and it can only happen when firm is able to meet its employee's job related needs in timely fashion. Development is the only ways of identifying the deprived need of employees and then building their

required competence level so that they may perform well to achieve organisational goals.

Moreover, the result of the study of Sultana *et al.*, (2012), conducted in telecom sector of Pakistan, states that the variation in employee performance is brought by development programmes. Further, they maintained that development is good predictor of employee performance. As depicted by the work of Harrison (2000), learning through development influence the organizational performance by greater employee performance, and is said to be a key factor in the achievement of corporate goals. However, implementing development programmes as a solution to covering performance issues such as filling the gap between the standard and the actual performance is an effective way of improving employee performance (Swart *et al.*, 2005).

According to Swart *et al.*, (2005), bridging the performance gap refers to implementing a relevant development intervention for the sake of developing particular skills and abilities of the workers and enhancing employee performance. He further elaborate the concept by stating that development facilitate organisation to recognise that its workers are not performing well and thus their knowledge, skills and attitudes needs to be molded according to the firm needs. There

might be various reasons for poor performance of the employees such as workers may not feel motivated anymore to use their competencies, or may not be confident enough on their capabilities, or they may be facing work- life conflict. All the above aspects must be considered by the firm while selecting most appropriate development intervention that helps organisation to solve all problems and enhance employee motivational level to participate and meet firm expectations by showing desired performance. As mentioned by Swart *et al.* (2005) this employee superior performance occur only because of good quality development programmes that leads to employee motivation and their needs fulfilment. According to Wright and Geroy (2001), employee competencies changes through effective development programmes. It not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organisational performance. Through development the employee competencies are developed and enable them to implement the job related work efficiently, and achieve firm objectives in a competitive manner.

2.8 Theoretical Framework

The theoretical framework considered applicable for this study is the human capital theory. The theory has experienced a progressive improvement over the years. Within this development period, more emphasis has been made on employee development, which is the focal point of the theory. Human capital investment can be viewed as every action channeled towards the improvement of the performance or efficiency of an employee. Hence, education is an integral element of human capital investment. Human capital can be described as the investment made in equipping employees with knowledge and skills required to increase or improved their skills in executing tasks that would add to the economic values of the society (Marimuthu, Rokiasamy and Ismail, 2009). According to Fugar, Ashiboe-Mensah, and Adinyira, (2013), the human capital theory was propounded by Schultz during the 1960s and expanded by Gary S. Becker between 1962 and 1964. Gary Becker's classic work on human capital in 1964, expanded the idea of human capital (Odhon'g & Omolo, 2015). Other contributors to the human capital theory were Samuel Bowles (1975) and Mincer (1974). The scholars perceive that development and education impart a useful knowledge and skill to workers which at the long run increases their capabilities and productivity. Becker gave a distinction between specific human capital and general human capital. The scholar perceives specific human capital as knowledge acquired via

development and education. While general human capital is regarded as the understanding acquired through development and development that is more valuable in every area of life. Becker, in addition liken human capital as other means of production which industries can invest in through development (Becker, 1962). Thus, the advantage of human capital theory is that investments are made in developing workers in order to improve their productivity and income. With regards to the human capital theory, employees who are well learned or skilful are more beneficial to organisations in order to implement and adopt modern technological facilities, thus reinforcing returns on development and education. This implies that expenses incurred on medical care, education, development, and general wellbeing of employees are also investment in capital. Empirical studies offer proof to support the collective impact of education and development. The advocates of human capital theory identifies education or development as a profitable investment in human resources. Human capital investment is considered to be also useful or even more worthwhile than other factors of production (Adelakun, 2011).

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

Methodology in research maybe define as the method, procedures and techniques by which the researcher intends to accomplish the objective of the research. This study is concerned with manpower development and public sector productivity in Oredo Local Government, public works Department. We intend to use both primary and secondary sources of information if time permits. Questionnaire will be used in primary source. The issues addressed and strategies adopted will be discussed under the following headings.

- Research design
- Area of study
- Population
- Instruments of data collection

3.1 Research Design

To unravel the implications of manpower development in relation to public sector productivity which cannot be effectively determine using available literature. The study adopt a survey design. Data were collected using questionnaire.

