MAN POWER DEVELOPMENT POLICY AND ITS IMPACT IN AN ORGANISATION

A CASE STUDY OF CHANCHAGA LOCAL GOVERNMENT COUNCIL, MINNA.

BY

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CERTIFICATION

This project titled *"MANPOWER DEVELOPMENT POLICY AND ITS IMPACT IN AN ORGANISATION"* was conducted by Zakari Ibrahim to meet the regulations governing the award of Postgraduate Diploma of Federal University of Technology Minna.

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DEDICATION

This project is dedicated to Allah Almighty, to my parents and to the rest members of my family.

ABSTRACT

The management of any organisational unit involves the accomplishment of objectives through use of the skills and talents of people. To meet the challenges managers must understand the potential of human resources and then secure, retain and develop these resources. One of the major ways of carrying out such tasks is through formulation of policies which is guidance-oriented. This research work on *"Manpower Development Policy and its Impact on an Organisation"* Chanchaga Local Government Council was used as the sample organisation. Data was collected from the respondents, through questionnaires and interview schedules. It was an attitude survey study and data collected were analysed using simple percentages to indicate opinion responses. Findings revealed that through the policy many staff have been trained and so the policy has improved their living standards and helped them perform better at work. However, there was complaint that the policy implementation favoured indigenes and the male staff. Recommendations were drawn from the conclusions and suggestions for further researches were presented.

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INTRODUCTION:

1.1 BACKGROUND:

To meet the challenges of managing managers must understand the potential of human resources and then secure, retain and develop these resources. The management of any organizational unit or department marketing, finance, accounting or production, involves the accomplishment of objectives through use of the skills and talents of resources must be recruited, compensated, developed and motivated, thus organizations need to continually follow the progress of individuals and review the accomplishment of goals.

According to Chike – Okoli (2002) every organization consists of human beings brought together in a hierarchical set up, making use of tools, equipment, human and material resources in order to attain set goals and objectives require team work since no one person on his own can achieve the objectives of an organization.

For the achievement of goals and objectives thousands of workers have to be brought together and distributed for work among the various departments of which the establishment is composed, these workers are graded in different levels of authority, from directors and managers at the top to messengers and labourers at the bottom.

Every one has to be assigned his specific function and the contribution of each must be towards the set objective e. laws, rules, mechanisms are set up and their operation is coordinated controlled and supervised.

Management today places greater stress on the human factor than at any time in the past. Even so, the personnel side of numerous business organization still remains something of a backward.

Coventry (1970) notes that top managers are becoming increasingly aware of the many new techniques of management and the need to anticipate the changing environment in all its aspects through corporate strategy, the mainspring of long – range planning. They are beginning to appreciate the advantages of the computers as an aid to decision – making. They are clearly concerned with physical assets and costs.

But, there still remains a tendency, for example in mathematical model building to leave the human aspects to take care of themselves. Yet, human resources, unpredictable though they may be in practice, are of the utmost importance to corporate success whether on the shop floor, in the office, or as the energizing force in management itself.

It is in the light of the above that the researcher has chosen to study Manpower Development Policy and its impact in an organization. This is in attempt to identify the level of awareness on the importance of human resources management as a maker tool in effective organization management.

Manpower policy in any organization involves a process of formulating objectives and laying down general guidelines and principles on which any establishment under it shall operate in policies represent laid down guides or rules which limit or delimit any actions in the organization .it should   be noted that the initial appointment of people, their progress through the organization, even their discharge, all depend on the right personnel policies and selection techniques. In the framing of personnel policies, it is and useful corrective, from time to time, to study the changing attitudes of workers and staff.

1.2 STATEMENT OF THE PROBLEM

As a matter of fact, in any system of organization and administration there is likely to emanate certain administrative problems especially in the area of the implementation of manpower development policies. These problems often result to low level of achievement in the organization .the problem of study is, therefore, to assess the manpower development policies in local government administration and the impact on the achievement of organizational goals and objectives.

1.3 OBJECTIVES THE STUDY.

The main objective of the study is to study manpower development policies in the sample local government and their implementation

This is important, because local government is the base of democracy in the country and only establishments that are built on strong foundations succeed .moreover, the study of personnel policies provide information for continuous reviewing of policies in line with changing environment and business expectations the study is also aimed at identify what employees benefit from policies that effect them so that alternative ways of improving the gains can be determined.

PURPOSE OF STUDY.

The purpose of this study on manpower development policy can be stated as;

1. To determine or identify the problems associated with manpower development policy

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2. To identify the benefits of these policies to the local government employees

3. To determine the success \ failure of these policies in local government administration

4. To measure the impact of manpower development policy training has on local government administration

5. To suggest solutions to the problems identified as affecting the effective implementation of power development policies

1.4 RESEARCH QUESTIONS

For effective assessment of the impact of manpower development policies on goal achievement the study will attempt to answer the following questions

a) How and to what extent are the manpower development policies implemented.

b) What are the man power development programmes?

c) How many employees have benefited from the programme and in what ways.

d) What impact has the policy on the, achievement of goals and objectives

e) What are the issues and prospects of man power development policies in the organization.

