MANPOWER DEVELOPMENT AND EMPLOYEE SERVICE DELIVERY:
A STUDY OF ENUGU STATE LOCAL GOVERNMENT SERVICE COMMISSION

Ohaeri Chibuike S
Department of Public Administration Imo State Polytechnic
Umuagwo
Email: ohaerichibuikem@gmail.com

Chukwu Emmanuel O
Department of Public Administration, Nnamdi Azikiwe University Awka

Abstract
This paper examined manpower development and employee service delivery: A study of Enugu State Local Government Service Commission. Data were collected from both primary and secondary sources presented in tables and analyzed using percentages and frequent tables. Hypotheses were formulated and tested using Chi square method. It was discovered among other things that, staff training will improve employee’s performance in Awka-South Local Government Area. It was observed that management makes effort towards ensuring adequate staff training, and that Staff training will have a significant effect on the output and service delivery of staff of Enugu State Local Government. In view of these findings, among other recommendations are; that training needs should be considered on the basis of overall organizational objectives. The goals of the organization should determine what training programs are to be organized for staff. The management of Awka-South Local Government Area should invest more in training as money invested in the employees is like money kept in a safe deposit, which appreciates in value over time.

Keywords: manpower, development, management, training needs

Introduction
Manpower development is is synonymous to training. An organization will find it difficult to deliver if the employee do not receive regular training. Henrich (1976) sees training as a systematic process of altering the behaviour, knowledge and motivation of employee in a direction to increase organizational goals achievement. Because of the importance of human resources as the most valuable asset of any organization, it is pertinent to look into the history of staff training in Nigeria. The history of staff training is as old as human civilization itself. Since prehistoric times the jobs of adults have been taught to children to prepare them for adulthood. Throughout the centuries societies have changed, have become more complex. The kinds of work to be done, the skills needed, and the tools used to do the work have also changed. In order to manage these changes in the complexity, volume, and content of work, training evolved. When humans created artifacts, the need for teaching others how to use those artifacts became necessary. Teaching others to use a
tool to perform a task was one of the first goals of training. Steinmetz (1976) opined that "As man invented tools, weapons, clothing, shelter, and language, the need for training became an essential ingredient in the march of civilization" As the artifacts became more complex, different ways of training were developed to be more effective and efficient.

According to Brethower and Smalley (2001) "Instructional practices were developed that served the needs of the times, evolving into accepted instructional paradigms". These different practices were developed at different times, and some of them changed through the years, but all of them are used today, depending on the staff training need and situation.

The industrial revolution in the west changed the face of training. In the 1800s factory schools were created, in which workers were trained in classrooms within the factory walls. It was found out that adequate training was needed for the employees to operate the industrial machineries.

Staff training in Nigeria can be dated as far back as the late 19th century during the beginning of the colonial era. The British colonialist trained most locals to work in the different grade level in the civil services and ministries that were established. Even after Nigeria’s independence in 1960, the government established different training agencies to cater for the training needs of its different agencies.

High organizational effectiveness has been as a result of the intensive training programs given to workers. However, most organizations are not financially buoyant to carry out staff training exercise. According to Williams (2006) American companies spend more than $60 billion dollars a year on staff training. At this junction it will be pertinent to look at those staff training services being offered to different organizations and how it improves their effectiveness.

In the local governments, it is the function of the civil service commission to cater for the staff training of the different government ministries. The civil service commission, carry out these activities by; Offering a variety of scheduled workshops in the areas of: leadership and management; interpersonal skills; oral and written communications skills; and personal development skills. These workshops are held both in urban and in rural areas, provide customized and in-house group training to meet the specific needs of the program area. Provide consulting and facilitation services in several areas, including but not limited to: planning, organizational change, team building, and workplace restoration. Provide assistance in identifying your organization and staff development needs and recommendations to meet associated training requirements.

Also the Industrial Training Fund Act (ITFA) came into effect on 8 October 1971. The purpose of the Act was to establish a Fund – The Industrial Training Fund (ITF) - to be utilized to promote and encourage the acquisition of skills in industry or commerce in Nigeria with a view to generating a pool of indigenous trained manpower sufficient to meet the needs of the economy.

**Statement of the Problem**

Staff development is crucial and no organization can deliver if the training needs are not met. Thus organisations that do not embark on staff development may not survive. A myriad of factors hinder training needs, essential is fund and identifying appropriate training needs.