3.2 Area of Study

The research work will be focused on Oredo Local Government area, in Edo State, Nigeria, with its headquarter in Benin City. It has an area of 349km² and a population of 374,671 at the 2006 census. It also consist of 12 wards and its under the chairmanship of Evbareke Osunde.

3.3 Population

The targeted population of this study are the workers of the 12 wards that made up the Oredo Local Government area.

3.4 Instrument of Data Collection

In this study, questionnaire will be employed as an instrument of survey. A list containing 15 questions will be drawn and submitted to my project supervisor for moderation and the questions approved. The instruments will be divided into four sections, the first sections containing section 1 to 5 asked questions relating to personal bio data of respondent. The question include such variable as sex, age, marital status, educational background amongst others

Section two which is the final sought to actually to view or reveal the developmental question yet unanswered in public works department Oredo local Government area. The questions asked will be close ended. In each of these questions, a list will be provided from where respondent may choose

his/her answers. This was done as a guide in order to mitigate analytical problems.

3.5 Analysis of Data

The purpose of data analysis is to reduce data to intelligible and interpretable form so that relations of research problems can be studied and tested. Data which came in form of responses to the questionnaire questions will be collected in a special work to ensure correlations and accuracy. Thus, they were subjected to control quality.

Simple percentage will be used for data analysis in order to find out if the hypothesis will be accepted or rejected. This method is hope will help to establish the relationship between the variable and hypothesis formulated

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1.1 Introduction

The researcher made use of Likert-type question to gather his information. The major aim and objective of this research study is to evaluate the impact of Manpower training and Development in public service delivery - A case study of Edo State civil service, Public works department and to provide information that will help to investigate the extent of you migration in Nigeria.

The questionnaire was designed to capture the demographic data of the respondents and their opinions with respect to the research question/statement, the questionnaire was divided into two (2) parts. Part I sought to obtain information on demographic details of respondent while Part II consisted of items measuring the respondents' perceptions.

In all a total of hundred (100) questionnaires were administered to Public works department in the study area and ninety (90) were retrieved, one (1) was wrongly filled and nine (9) were not returned.

The responses are presented in tables and percentages which were used to illustrate the responses received.

$$\frac{\text{Number of Responses}}{\text{Total number of respondents}} \times \frac{100}{1}$$

DATA PRESENTATION PART I

SECTION A: BIO DATA

Table 4.2.1: Demographic Details of Respondents

S/N	Details	Respondents	Frequency	Percentage
1.	GENDER:	Male	63	70
		Female	27	30
2.	MARITAL STATUS:	Single	38	42.2
		Married	52	57.8
3.	AGE:	20-39	19	21.1
		30 – 49	22	24.5
		50 – 59	31	34.4
		60 and above	18	20
4.	EDUCATIONAL QUALIFICATION	ND/NCE	12	13.3
		HND/B.Sc.	40	44.5
		PG	18	20
		OTHERS	20	22.2
5.	RESIDENCE:	URBAN	68	75.6
		RURALS	22	24.4

Source: Fieldwork (September 2023)

Demographic Data Analysis: Out of one hundred copies of the questionnaires administered, a total of ninety copies were returned. Hence ninety usable copies of questionnaires were used for analysis. This represents an overall response rate of ninety percent (90%) for all the respondents. These responses were used in providing answers to the questions raised in the study.

Table 4.2.1 shows the breakdown of respondents by sex. Sixty-three male respondents representing seventy (70%) and twenty-seven female respondents representing thirty percent (30%) were surveyed in this study. This

shows that views of respondents were sought across the two sexes. It also indicate that thirty-eight respondents representing about forty-two percent (42.2%) of respondent were single and fifty two respondents representing about fifty-seven percent (57.8% were married. Hence a higher number of respondents were matured individuals.

The study also made effort to analysis response from respondent perception and opinion on the various questions/statement raise in the Part II Section of the questionnaire.

SECTION B: RESEARCH QUESTIONS.