1.5 SIGNIFICANCE OF THE STUDY

The findings of this study will provide empirical data on man power evelopment policy and programmes in organizations. The ministrative bottle – neck involved in implementing man power lopment policy information on the impact of such policy on

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achievement of organizational goals and objectives would suggest best ways to reduce any identified negative impact that occurs in the course of implementing manpower development policy. Apart from bringing to light the defects in the implementation process of manpower development process, it also provides the researcher an avenue. To recommend his view on the subject matter.

Generally, the findings and recommendations of the study will help government in planning and decision making, evaluation and feedback.

1.6   SCOPE OF STUDY:

Ideally, on elaborate research project on man power development policy in local government administration

Consequently, the researcher had to limit the study to Chanchaga Local Government alone only workers under the local government were sampled of the man power policy is not adequate.

The man power development policy does not produce desired results for which it was established.

1.7   BASIC THEORETICAL ASSUMPTION

In this study, it is assumed that :

1. Manpower development policy is very important for the improvement of personnel performance and the achievement of set organizational goals and objectives.

2. Manpower development policy takes into consideration changing times in terms of environmental and organizational demands and expectations

3. Manpower development policy is uniform in all local governments.

4. Effective implementation of manpower policy is a motivation to workers

5. Manpower development programmes involve all activities geared towards motivating and improving workers in an organization.

1.8 DEFINITION OF TERMS

The following terms have been operationally used for the purpose of the study.

Manpower – refers to the staff either senior or junior in the sampled local government

- *Development* – a course of action derived to enable the individual realize his potential and improve his skill and performance in the organization.

- **Senior Staff** – Includes persons normally required to held a higher degree, technical or professional qualification or whose experience has qualified them for the post attracting remuneration on salary grade level 07 and above.

- **Training** – Is the process of sending the staff of an organization to learn more skills on the job and to equip him or her mentally and potentially.

- **Establishment** – A term used to describe a government organization.

- **Policy** – The process of formulating objectives and laying down the general principles on which the organization will be operated.
- **Local Government** – The term used in Nigeria to differentiate government established at the local level from that of urban level. It is the third tier of Government in Nigeria.
- **Civil Servants** - Though, a general term used for government workers in Nigeria but in this context represent local government employees.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 INTRODUCTIONS.

This chapter deals with the review of related literature on man power development policies and programmes organizations and previous researches in the area of man power development.

2.1 A BRIEF ON CHANCHAGA LOCAL GOVERNMENT

Chanchaga local government Area is a local Government in Niger State with it Administrative headquarters in Minna which is also the State Capital of Niger.

It lies at the latitude 9' 37 North and longitude 6'33 east, and wevers an area of about 2,330 hecters. Shehu Y.A (1995)Chanchaga is bounded by Bosso Local government area to all direction.

The population is about 157,159 base on 199 national population census. Based on an estimated annual growth rate of 3% it will be around 230,795 by the end of 1995. (NPC 2004) (MAX Lock Group Nigeria (2000)

Chanchaga local government made up of three major tribes Namely Gbagi Hausa and Nupe. Chanchaga local government council has staff strength of 2,176 staffs. Must of the staffs are either Gbagi Hausa or Nupe by tribe

2.3 MEANING OF MAN POWER DEVELOPMENT POLICY

In every establishment or organization, there are needs of people to run out its operations. Man power simply refers to those in an organization. Manpower is a popular term, it is the over all quantitative human assets or people in the society. (Yusuf, 2001)

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The approaches to development world wide have always emphasized figures of growth especially in respect of physical infrastructures, gross domestic product, international balance of trade and other such things. The need for emphasis on people when considering the indices of development is underscored by the fact that people are the real wealth of a nation and the basic objective of development policy is to create on enabling environment for people to enjoy long, healthy, creative and self-fulfilling lives. The question is; how can laudable objectives and policies be implemented, how can people be managed to patriotic and be dedicated to their job and work efficiently and effectively towards the achievement of set goals [Adewale 1997]

Chike-Okoli [2002] rightly observed that the success of any business or organization depends to a large extent on the calibre of people who work for it, having the right time willing and able to work effectively and at a cost the organization can afford .productivity depends heavily on the attitudes, knowledge and skills of people, which in return reflect the education; training and complex organizations which modern technology requires. In a generation term manpower can be said to mean personnel or employees in terms of the population, talents and level of education in the population.

Manpower development is a concept that has been defined in different ways. It however, implies appraising the performance and potentials of the personnel's at a certain establishment level and improving their efficiency and effectiveness in operation. It involves placement as well as all types of in – service training in house management and provision of developmental programmes.

Whatever concept individuals establishments may be operating on whether public or private, they all have a unified responsibility of improving the working standard of the upgrading the working standard of the employees. Development of personnel ion any changing difficult of operating and urge give or improve its service to the environment. Development of employees stem from the fact that organizations need growth and continuous improvement in production and diversity therefore need to keep to the changing trend in operations.