It has been discovered that most funds meant for the training of employees Enugu State Local Service Commission is embezzled by political office holders and senior officers instead of being used for the purpose it was meant for. This has therefore led to a state of stagnation, mediocrity, poor service delivery, ineffectiveness and under performance of employees. The corrupt nature of political office holders and senior staff in Enugu State Local Government. Also failure to identify training needs of employees/staff and adopt a specific training method is another debilitating factor.
Objectives of the Study
The broad objective of this study is to examine the effect of manpower development on employee service delivery in Enugu State Local Service Commission. The specific objectives include to:

a. examine the effort made by Enugu State Local Government Service Commission towards manpower development.
b. Examine if enough fund is made available for manpower development in Enugu State Local Government Service Commission.

Hypotheses
(1) There is a significant relationship between manpower development and employee service delivery in Enugu State Local Government Service Commission
(2) Management makes enough funds available for manpower development in Enugu State Local Government Service Commission.

Literature Review
Concept of manpower development/ Training
Noe (2010) refers to training as a planned effort by a company to facilitate employees’ learning of job-related competencies. These competencies include knowledge, skills, or behaviours that are critical for successful job performance.

Oribabor (2000) submitted that training and development aim at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organization growth.

Fanibuyan (2011) defines training as the systematic process of altering the behaviour and attitude of employees in a direction to increase organizational goals and development as program generally aimed at educating supervisory employees above and beyond the immediate technical requirement of the job and have a main objective of the improvement of the effective performance of all employees.

Training programs not only develops employees but also help an organization to make best use of their human resources in favour of gaining competitive advantage. Therefore, it seems mandatory by the firm to plan for such a training programs for its employees to enhance their abilities and competencies that are needed at the workplace,(Jie and Roger, 2013).

Training not only develops the capabilities of the employee but sharpen their thinking ability and creativity in order to take better decision in time and in more productive manner (David, 2014). Moreover it also enables employees to deal with the customer in an effective manner and respond to their complaints in timely manner (Hollenbeck, Derue and Guzzo, 2014). Training develops self efficacy and results in superior performance on job (Svenja, 2007), by replacing the traditional weak practices by efficient and effective work related practices (Kathiravan, Devadason and Zakkeer, 2006).

Training refers to a planned intervention aimed at enhancing the elements of individual job performance” (Chiaburu and Tekleab, 2010). It is all about improving the skills that seems to be necessary for the achievement of organizational goals. Training programs may also help the workforce to decrease their anxiety or frustration, originated by the work on job (Chen, 2014). Those workers who feel themselves to be unable to perform a task with the desired level of performance often decide to leave the firm (Chen, 2014), otherwise their stay at firm will not add to productivity (Kanelopoulos and Akrivos, 2006). The greater the gap between the skills necessary and those possessed by the workforce, the higher the job dissatisfaction of the workers.
Rowden (2012), suggest that training may also be an efficient tool for improving ones job satisfaction, as employee better performance leads to appreciation by the top management, hence employee feel more adjusted with his job. According to Rowden and Conine (2012), trained employees are more able to satisfy the customers and (Tsai, 2007), employees who learn as a result of training program shows a greater level of job satisfaction along with superior performance.

**Concept of service delivery**

According to Hawthorne studies and many other research works on productivity of worker highlighted the fact that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs (Landy, 2011). Moreover, it is stated that employees are more likely to turnover if they are not satisfied and hence not motivated to show good performance. Employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets. (Kinicki and Kreitner, 2007). The employee could be only satisfied when they feel themselves competent to perform their jobs, which is achieved through better training programs. Recognizing the role of training practices, enable the top executives to create better working environment that ultimately improves the motivational level as well as the performance of the workforce.

According to Leonard-Barton, (2012), an organisation that gives worth to knowledge as a source of gaining competitive edge than competitors, should build up system that ensure constant learning, and on the effective way of doing so is training. Pfeffer (2004) highlights that well-trained workforce is more capable of achieving performance targets and gaining competitive advantage in the market. Training is determined as the process of enabling employee to complete the task with greater efficiency, thus considered to be vital element of managing the human resource performance strategically (Lawler, 2013; Delaney and Huselid, 2014). The importance of training on the employee performance, through accelerating the learning process, is mentioned in many researches (e.g. McGill and Slocum, 2013; Ulrichet 2013; Nonaka and Takeuchi, 2012; DiBella 2011). Employee performance, achieved through training, refers to immediate improvements in the knowledge, skills and abilities to carry out job related work, and hence achieve more employee commitment towards the organizational goals (Huselid, 2010). Kamoche and Mueller (2014) mentioned that training should leads to the culture of enhancing learning, to raise employee performance and ultimately higher return on investment (in training) for the firm.