Table 4.2.3 Manpower development is relevant in public sector

RESPONDENTS	FREQUENCY	PERCENTAGE%
Strongly Agree	60	66.7
Agree	19	21.1
Undecided	-	-
Disagree	11	12.2
Strongly Disagree	-	-
Total	90	100

Source: Fieldwork (September 2023)

Table 4.2.3: In the question, 66.7% of respondents hold a strong opinion that they think manpower development is relevant in public sector. while 21.1% merely agree. On the other hand 12.2% of the respondents disagree with the assertion from the table therefore, we can conclude that most respondents tthink manpower development is relevant in public sector.

Table 4.2.4 Public sector employee should undergo special development programme such as workshop and seminars?

RESPONDENTS	FREQUENCY	PERCENTAGE%
Strongly Agree	63	70
Agree	16	17.8
Undecided	-	-
Disagree	11	12.2
Strongly Disagree	-	-
Total	90	100

Source: Fieldwork (September 2023)

Table 4.2.4. In the question above, 70% of respondents hold strong opinion that public sector employee should undergo special development programme such as workshop and seminars while 17.8% merely agree. On the other hand 12.2% of the respondents disagree with the assertion from the table therefore, we can conclude that public sector employee undergo special development programme such as workshop and seminars.

Table 4.2.5 Manpower development has positive impact in public sector productivity.

RESPONDENTS	FREQUENCY	PERCENTAGE %
Strongly Agree	44	48.9
Agree	24	26.7
Undecided	7	7.8
Disagree	8	8.9
Strongly Disagree	7	7.8
Total	90	100

Source: Fieldwork (September 2023)

Table 4.2.5: From the above table 44 respondents representing 48.9% strongly agree that manpower development has positive impact in public sector productivity, while 24 respondents representing 26.7% merely agree and 8

respondents representing 8.9% disagree with 7.8% undecided and another 7 respondents representing 7.8% who were strongly disagree.

Table 4.2.6 As an employee, how will you describe manpower development in your organization.

RESPONDENTS	FREQUENCY	PERCENTAGE %
Very good	12	13.3
Good	11	12.2
Poor	-	-
Bad	67	74.4
Total	90	100

Source: Fieldwork (September 2023)

Table 4.2.6 as to the question on As an employee, how will you describe manpower development in your organization from the above table 12 respondents representing 13.3% says very good while 11 respondent representing 12.2% agree that it is good, on the other hand 67 respondents representing 74.4% opined that it is bad. We can conclude that most respondents describe manpower development in their organization as bad.

Table 4.2.7 Manpower development helps to improve employees skills on the job.

RESPONDENTS	FREQUENCY	PERCENTAGE
Strongly Agree	27	30
Agree	26	28.9
Undecided	-	-
Disagree	13	14.4
Strongly Disagree	24	26.7

Total	90	100
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Source: Fieldwork (September 2023)

Table 4.2.7: As regards the question above whether manpower development help to improve employees skills on the job 30% of the respondents strongly agree while 28.9% merely agree, on the other hand 14.4% disagree with the assertion while 26.7% strongly disagree.

Table 4.2.8 There is significant relationship between manpower development and productivity in Edo State civil service

RESPONDENTS	FREQUENCY	PERCENTAGE
Strongly Agree	29	31.9
Agree	22	28.3
Undecided	16	25.2
Disagree	14	16.6
Strongly Disagree	12	11.1
Total	90	100

Source: Fieldwork (September 2023)

Table 4.2.8: As regards the question above There is significant relationship between manpower development and productivity in public works department, Edo State Civil service . 31.9% of the respondents strongly agree while 28.3% merely agree, on the other hand 25.2% were undecided with the assertion while 11.1% strongly disagree. However, 14 respondents representing 16.6% merely disagrees.

Table 4.2.9 Manpower development is a tool for efficiency in public sector.

RESPONDENTS	FREQUENCY	PERCENTAGE %
Strongly Agree	36	40
Agree	23	25.6
Undecided	8	8.9
Disagree	14	15.5

Strongly Disagree	9	10
Total	90	100

Source: Fieldwork (September 2023)

Table 4.2.9: From the above 25.6% of the respondents agree that manpower development is a tool for efficiency in public sector with 40% holding a stronger opinion on the other hand 15.5% of the respondents disagree with the assertion with 10% holding a strong opposing opinion while 8.9% of the respondents were undecided from the table therefore, we can conclude that manpower development is a tool for efficiency in public sector.