What is truly at stake in the growth and continuous productivity of any organization is the development of its human resources. Human development refers to the totality of the efforts and achievements made at ensuring that people in society are equipped with the necessary knowledge, skill abilities and environmental conditions necessary for them to achieve their full potentialities as human beings as well as to function accordingly.

According to Yusuf (2001) Manpower Development Policy in local government administration may be regarded as a three legged natural stool, with one leg each for job creation, manpower education and training and also the marching of men and job.

Manpower development policy as a job creation tool, has brought about ample employment benefits for the newly recruited personnel into the local government services those already in employment are devoted to newly created job positions and those who are being recruited are given the chance to fill the vacant position left by those devoted to other areas. Job creation involves department posting of employees.

2.4   CHANGING WORKERS ATTITUDE

The younger worker today, in the factory or office, is no longer just concerned with security and pensions, but wants early involvement, interesting jobs, quick promotion and the rewards for work now rather than later. Traditional apprenticeship, articles and clerical probation periods are now mainly a matter of history with a new emphasis on receiving the fill rate of pay at the earliest possible date. Even the trainee typist, with or without shorthand, seeks immediate secretarial status, whenever it can be found, and a salary to match, whether justified by potential or not. (Coventry, 1970)

Such impatience has its merits, for it demonstrates a growing self-confidence energy and enthusiastic, that must be sought out and developed, whenever possible, by increased opportunities for active participation. There is unfortunately the inherent danger of youthful initiative becoming blunted by bureaucratic red tape and ever much routine. But even in such a restrictive atmosphere as that, it may still be feasible for the more progressive managers to encourage their juniors to take greater responsibility, either individually or through personal involvement in group activity.

On the management ladder, opportunities for promotion with increasing freedom of self-expression often depend on the rate of corporate growth, but it is in the large, scale organizations that there tends to be that excessive regulation and undue constraint on individual flairs.

As for the young graduates now entering business, it is probably true that they have no immediate expectations of grandeur knowing that they have first to win their spurs. At the same tune, however, evidence suggests that they can quickly become baffled by ultra-

conservative and unimaginative attitudes, feeling compelled to unfortunately, in expressing their controversial points of views, or even in making positive but critical comment, however tactfully, they are soon likely to run into difficulties and frustrating opposition. For the old guard tend to close their ranks, if only to defend themselves against youthful invaders.

Yet, it is this very freshness of approach that should be welcomed by all those long in authority but tending to be over – conditioned by the past.

This managerial 'generation gap' must be bridged, however, for each side has much to offer to the other.

Young employees understandably have a realistic attitude to financial incentives, but what they want most of all is a chance to develop a satisfying and worth – while career. They are beginning to appreciate that life has much more to offer than just the money and so far as possible, this plus quality must be built into the job itself.

In the determination of personnel policies, such changing attitudes throughout the firm must be given their full weight. Managing personnel which conveniently covers workers of all kinds clearly demands a sympathetic personal approach and thereby the establishment of a sound human relations. This leads inevitably to the more efficient running of a business through greater interest in the firm, better co – operation and increased productivity.

2.5   ATTITUDE SURVEY

The concept of involvement is illustrated by the use of attitude survey aimed at finding out what personnel really feel about the company they work for and obtain their ideas for improvement.

Basically, an attitude survey is a carefully worded questionnaire seeking employees' opinions on management policies. It is a kind of corporate self – analysis in which all personnel can take part either through an outside agency or anonymously inside. This method of approach may be considered essential if full and frank answers are to be obtained, although experience shows that positive helpful contributions are usually received at least as frequently as merely negative comment. As a result, some surprisingly unexpected attitudes are likely to emerge, with valuable repercussions on future policy deliberation.

Among the objectives of an attitude – survey programme are the improvement of moral and standard of work greater interest in the firm and a more positive sense of co-operation the receipt of information, ideas and suggestions, the identification and analysis of problems at certain levels, better communication and understanding and of course, the expression of attitudes to a variety of corporate issues ranging from product price levels, advertising etc.

Attitude surveys can be carried out by experienced interviewers, meeting individuals or groups as wells as by a formal questionnaire.

But whatever the method adopted the end result should be a large collection of information and opinion needing to be sifted and classified for managerial attention and action, as appropriate for once the rank and file feel that full consideration is being given to their collective points of view, management/worker relationships tend to take on a better meaning. Conversely, if a sense of merely 'going through the motion is allowed to arise, irretrievable damage to such relations may well result.

2.6 THE BEHAVIOURAL SCIENTIST

The managerial contribution of the behavioural scientist, direct, or indirect, is well known, covering as it does such a wide area of human aspects. In fact, the behavioural approach and scientific experiments, with special reference to people and personalities, individually and in groups. Examples include theories of management style, interviewing techniques, personality testing, skills analysis, communication, networks and the assessment of motivational needs. in recent years, two high-sounding titles have emerged in this field ergonomics, the study of the interaction of physical and human systems and 'Cybernetics' which is the study of information, communication and control systems. Ergonomics aims to produce the right kind of relationship between a man and his environment. It means helping to increase his efficiency and output by ensuring satisfactory working conditions so that physical and mentally he is freed from distracting influences and unnecessary stress and strain.