**Objectives of staff training**

According to Amewudah (2012), objectives of training are what employees would achieve and gain after undergoing the training program. The benefits of a training program refer to the objectives. Before employees embark on any training program, it is assumed that there are handicaps. If the handicaps are overcome after undergoing the training program it means that objectives have been achieved (Finchmam, 2009). Objectives mean what we can learn and do after a training program. Some organizations send their employees on a training program without identifying objectives and without knowing what the trainees would achieve by the time they come back from the training program, they will be able to achieve certain things (Truss, 2004). For example, employees were not able to conduct bank reconciliation statement or were not able to operate windows ’98 and windows 2000. If they are able to do so at the end of a training program, one could say that the objectives have been realized. According to Kayode (2011) the objectives of training are as follows;

1. **Improving quality of workforce:** Training programs can help in improving the quality of work produced by the workforce of organization. Mostly, training is given in a specific area
like finance, marketing or HR, which helps in improving the quality of work in that particular area.

2. **Enhance employee growth**: By attending these training and development programs, employees are able master the work of their jobs and that's how they develop and grow themselves in a professional way.

3. **Prevents obsolescence**: These training programs help employees to keep themselves up to date with the new trends in latest technology, which reduces the chances of termination of the job.

4. **Assisting new comer**: These programs help new employees to adjust themselves in a new working environment, culture and technology. They feel themselves as regular employees of that organization.

5. **Bridging the gap between planning and implementation**: It helps organizations to easily achieve their targets and goals what they actually planned for. Employees know their job better and they deliver the quality performance according to needs of top management. That's why organizations can easily implement their plans.

6. **Health and safety measures**: Training and development program clearly identifies and teaches employees about the different risk involved in their job, the different problems that can arise and how to prevent such problems. This helps to improve the health and safety measures in the company.

7. **It helps to increase workers morale and enthusiasm**: Training programs often time, boost workers confidence and give them a high spirit to perform optimally.

Pitfield (2013) is of the opinion that the objectives of training are to: provide the skills, knowledge and aptitudes necessary to undertake required job efficiently develop the workers so that if he has the potentials, he may progress, increase efficiency by reducing spoilt work, misuse of machines and lessening physical risks.

Abang (2009) Training will have the greatest impact when it is bundled together with other human resource management practices and these practices are also implemented following sound principles and practices based on empirical research.

Many studies have garnered support for the benefits of training for organizations as a whole. Herman and Kurt (2009) believed These benefits include improved organizational performance (e.g., profitability, effectiveness, productivity, operating revenue per employee) as well as other outcomes that relate directly (e.g., reduced costs, improved quality and quantity) or indirectly (e.g., employee turnover, organization’s reputation, social capital) to performance.

**Methodology**
The study is a descriptive research, it adopted survey design. Data were collected through questionnaire, face to face interview, focus group discussion and official records.

**Population and sample size selection**
In determining the sample size for the study, the researcher drew the sample from the entire population of Enugu State Local Government Commission. It has a total number of 430 employees. Therefore to ensure effective coverage of the population, the researcher adopted a statistical formula by Taro Yamani (1964) to determine the sample size from the population. The researcher chooses 5% or 0.05 as the error margin.

\[
 n = \frac{N}{1+N(e)^2}
\]

Where \( n = \) sample size
N= population size

l= constant

e= the assumed error margin

Applying the above formula

N= 430
e= 0.05

\[
n = \frac{430}{1 + 430(0.05)^2}
\]

\[
n = \frac{430}{1 + 430(0.0025)}
\]

\[
n = \frac{-430}{2.07}
n = 207
\]

Consequently, 207 people constitute the sample size for the study. The researcher used simple random sampling to select the element into the sample.

**Method of Data Analysis**

The researcher used the simple percentage method and table to present the data gathered. The inferential tool used in analyzing the hypothesis of the study was the Chi square.