Table 4.2.10 Poor performance in the public sector is as a result of inadequate facilities or tools to carry out their duties.

RESPONDENTS	FREQUENCY	PERCENTAGE %
Strongly Agree	65	68.9
Agree	13	17.8
Undecided	-	-
Disagree	-	-
Strongly Disagree	12	13.3
Total	90	100

Source: Fieldwork (September 2023)

Table 4.2.10: In the question 68.9% of the respondent held a strong view that poor performance in the public sector is as a result of inadequate facilities or tools to carry out their duties, while 17.8% merely agree to the assertion. On the other hand, 12 respondents representing 13.3% strongly disagree from the table we can conclude that poor performance in the public sector is as a result of inadequate facilities or tools to carry out their duties.

Table 4.2.11 Lack of technical know how to manage the equipment will result to poor performance

RESPONDENTS	FREQUENCY	PERCENTAGE
Strongly Agree	32	24.4
Agree	28	31.1
Undecided	-	-
Disagree	24	26.7
Strongly Disagree	16	17.8
Total	90	100

Source: Fieldwork (September 2023)

Table 4.2.11: In the question 24.4% of the respondent held a strong view that think lack of technical know how to manage the equipment will result to poor performance, while 17.8% merely agree to the assertion. On the other hand, 12 respondents representing 13.3% strongly disagree from the table we can conclude that lack of technical know how to manage the equipment will result to poor performance.

Table 4.2.12 Public works department has been performing their duties creditably.

RESPONDENTS	FREQUENCY	PERCENTAGE %
Strongly Agree	30	33.3
Agree	7	7.8
Undecided	25	27.8
Disagree	13	14.4
Strongly Disagree	15	16.7
Total	90	100

Source: Fieldwork (September 2023)

Table 4.2.13: In the question 25, respondents representing 27.8% strongly agree with the assertion with, 7.8% merely agree, on the other hand 14.4% disagree with 16.7% holding a stronger opposing opinion, also 30

respondent representing 33.3% were undecided. This implies majority of the respondent believe that Public works department has not been performing their duties creditably.

Table 4.2.14 : There are credible solution to the challenges of manpower development and productivity in Edo State civil service

RESPONDENTS	FREQUENCY	PERCENTAGE %
Strongly Agree	26	28.9
Agree	30	33.3
Undecided	10	11.1
Disagree	14	15.6
Strongly Disagree	10	11.1
Total	90	100

Source: Fieldwork (September 2023)

Table 4.2.14: As regards the question above there are credible solution to the challenges of manpower development and productivity in Edo State civil service, 28.9% of the respondents strongly agree while 33.3% merely agree, on the other hand 11.1% were undecided with the assertion while 15.6% disagree with another 11.1 % strongly disagree.

Table 4.2.15 I have the opportunity to grow and develop with the training received

RESPONDENTS	FREQUENCY	PERCENTAGE %
Strongly Agree	28	31.1
Agree	10	11.1
Undecided	20	22.2
Disagree	15	16.7
Strongly Disagree	17	18.9
Total	90	100

Source: Fieldwork (September 2023)

Table 4.2.15: From the above 28 respondents representing 31.1% strongly agree that they have the opportunity to grow and develop with the training received while 11.1% merely agree with 18.9% strongly disagree while 16.7% merely disagree and 22.2% were undecided.