In practice, this implies proper seating, logical layout of machine controls and of the workplaces itself, the right levels of heating, lighting and noise, better design of entrustments, protective, all according to the individual and collective needs of employed personnel seeking to do their jobs more effectively.

Cybernetics, on the other hand, relates to the connected fields of information, communication and control. This type of approach helps with the understanding of communication and its problems in the community as a whole, or in any organization within that community.

2.7 PERSONNEL MANAGEMENT

The many responsibilities of a personnel department may be summarized as follows:

a) Employment, Recruitment, Formulating terms and conditions of service, interviewing selecting, appointing, organizing transfers, agreeing release and discharging personnel, induction and fellow – up of newcomers, keeping personnel records and statistics, complying with employment legislation.

b) Wages and Salary Administration – Maintaining the firms accepted wage structure, salary grading scheme etc., authorizing rate changes, deductions and special payments, assessing and controlling differentials, has on with time study etc.

c) Education and Training – Organizing in – company and external training course at induction supervisor and management levels Liaison with appropriate Industrial Training Boards, encouraging further education of all kinds, dealing with information services, journals etc.

d) Health and Safety – Making arrangement employees' medical examinations on appointment and thereafter, sick visiting, keeping health records dealing with claims, compliance with the factories Acts, workers compensation Act and other relevant legislation.

e) Welfare – Providing Social – Club and Sports facilities as appropriate, running saving schemes, dealing with pension funds and leaving grants, making loans, arranging legal aid and giving advice on personal problems, and looking after fringe benefit etc.

f) Industrial Relations- Serving as negotiating officers with trade unions and other outside bodies, helping to make the spirit of company policy becoming conversant with arbitration and conciliation and providing opportunities for dealing with workers' complaints.

2.8   MANPOWER PLANNING

There is nothing to stop any organization from taking on personnel as and when required and this has usually been the case in the past.

But manpower, like any other expensive resources must be carefully planned and quantified, not just left to arbitrary, perhaps is dated decision.

The personnel side of a business cannot disregard the constraints of cost, while comparative statistics of total number of workers and stage taken in isolation, have a limited value a using wages salaries bill unless kept under control may well have serious financial implications. It is commendable that those responsible for personnel administration should be concerned with paying the rate for the job and should negotiate higher wages, salaries and benefits as necessary, suitably consistent with the Governments prices and incomes policy. But they must be aware, at the same time, that by increasing casts they may be reducing profit.

This means that all personnel costs must be made to give adequate value in return, with special emphasis on productivity. Apart from purely humanitarian reasons, a good corporate investment for future success. In keeping with the policy nothing must be done to endanger that motivation.

2.9 FORECASTING FUTURE NEEDS

Having decided that human assets can prove expensive and that policies adopted must be made to produce value for money, it is appropriate to have a look at manpower planning and its special implications for management. The process starts by an objective analysis of the present use of human resources, followed by realistic forecasting and the drawing up of a detailed manpower properly integrated with all other plans.

In theory, the manpower requirements of any organisation over, the next five years, need to be estimated as realistically as possible so that recruitment, training, promotion, transfer and retirement can be geared to the overall plan of corporate development.

From a practical point of view, however most organisations seem to rely on play it "off the cuff" as events unfold or even in anticipation of events. However, most organisations have same sort of manpower planning, even if only based on a rough-and-ready kind of guess work, but whether this looks far enough ahead is generally doubtful. There are even many organisations today who do not know at any given point of time just how many personnel they do have on their books.

Nevertheless, despite the difficulties, long and short-term forecasting must be attempted with such flexible adjustments to match external pressures as many become inventible whether the procedure adopted is scientific approach or not, the end result must indicate either a shortfall in staff or a surplus. A shortfall would be made up by recruitment augment with training, a surplus might be transferred elsewhere or discharge or allowed to dissipate through natural wastage by stopping or reducing further intake for the time

being. Policy aspects are involved here. Personnel requirements in times of boom may be augmented by temporary labour and in times of slump by keeping and using the skilled labour, bearing in mind the current shortage of adequately qualified technicians, to build up stocks of finished goods ready for the return of better times. By contrast, the policy could simply be to hired and fire, as dictated by events, taking a pure gamble on future manpower supply and demand.

A particular necessity is to prepare a moving five years chart of manpower needs, quantified and coasted and broken down into such groups as will give a clear indication of the tasks ahead, subjected to the covering safety valve of budgetary flexibility. A full appreciation must be made of existing abilities and potential and this must be moulded to future requirements, as foreseen, gearing training at all levels to ensure optimum quality throughout. Without a chart or other forecast of future needs, it is hard to see how any personnel department can carry out its duties effectively.