The formulae for percentage are given:

\[
\frac{A \times 100}{B}
\]

Where: A = Number of respondents to an item  B = Total respondents in sample  100 = Percentage

Formula for Chi square \( X^2 \)

\[
X^2 = \frac{(fo-fe)^2}{fe}
\]

Where fo = frequency observed  fe = frequency expected

**Test of Hypotheses**

**Hypothesis 1**

Hi: there is a significant relationship between manpower development and Employee Service delivery in Enugu State Local Government Service Commission.
Table 1: Analysis of hypothesis 1

<table>
<thead>
<tr>
<th>Options</th>
<th>Positive Response</th>
<th>Negative Response</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management/Admin Staff</td>
<td>10</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>Senior Staff</td>
<td>52</td>
<td>2</td>
<td>54</td>
</tr>
<tr>
<td>Junior Staff</td>
<td>54</td>
<td>17</td>
<td>71</td>
</tr>
<tr>
<td>Clerical Staff</td>
<td>43</td>
<td>12</td>
<td>55</td>
</tr>
<tr>
<td>Total</td>
<td>159</td>
<td>31</td>
<td>190</td>
</tr>
</tbody>
</table>

Source: Field Survey (2016)
Negative response = (undecided, disagree and strongly disagree)
Positive responses = (strongly agreed and agree)

Formula for $X^2$

$$X^2 = \frac{(fo-fe)^2}{fe}$$

Where $fo =$ frequency observed, $fe =$ frequency expected

Level of significance 0.05

Using $fe = \frac{CT \times RT}{GT}$

Where CT= column total
RT= row total, GT= grand total

<table>
<thead>
<tr>
<th></th>
<th>FO</th>
<th>FE</th>
<th>$FO - FE$</th>
<th>$(FO - FE)^2$</th>
<th>$\frac{(fo-fe)^2}{fe}$</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>10</td>
<td>8.37</td>
<td>1.63</td>
<td>2.66</td>
<td>0.32</td>
</tr>
<tr>
<td>2</td>
<td>49</td>
<td>45.19</td>
<td>3.81</td>
<td>14.52</td>
<td>0.32</td>
</tr>
<tr>
<td>3</td>
<td>57</td>
<td>59.42</td>
<td>-2.42</td>
<td>5.86</td>
<td>0.1</td>
</tr>
<tr>
<td>4</td>
<td>43</td>
<td>46.03</td>
<td>-3.03</td>
<td>9.18</td>
<td>0.19</td>
</tr>
<tr>
<td>5</td>
<td>0</td>
<td>1.63</td>
<td>-1.63</td>
<td>2.65</td>
<td>1.63</td>
</tr>
<tr>
<td>6</td>
<td>2</td>
<td>8.8</td>
<td>-6.8</td>
<td>46.24</td>
<td>5.2</td>
</tr>
<tr>
<td>7</td>
<td>17</td>
<td>11.6</td>
<td>5.4</td>
<td>29.16</td>
<td>2.5</td>
</tr>
<tr>
<td>8</td>
<td>12</td>
<td>8.97</td>
<td>3.03</td>
<td>9.18</td>
<td>1.02</td>
</tr>
</tbody>
</table>

Source: Field Survey (2015)

DF = (C-1) (R-1)
= (4-1) (2-1)
=3x1 = 3
With level of significance = 0.05 and df = 3, the critical value of \( X^2 = 7.81 \)

**Decision rule:** reject Ho if the calculated \( X^2 \) is greater than the critical value of \( X^2 \), do not reject if otherwise

**Decision:** Since \( X^2 \) cal = 11.28 and our critical value = 7.81, we reject the null hypothesis and accept the research hypothesis.

**Hypothesis II**

Hi: management makes enough fund available for manpower development.

**Table 2:** Analysis of hypothesis II

<table>
<thead>
<tr>
<th>Options</th>
<th>Positive Response</th>
<th>Negative Response</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management/Admin Staff</td>
<td>0</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Senior Staff</td>
<td>16</td>
<td>38</td>
<td>54</td>
</tr>
<tr>
<td>Junior Staff</td>
<td>31</td>
<td>40</td>
<td>71</td>
</tr>
<tr>
<td>Clerical Staff</td>
<td>33</td>
<td>22</td>
<td>55</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>80</strong></td>
<td><strong>110</strong></td>
<td><strong>190</strong></td>
</tr>
</tbody>
</table>

*Source: Field Survey (2015)*

Negative response = (undecided, disagree and strongly disagree)

Positive responses = (strongly agreed and agree)

Formula for \( X^2 \)

\[
X^2 = \frac{(fo-fe)^2}{fe}
\]

Where \( fo = \) frequency observed, \( fe = \) frequency expected

Level of significance 0.05

Using \( fe = \frac{CT \times RT}{GT} \)

Where CT= column total

RT = row total, GT = grand total

For Fe1:

\[
Fe1 = \frac{80 \times 10}{190} = 4.21
\]