Table 4.2.16 The nature of manpower training has not enhanced employee productivity in Edo State civil service

RESPONDENTS	FREQUENCY	PERCENTAGE %
Strongly Agree	42	46.7
Agree	25	27.8
Undecided	7	7.8
Disagree	9	10
Strongly Disagree	7	7.8
Total	90	100

Source: Fieldwork (September 2023)

Table 4.2.16: In the above table on whether the nature of manpower training has not enhanced employee productivity in Edo State civil service. 46.7% of the respondents, strongly agreed with 25 respondents representing 27.8% merely agree while 10% disagree with 7.8% holding a stronger opposing view and 7 respondents representing 7.8% were undecided. Therefore we could conclude that the nature of manpower training has not enhanced employee productivity in Edo State civil service

Table 4.2.17 The organisation recognises my performance

RESPONDENTS	FREQUENCY	PERCENTAGE %
Strongly Agree	26	28.9
Agree	30	33.3
Undecided	10	11.1
Disagree	14	15.6
Strongly Disagree	10	11.1
Total	90	100

Source: Fieldwork (September 2023)

Table 4.2.17: As regards the question above whether the organisation recognises my performance 30% of the respondents strongly agree while 28.9%

merely agree, on the other hand 14.4% disagree with the assertion while 26.7% strongly disagree.

Table 4.2.18 The training organised by the company has significant effect on my performance

RESPONDENTS	FREQUENCY	PERCENTAGE %
Strongly Agree	30	33.3
Agree	26	28.9
Undecided	14	15.6
Disagree	10	11.1
Strongly Disagree	10	11.1
Total	90	100

Source: Fieldwork (September 2023)

Table 4.2.18: As regards the question above whether the training organised by the company has significant effect on my performance 30% of the respondents strongly agree while 28.9% merely agree, on the other hand 14.4% disagree with the assertion while 26.7% strongly disagree.

4.2 Hypothesis Testing

At the inception of this study, we formulated some hypothesis which were designed to act as guide to the conduct of this study. In this section, we shall attempt to test these hypothesis in order to give credence to our Assumptions about the problems under investigation.

Hypothesis One

H_{R1}: There is a significant relationship between manpower development and productivity in public works department, Edo State Civil service

H₀1: There is no significant relationship between manpower development and productivity in public works department, Edo State Civil service

$$\text{Chi-Square } (X^2) \sum = \frac{(fo - fe)^2}{Fe}$$

Where

- X² = Chi-square symbol
- Fo = Actual or frequency observed
- Fe = Frequency expected
- ∑ = Summation

Decision Rule

At 0.05 level of significance the null hypothesis will be rejected if the computed X² is greater than the table value of X² at 4 degree of freedom.

TEST DATA: The data used to test this hypothesis was obtained from the responses of respondents to questions contained in the questionnaires.

Table 4.4.1: One-Way Classical

	Respondents		Fo – Fe	(Fo-Fe) ²	<u>(Fo- Fe)²</u> Fe
	Fo	Fe			
Strongly Agree	29	18	11	121	6.7
Agree	22	18	4	16	0.9
Undecided	16	18	-2	4	0.2
Disagree	14	18	-4	16	0.9
Strongly Disagree	12	18	-6	36	0.3
Total	90	90	0	193	11

Source: table 4.2.8

Calculated Chi-Square (X²) = **11**

Interpretation: From the chi-square table the critical value of 4 degree of freedom (5-1) (2-1) is 9.49 the computed value of 11 is greater than the critical value of 9.49.

Armstrong (2004), posited that human resource development is concerned with the provision of learning, development and training opportunities in order to improve individual, team and organisational performance.

Since the computed X^2 value is greater (11) than the table value of X^2 (9.49) at 5% level of significance and 4 degree of freedom we reject the null hypothesis which states that There is no significant relationship between manpower development and productivity in public works department, Edo State civil service. Therefore the alternate hypothesis which states that there is a significant relationship between manpower development and productivity in public works department, Edo State civil service stands and accepted.

Hypothesis Two

H_{R2}: The nature of manpower training has enhanced employee productivity in public works department, Edo State Civil service

H₀₂: The nature of manpower training has not enhanced employee productivity in Edo State civil service

Decision Rule

At 0.05 level of significance the null hypothesis will be rejected if the computed X^2 is greater than the table value of X^2 at 4 degree of freedom.