In dealing with forecasting, a prime objective must be the matching of jobs with people, or people with jobs, depending on the emphasis preferred. Greater efficiency and thereby increased productivity, will result from people being given satisfying jobs that suit their abilities and fully stretch their capacities. This involves seeking greater participation, granting more responsibility to those that can take it, and giving positive recognition to the results achieved.

2.10 RECRUITMENT POLICIES

Having stressed the importance of quality as well as quantity in the planning of manpower, it can be seen that the initial appointment of

people, their progress through the organization even their discharge all depend on the right personnel policies and selection techniques.

As a matter of normal policy in an organization of any size, selection will be made whenever possible from within the organization itself by transfer or promotion selection from the outside, by recruitment, is particularly relevant to the lowest level of vacancies to be filled.

The advantages of promoting from inside, given suitable applicants are:

a) The persons appointed should already be well versed in company policies, procedures, and personalities.

b) Their work records are already known from first – hand experience.

c) Assuming fair appointments, the general effect on personnel morale and motivation is likely to be appreciable.

d) It may be argued, however, that because the object is to make the best possible appointment, all vacancies involving transfer or promotion should be advertised externally as well as internal.

The advantage of this kind of approach is that existing personnel cease to rely on mere seniority of service and know that they must be at least as good as the best candidates likely to come, forward from outside. Given equality of ability and experience it may be decided in the end to promote the devil you know from inside, but the alternative of bringing in 'fresh blood' is a tenable policy not to ignored without careful thought. With rapid good and invocation, suitable candidates may not be available inside become the obvious course. On some occasions, bringing in of completely fresh blood has been deliberate development policy.

Company policies may exclude the taking on of relatives, thus preventing any suspicion of nepotism and may or may not actively seek to attract experienced personnel from rival organizations. But whatever the recruitment secure, every employer must now take full account of the requirements of the contracts of Employment Act, 1972.

2.11 TRAINING AND DEVELOPMENT

At one time, the sale opportunity afforded for learning a job was the system of learning by watching. Fortunately, all that has changed, with special reference to the industrial Training Act, 1964, and training of all kinds is now the accepted order of the day.

As a first step, policy decisions are needed to determine the management objectives of training, the types of training and the place (s) of training. Having made the best possible recruitment section, it is common sense to capitalize on the basic qualities of new personnel and develop potential, in this way there will be higher morale, quicker production results, more effective use of machines, less material wastage, less tool damage, and less need for close supervision in the case of factory workers, Training should start with induction and continue systematically throughout all subsequent service. Progressively, this should include apprenticeship, if any, instruction in semiskilled work, specialist training for technical or clerical work, training for supervisor, and finally training for management.

Employee training and development is at the heart of employee utilization, productivity, commitment motivation and growth.

According to Nwachukwu (1998), training implies organisation effort aimed at helping an employee to acquire basic skills required for the

efficient execution of the function for which he was hired. Development deals with the activities undertaken to expose an employee to perform additional duties and assume positions of importance in the organisational hierarchy.

Chike-Okoli (2000) however, warned that an organisation may have employees of ability and determination, with appropriate equipment and managerial support, yet, productively falls below expected standards because of lack of adequate skills, knowledge and developed potentials which are acquired through training and development. The need for intensive training of employees cannot therefore be over emphasized in the development of manpower.

Training and development programs include numerous activities that inform employees of policies and procedures, educate them in job skills, and develop them for future advancement. Through recruitment and placement, good employees can be brought into the company, but they need orientation and continual education and development so that their needs can be not and the objectives of the organisation can be achieved simultaneously.

Training is a continual process of helping employees perform at a high level from the first day that they start to work. Training is designed to improve a person's skills to do the current job whether it occurs at the place of work or a special training facility, training should always be supervised by experts in the educational process. To be effective, a training program must accomplish a number of goals. First, it must be based on organisational and individual needs. Training for training's sake is not the aim. Second, the training objectives should spell out which problems will be solved. Third, all training should be based on sound theories of learning this is a major

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reason that training and management development are not tasks for amateurs. Finally, training must be evaluated to determine whether the training program is working and is cost effective (Donnelly etal, 1995).

2.12 DEVELOPMENTAL METHODS.

Training is generally associated with operating employees, development is associated with managerial personnel. Management development refers to the process of educating and developing selected personnel so that they have the knowledge and skills needed to manage in future position. The process starts with the selection of a qualified individual and continues through that individual's career.

The objectives of management development are to ensure the long-run success of the organisation to furnish competent replacement, to create an efficient team that works well together, and to enable each manager to use her full potential management development may also be necessary because of high executive turnover, a shortage of management talent, and our society's emphasis on lifelong education and development.