For Fe2:

\[
Fe2 = \frac{80 \times 54}{190} = 22.74
\]

For Fe3:

\[
Fe3 = \frac{80 \times 71}{190} = 29.89
\]

For Fe4:

\[
Fe4 = \frac{80 \times 55}{190} = 23.16
\]

For Fe5:

\[
Fe5 = \frac{110 \times 10}{190} = 5.79
\]

For Fe6:

\[
Fe6 = \frac{110 \times 54}{190} = 31.26
\]

For Fe7:

\[
Fe7 = \frac{110 \times 71}{190} = 41.12
\]

For Fe8:

\[
Fe8 = \frac{110 \times 55}{190} = 31.84
\]
### Summary of Findings, Recommendations and Conclusion

In this research work, our study have centered on staff training and employee performance in Awka-South Local Government Area.

#### Summary of Findings

In the course of analyzing the data collected from this work, some findings were discovered and discussed in chapter four.

Below are summary of findings:

1. Staff do not enjoy services or benefits given for staff training in the local government.
2. Training does not extend to all level in the organization, i.e from level one to level fifteen. Some levels are exempted from the training process, because management feels they have no need for it.
3. Management do not arrange specific training for individual department, they ignore the special training needs of the different departments in the local government.
4. Open evaluation is used to examine staff performance; management tries to keep tab on staff performance.
5. Training shows significant increase in service delivery and organizations performance in the local government.
6. Finally, training will offers opportunities for economic progress in Awka-South Local Government Area.

While no one will argue with the role training play in the organizational process, one will equally agree that training is a sine qua non for any organization to achieve its desired goal, and a drive for efficiency and national development.
Conclusion
Staff training has been identified by various scholars and anchors to be very crucial to an organization and its effectiveness. In the light of the above, organizations are therefore encouraged to train and develop their staff to the fullest advantage in order to enhance their performance. As training reduces the work of the manager in terms of close supervision it also improves the drive, initiative and quality of work of the employees thus assist them to be more committed to achieving the goals and objectives of the organization and this has the tendency of enhancing effectiveness among workers within the organization. However, for any organization to succeed, training and re-training of all staff in form of workshops, conferences and seminars should be vigorously pursued and made compulsory.

Personal and awkward influences are affecting employee-training efforts. Laissez-Faire approach to employee training is retrogressive. A situation where organizations believe that training and development is an act of faith, that employees should find their way is fraught with dangerous consequences. Some organizations are accepting training programs from their friends and relatives which are not based on the need of their organization. On the other hand, some employees do not show seriousness whenever they are sent on a training program. They come late, in some cases, on a five day training program; they would show up only on the last day. Training should therefore be based on the need of the organization. It must benefit the employee in terms of performance and knowledge which will in turn affect the organization. As it is, some of the institutions designed to train and equip employees with the necessary skills and knowledge are not doing very well in terms of number of people these institutions train.

5.3 Recommendations
Based on the findings of this research, the following recommendations were made.

1. It is an undeniable fact that in recent times many organizations have come to the realization of the importance of the role of training programs as it increases the organization’s / staff efficiency, skills and productivity. In order to reap the full benefits of a training initiative, organizations should ensure that they identify where training needed and it should be done more professionally in conjunction with the line manager as well as the individuals involved together with the personnel department. Everyone involved should agree exactly to what the trainees are lacking, for instance what skill is needed, and what attitudes need to be changed toward work performance.

2. Organizations should face realities; serious approach to training requires careful systematic and planned training activities. Organizations should invest more in training as money invested in the employees is like money kept in a safe deposit, which appreciates in value over time.

3. Assessment should provide a clear understanding of the differences between current and expected performance, identifying the causes of the performance discrepancies and develop action plans to improve performance of employees through training programs.

4. More so, training needs should be considered on the basis of overall organizations objectives. The goals of the organization should determine what training programs are to be organized for staff.
5. Furthermore, organization could develop its Staff through formal education which will give employees the opportunity to attend short courses offered by consultants or an executive MBA and university programs which normally involve lectures by experts, business games and simulations, adventure learning and meetings with customer.

6. Finally, the researcher recommend strongly that all Training and Development Institutions in Nigeria like company training institutions, Institute of Personnel Management of Nigeria, Industrial Training Fund, Centre for Management Development. Administrative Staff College of Nigeria, Financial Institutions Training Center etc. should be reinvigorated to bring about effective training and development capable of sustaining organization to wining a competitive advantage

References