Test Data

The data used to test this hypothesis was obtained from true responses of respondents to questions contained in the questionnaire as reproduced below:

Table 4.4.2: One-Way Classical

	Respondents		Fo – Fe	(Fo-Fe) ²	$\frac{(Fo - Fe)^2}{Fe}$
	Fo	Fe			
Strongly Agree	42	18	24	576	32
Agree	25	18	7	49	2.7
Undecided	7	18	-11	121	6.7
Disagree	9	18	-9	81	4.5
Strongly Disagree	7	18	-11	121	6.7
Total	90	90	0	948	52.6

Source: Table 4.2.16

Calculated Chi-Square (X^2) = **52.6**

Interpretation: Using a level of significance of 5% at 4 degree of freedom, table X^2 is equals to 9.49 hence we establish our physical acceptance value.

Hamlin (2004) examines Manpower Development and concludes that it implies any activity which deliberately attempts to improve a person's skill in a job. It also creates learning in the areas of knowledge, skill, experience and attitudes.

Since the computed X^2 value of (52.6) is greater than the table value of X^2 (9.49) at 5% level of significance at 4 degree of freedom we reject the null hypothesis and accept the Alternative hypothesis which states that the nature of manpower training will enhanced employee productivity in public works department, Edo State Civil service .

Hypothesis Three

H_{R3}: There are credible solution to the challenges of manpower development and productivity in public works department, Edo State Civil service .

H₀₃: There are no credible solution to the challenges of manpower development and productivity in public works department, Edo State Civil service

Decision Rule

At 0.05 level of significance the null hypothesis will be rejected if the computed X^2 is greater than the table value of X^2 at 4 degree of freedom.

Test Data

The data used to test this hypothesis was obtained from true responses of respondents to questions contained in the questionnaire as reproduced below:

Table 4.4.1: One-Way Classical

	Respondents	F_o – F_e	(F_o-F_e)²	<u>(F_o– F_e)²</u>
--	--------------------	--------------------------------------	--	--

	Fo	Fe			Fe
Strongly Agree	26	18	8	64	3.6
Agree	30	18	12	144	8
Undecided	10	18	-8	64	3.6
Disagree	14	18	-4	16	0.9
Strongly Disagree	10	18	-8	64	3.6
Total	90	90	0	352	19.7

Source: Table 4.2.14

Calculated Chi-Square (X^2) = **19.7**

Interpretation: From the chi-square table the critical value of 4 degree of freedom (5-1) (2-1) is 9.49 the computed value of 19.7 is greater than the critical value of 9.49.

Omole (2004) also state that human resources development has to do with providing learning and development opportunities, making training intervention and planning, conducting and evaluating training programmes. Hence public organization will be more productive and responsive to their organizational goal.

Since the computed X^2 value is greater (**19.7**) than the table value of X^2 (9.49) at 5% level of significance and 4 degree of freedom we reject the null hypothesis which states that there are no major challenges to effective manpower development in public works department, Edo State Civil service . Therefore the alternate hypothesis which states that there are credible solution

to the challenges of manpower development and productivity in public works department, Edo State Civil service , hence the hypothesis stands and accepted.

DISCUSSION OF FINDINGS

From the analysis above, it was observed that majority of the respondents believed that Public works department has not been performing their duties creditably.

The study also found that lack of technical know how to manage the equipment resulted to poor performance in civil service

Poor performance in the public sector was also discovered to be as a result of inadequate facilities or working tools for workers to carry out their duties.

During the course of the study, the study also discovered that most employee described manpower development in their organization as bad

The research work also found that manpower development help to improve employees skills on the job as depicted by the responses from the respondents

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 SUMMARY

This study was aimed at discovering how manpower development enhances organizational effectiveness. The study also aimed at finding out how manpower needs determined in public sector productivity of public work department in Edo State civil service. It also tried to examine the various manpower programmes provided in public works and tried to investigate the impact of Manpower development on productivity rate in public works. The study started with an introduction, which occupied the first chapter. It explored the background of the study, statement of the problem, objectives, significance and scope of the study.

Chapter two embodied the literature review which had its sub themes as; concept of Manpower, Manpower Development as a concept, Stages/steps in organizing Manpower and development programme, Importance of Manpower and Development in Organizations, Impact of Manpower and development in employees performance, Ways of enhancing the effectiveness of Manpower and development programme in organizations. Chapter three focused on background information on public works. Data presentation and analysis was presented in chapter four using statistical tables to show the percentage and

number of responses from the study population while chapter five dealt with summary, conclusion and recommendation.