Employees can acquire the knowledge and skills necessary to become successful managers in two main ways- through formal development programs, the other involves on-the-job development. On-the-job development includes the following:

- ✓ Understudy programs –a person works as a subordinate partner with a boss so that eventually he can assume the full responsibilities and duties of the job.
- ✓ Job rotation - managers are transferred from job to job on systematic basis. The assignment on each job generally lasts about six months.
- ✓ Coaching- a supervisor teaches job knowledge and skills to a subordinate. The supervisor instructs, directs, coaches and evaluates the subordinate. These on – the – job development plans emphasize actual job experience. They increase the manager's skill, knowledge and confidence. Formal management development programs are often conducted by training unit within organisation or by consultants in universities and specialized training facilities around the country. In the very large corporations, full time training units conduct regular management development course.

2.13 PERFORMANCE APPRAISAL

Performance appraisal involves the formal evaluation of an individual's job performance it includes feedback to the individual and determination of whether and how the performance can be improved. As a control technique, effective performance appraisal requires standards, information, and corrective action. information must be available to measure actual; job performance in comparison to standard job performance. Finally, managers must be able to take corrective action to restore any imbalance between actual and standard job performance.

Because performance appraisal involves individuals judging the quality and quantity of job performance of other individuals, the process is often emotional it brings into play ideas and perceptions of fairness and equal treatment. The human element of performance appraisal must be taken into account if it is to serve individual; and organisation purposes.

To some extent training requirements are linked with recruitment policy. Some firms prefect to recruit at a relatively young age and maximize training opportunities as an incentive for school leavers to join the firm and lean a trade. Other firms prefer to take on workers trained elsewhere, and thereby minimize their own training requirements at those levels. The choice here may reflect the state of the labour market in the training of various skill at a separate centre, there are many techniques that can be employed ranging from straight forward instruction by lectures and discussion to the use of practical simulation.

The above on-going discussion reveal that National manpower development policy lies in its requirement that all individual or group manpower/personnel must be trained and develop at the right time. The data from review of literature represent a foundation and guide for field work and the gathering of data for analysis and interpretation, findings of the field work will be discussed in line with the data provided by the review of related literature as presented in chapter two.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter deals with the methods and procedures or strategic used in data collection and analysis in the study. It also deals with the research design, the construction of the instrument used and its validity. It further described the administration of the questionnaires and the report of returns. The method used for the study was the Attitude survey method, since it involved the expression of attitudes to a variety of organization issues affecting the welfare of workers and the achievement of organizational goals.

The research work was strictly a survey of opinions of workers in the sampled organization

3.1 DESIGN OF THE STUDY

The research design consist of the following:

1- Construction of questionnaires for sampled workers in the organization.

2- Interview conducted with key officers of the local government and some junior to express their opinions according to their level of understanding. This also raised the response received since the officers who could not spare time from their tight schedule to fill in questionnaires.

3- Observation of actual impact of manpower development policy on the staff performance.

4- Analysis and computation of data collected relating actual findings to expected outcomes as reveals in the review of literature.

5- The interpretation of findings based on the analysis.

3.2 POPULATION AND SAMPLE

Chanchaga local government has a staff strength 2,176. they are made up of different tribes namely Gbagi, Hausa, Nupe. And some minor tribes. The staffs also practice different religions. The investigation involved randomly selection of one hundred and fifty (150) staff of the Local Government for sampling, with all staff having equal change of selection.

3.3 RESEARCH INSTRUMENT

A structure questionnaire containing items of varying nature was design and administered on respondents. The items required the respondent to tick in the appropriate column. Some of the questions required the respondent to indicate the most appropriate answer.

Interview question are also involve to raise the response received from some staffs that could not spare time from their tight schedule to fill in the questionnaires.

3.4 METHOD OF DATA COLLECTION

A researcher made personal visits to the local government and this enabled the researcher to:

- explain certain items in the questionnaire that might have appeared confusing.

Observe some activities of the workers in the organization – Chanchaga Local Government

Receive genuine on – the spot response from the respondents.

Report of returns.

One hundred and fifty (150) questionnaires were distributed to the staff of Chanchaga Local Government but only one hundred and two twenty (120) responses were received (80 percent) the staff complained that they were too busy and had a lot of issues to attend to, some misplace their questionnaires. Some were just not interested in filling and submitting their questionnaires validity of instrument.

3.5   METHOD OF DATA ANALYSIS

Statistical procedure method of Data analysis was used the analysis was based on the research question formulated in chapter one.

All information received through the administered questionnaire and interview were analyzed through the following:

a. Tables were used to present data and the analysis, title were provided for understanding.

b. Simple percentages of the responses made by the respondent.

c. Narrative method was used to explain statistical analysis on each tables.

A higher percentage would indicate positive performance. However, in order to arrive at a decision level, the mean of the total percentages under each item on a scale was found. 50 percent (50%) was arbitrarily chosen as the average or neutral point.

The concept of percentages is useful, because it enables the layman to see at a glance the relation between scores.

The validity of the instrument used in this study was guaranteed by the following processes:

1. In the process of constructing the questionnaires similar questionnaires used by other researchers who studies different aspects of the impact of manpower development policy on organizations (Yusuf A.B. 2001) Coventry 1970; Briat, D.T 1995) were reconstructed in the light of the information which the writer gathered from the review of literature.

2. The first draft of the questionnaires for this study was presented to the researchers supervisor and adviser for review, suggestions and elimination of defects.

3. The corrections and comments made helped in tidying up and production of the final draft of the questionnaires to ensure that it contained items of relevance to the purpose and topic of the study.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.0   INTRODUCTION:

Data analysed were collected from staff of Chanchaga Local Government Headquarter through the administration of questionnaires and interview schedule. The staff responded to varying questions intended to provide information on personal data, opinions of manpower development policies in the organization and the impact.

The aim of analysis was to help answer the research question formulated.

4.1 PRESENTATION AND INTERPRETATION OF TABLES

1. Do you know about manpower development policy in your organisation? Yes or No

TABLE 1

	YES		NO	
RESPONSE	SCORE	%	SCORE	%
120	65	54.2	55	45.8

2. As an employee of local government, have you benefited from manpower development policy?

TABLE 2

	YES		NO	
RESPONSE	SCORE	%	SCORE	%
120	85	70.8	35	29.2

3. If yes, in what way?

TABLE 3

RESPONSE	PROMOTION	IN-SERVICE TRAINING	WORKSHOP /SEMINAR	WELFARE AND CONFERENCES
85	45	17	13	10

4. How effective is the implementation of the Government policy?

TABLE 4

RESPONSE	FAIR		GOOD		EXCELLENT		WORST	
120	SCORE	%	SCORE	%	SCORE	%	SCORE	%
	65	54.2	33	27.5	22	18.3	0	0

Combining Good and Excellent = 33+22

Scores + 55

= 45.8%

5. Do you think that the Government policy on manpower Development

TABLE 5

RESPONSE	IMPROVE LOCAL GOV'T OPERATION		NOT IMPROVE LOCAL GOV'T OPERATION		HINDER LOCAL GOV'T OPERATION	
	SCORE	%	SCORE	%	SCORE	%
	80	66.7	8	6.67	32	26.7

6. Has this governmental policy on manpower development help you in improving your working standard

TABLE 6

RESPONSE	YES		NO	
	SCORE	%	SCORE	%
	80	66.7	40	33.3

7. Is the government policy of manpower Development centred towards?

TABLE 7

RESPONSE	TRIBALISM		RELIGION		QUOTA SYSTEM		QUALIFIED EMPLOYEES	
	SCORE	%	SCORE	%	SCORE	%	SCORE	%
	30	25.0	12	10.0	10	8.3	68	56.7

DATA ANALYSIS

The researcher distributed 150 questionnaires to the staff of Chanchaga local government and only 120 responses were received. In the analysis of the results, sample average and percentage were used to arrive at reasonable conclusion. The questions Formulated to test the Hypotheses are shown in the tables.

From the data collected, out of 120 respondents 54.2% agreed that employees were very much aware of the existence of the manpower development policy programme in the organization while 45.8% stated they were not aware. This suggest that communication should be improved upon in the organization to ensure that every employee is aware and understands the policies and programmes that affect him especially those designed to motivate staff and enhance their productivity over 70 percent of the staff however affirmed that they benefited from the policy programme. From the table it is obvious that the manpower development policy had impact in the organization

Only 22 out of 120 respondents agreed that the implementation programme was adequate but because majority agreed that the programme implementation was above average, we can accept that

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the implementation of the manpower development policy was effective.

This indicates a positive response to the question items in the questionnaire.

25% employees are of the opinion that the programme is centred toward tribalism and it is sectional

10 % agreed that the programme is based on Religion considerations.

8.3% Stated that the programme was based on quota system.

56.7% was based on qualified employees

CHAPTER FIVE

SUMMARY, RECOMMENDATION AND CONCLUSION

5.1 SUMMARY OF FINDINGS

The programme manpower development policy, particularly in Chanchaga local government can be considered to be a policy that is gradually gaining momentum and in the future the programme will be completely successful.

Almost all the employees have agreed that the policy was rightly channelled, a considerable number of them, also argued that they knew about the programme and a greater number of them indicated that the policy is beneficial.

The impact of the programme is felt by a larger population of the employees who were of the opinion that the programmes have improved their working standards in terms of pay, job security in service training and development.

The operation of Chanchaga local Government

Have been improved as a result of the implementation of the policy since more than seventhly five percent of the employees signed for that.

Quite an impressive number of the them have benefited indication also shows that they qualified indication also shows that they are qualified person more than average employees said that the present

standard of the policy is on merit and this the programme should not be reviewed.

On the other hand, majority of the employees responded that the programme is not in line with the Government policy on man power development, they argued that the programme does not motivate them thereby it persuaded them to leave the service of the local government.

They also stand that the implementation of the program have done more harm than good.

That the implementation have made the operation of the local government worst.

Hence forth with the encouraging moving rate of the policy's aims and objectives into the local government.

The researcher is very much optimistic that the essence of the policy will within the shortest possible period of time be realized.