5.2 CONCLUSION

This study was carried out with the motive of ascertaining the impact of manpower development vis-à-vis public sector productivity of public work department in Edo State Civil service of Edo state. After the analysis carried out in chapter four, we observed that manpower of the employees increased their better understanding of the job. We also discovered that good manpower is responsible for employee's efficiency and effectiveness in their work place and the company uses position of staff to select employees for manpower. We observed that the selection criterion gives equal opportunity to all categories of workers and the attitude of top management towards manpower is very serious and encouraging. We also discovered that the progress of public works is directly related to the quality of its manpower policy. We strongly believe that if these observations are further strengthened, the productivity of the employees and the company will be greatly improved.

5.3 RECOMMENDATIONS

In order to enhance the productivity of public sector organisation through manpower development, the following recommendations should be taken into consideration; Well-trained staff with refined skills and depth of

knowledge can bring any organization to life, staff development/training is the obvious investment public organisation must make in its most important asset to enhance productivity.

The local government needs to develop the employee manpower within the framework of a comprehensive, ongoing, and consistent employee manpower development program. This quality of employee manpower program is essential to keep the staff motivated about learning new concepts and their departments profitable.

The local government should encourage good and quality manpower development programme since it is responsible for employee's efficiency and effectiveness in their work place. Good and quality manpower programme such as on the job training, organizing of seminars and orientations periodically, etc., can help to improve the employees performance.

There should be availability of adequate facilities or working tools for employees to carry out their duties in public organization. The local government should also enhance the selection criterion, so that it gives equal opportunity to all categories of workers to be selected for manpower training since the technological innovation affects the content, nature and manpower needs of the organization, the organisation should develop the employees with technology knowledge. The manpower policy of the company should be

enhanced so as to be able to help increase the employee's performance. Manpower development is also a motivational technique; the workers are motivated when they discover the resources the organisation brings out for their training. The organisation should ensure that the manpower development programme is done regularly.

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APPENDIX

DEPARTMENT OF PUBLIC ADMINISTRATION FACULTY OF SOCIAL SCIENCES UNIVERSITY OF BENIN BENIN CITY.

I am a final year student of the above department. I am writing a research work on the topic “manpower development and public sector productivity”- A case study of Oredo Local Government Area, Public Works Department. Edo State.

Kindly provide relevant information that will assist me in getting the desired results. Be rest assured that your information would be treated with utmost confidentiality.

Thank you.

Yours faithfully,

PART A: (BIO DATA)

Instruction: tick (√) where appropriate

1. Gender: Male () Female ()
2. Age: 18 – 28 () 29 – 38 () 49 – 58 () 59 – above ()
3. Marital Status: Single () Engaged () Married () Divorce () Others ()
4. Qualification: O-Level () ND () HND / BSc () post graduate ()
5. Residence: Urban () Rural ()

Instruction: For statement below, please indicate the extent to which you agree or disagree with each of them by ticking the answer that is most appropriate. Strongly Agree (SA), Agree (A), Undecided (UN), Disagree (D), Strongly Disagree (SD)

S/N	QUESTIONS	SA	A	U	D	SD
6	Manpower development is relevant in public sector					
7	Public sector employee undergo special development programme such as workshop and seminars?					
8	Manpower development has positive impact in public sector productivity.					
9	As an employee, how will you describe manpower development in your organization.					
10	Manpower development helps to improve employees' skills on the job.					
11	There is a significant relationship between manpower development and productivity in public works department, Edo State Civil service .					
12	Manpower development is a tool for efficiency in public sector.					
13	Poor performance in the public sector is as a result of inadequate facilities or tools to carry out their duties.					
14	Lack of technical know how to manage the equipment will result to poor performance					
15	Public works department has been performing their duties creditably.					
16	Good physical working conditions are provided in the public sector					
17	There are credible solution to the challenges of manpower development and productivity in public works					

	department, Edo State Civil service					
18	I have the opportunity to grow and develop with the training received					
19.	The nature of manpower training has enhanced employee productivity in public works department, Edo State Civil service					
20.	The training organised by the company has significant effect on my performance					