5.2 RECOMMENDATION

The following are the researchers recommendation from the data collected and analyzed during the course of this researcher work.

(a) With respect to the finding and analysis of the information received from the respondents who are mainly employee of Chanchaga Local Government, the researcher wishes to recommend, that the state Government should make appropriate arrangement for super vision and evaluate the policy of man power development programme in the local government

This will go along way improving the progress of the man power development policy and the influence it has on the employees of the local government. With these arrangement, the programme policy will not Linder nor adulterate it to suit other employees who will like it to favour them the researcher also realize and recommended from the findings and analysis that there should be view of the government man power.

Development policy in the local government it should be rather part and parcel of the local government policy. This is as a result of the fact that from analysis and findings, the policy had been effective both in functional terms and result oriented terms. The policy had been proved efficient and effective.

It had not brought only equity among employees but had made the local government organization to operate its man power development programme justly and with all sincerity of purpose

(b) The researcher wishes to recommend that the state government should give more chances of employment as the local government need more employees to enhance it operations. With preference been given to the female employees the unemployment problem in the state will be addressed female applicants should be encouraged to apply into Chanchaga Local Government services.

(c) There should be some consideration for the female applicants in terms of requirement standard of appointment. With the required number of female employees in the local government their respond in the service cannot be over emphasized. In order not to waste much time money and effort on the development programme Chanchaga Local Government Council should introduce programmes that will be more effective and meaningful to the Junior employees, such programme should include departmental training. This recommendation will also help to improve the local government operation in the community it is situated.

5.3 CONCLUSION

After considering the analysis and interpretation of the data collected on the government man power development policy and its impact on local government, as case study of Chanchaga Local Government, the researcher conclude as follows:-

The programme man power development was a system introduced by various local government in the federation to improve the working standard of their employees and to improve their operation in the community where they are situated which was also an objective of the programme.

Guideline policies was introduced by the government as a central and checking policy on the development programme has therefore provide its adequate by improving the operation of the local government.

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APPENDIX

WORK QUESTIONNAIRE
DEPARTMENT OF GENERAL STUDIES
FEDERAL UNIVERSITY OF TECHNOLOGY MINNA

TITTLE: MANPOWER DEVELOPMENT POLICY AND ITS IMPACT IN AN ORGANISATION: A CASE STUDY OF CHANCHAGA LOCAL GOVERNMENT MINNA.

I am a Postgraduate student of Business Management Technology of the Department of General Studies, Federal University of Technology Minna carrying out a study on the above topic in partial fulfilment of the requirement for the award of Postgraduate Diploma in Business Management Technology (PGDBM TECH). Be assured that any information given will be treated in strict confidentiality.

Please fill and tick as appropriate

SECTION A   SOCIO-DEMOGRAPHIC DATA

1.   Name...(optional)
2.   Gender
     (a) Male   ☐
     (b) Female   ☐
3.   Marital Status
     (a) Single   ☐
     (b) Married   ☐
     (c) Divorced ☐
     (d) Widowed   ☐

4. Age

    (a) Below 21 ☐

    (b) 21 – 30 ☐

    (c) 31 – 40 ☐

    (d) 41 – 50 ☐

    (e) 51 – 60 ☐

    (f) Above 60 ☐

5. Tribe...................................

6. Religion...................................

7. Your duration in service?

    (a) 6 years and below ☐

    (b) 7 -12 years ☐

    (c) 13 – 18 years ☐

    (d) 19 – 24 years ☐

    (e) 25 – 30 years ☐

    (f) Above 30 years ☐

8. Educational qualification

    (a) Not Educated

    (b) Primary School Certificate

    (c) G. C. E/S. S. C. E/Grade II

    (d) N. C. E/O. N. D/N. D

    (e) B. A/B. Engr/B. Sc.

9. Respondent department

    ....

10. Respondent Grade Level and Step

    ....

11. Respondent Position/Rank

    ....

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SECTION "B"

1. Do you know about the Manpower development Policy in your organisation?   **YES**   **NO**

2. As an employee of the local government, have you benefited from the Manpower Development Policy?   **YES**   NO

3. In what way?

    (a) Promotion   (b) In-service training   (c) workshop, Seminar

    (d) Welfare and conferences

4. How effective is the implementation of the government policy?

    (a) Fair (b) Good (c) Excellent (d) Worst

5. Do your think that government policy on Manpower Development has: -

    (a) Improve local government operation.

    (b) Not improve local government operation.

    (c) Hinder local government operation.

6. Has this government policy on manpower development help you in improving your working standard?   **YES**   **NO**

7. Is the government policy on manpower development centred toward? (a) Tribalism (b) Religion (c) Quata system (d) Qualified employees.

8. May you provide any other relevant information to assist the researcher as it concern the aspect of study?

INTERVIEW

(1) How can you judge the performance of chanchaga local

Government in the Area manpower development?

(2) What is your opinion to the reason behind the implementation

of manpower development?

(3) Do you think that the Government manpower development

policy in the local Government is an efficient and realistic

manpower Development programme?