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Human Resource Development and Productivity in Abia State Civil Service: A Study of Ministry of Works, Abia State, Nigeria

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Abstract

This study examined human resource development and productivity in Abia State Civil Service using Ministry of Works as the case study. The study was carried out based on the need to determine the effect of employee development on employee commitment to duty, employee effectiveness, and employee productivity. The work was anchored on structural functional theory as the framework of analysis. In the methodology, survey research design was used and questionnaire served as the instrument of data collection. The data collected were presented in tables and analyzed using simple percentage, and the hypotheses were tested using Pearson product moment correlation coefficient (PPMCC). The findings revealed that there is significant impact of orientation/induction development strategy on staff productivity; and job rotation development strategy enhances staff productivity. Based on the findings, it was recommended that there is need for business firms to employ qualified leaders who can encourage effective human resources development. Again, public organizations like Imo State Ministry of Works should provide the needed capital funds for effective utilization for employee training and development.

Keywords: human resource development, productivity, orientation/induction development strategy, and job rotation development strategy.

Introduction

Today, an increasing attention is being focused on the role of human resource development through effective training of the organizational employees. This means that the productivity of employees in Ministry of Works depends on the extent they are developed. With the drive towards technological advancement in Nigeria, development of employee is inevitable in order to optimize performance of organizations. For example the conversions to the use of electronic computers and telecommunications have virtually made every industry to change their operations which necessitate employee's training and development – enabling them cope with the environmental changes (Gunu, 2017). This is supported by Amadi (2009) who emphasizes that our society as a whole is also virtually interested in human resource development programmes in order to promote employment and utilize the talents of its citizens. Most important concern of the employers is to make the employees to contribute their very best towards the organizational objectives attainment. In organizations the need to have qualified and well developed employees has become more demanding in present competitive business environment than could be imagined. In fact the impact of human resource development on employees' productivity has become so positively significant that excellent and progressive organizations have decided to be allocating huge chunk of their financial resources to human resources development (Onah, 2017). One of the most result-oriented ways to achieve his target is through the development of human capital; therefore it becomes imperative that a careful and well-articulated study be conducted on the human resources development and staff productivity in the organized private sector. Human resource development have played a significant role in the economic development in most developed countries, and Nigeria private sector organizations are also benefiting from effectively developed employees.

Human resources development is considered as critical factor for increasing productivity particularly in organizations that offers special services/ products like ministry of works. If the employees are

well developed, there will be improved productivity. Productivity level of employees is influenced by a wide variety of skills, characteristics and attitudes (Patrick, Bisi, Chibogu & Ebenezer, 2015). These include formal training and qualification, motivation levels, initiative, team skills, attention to detail judgement, multi-task abilities, communication skills, general attitudes and work ethics. Human resource development is the most important factor for organizational success, since it adds positive values to productivity. Similarly, the durability, continuation and success of an organization depend on the productivity of its work group.

STATEMENT OF THE PROBLEM

There have been general resistances to investment in human resource development of workers in organizations today. Human resource development though accepted as a vital part of any administrative functions is still carried out in an ad-hoc way which wastes a considerable proportion of money without identifying the need for such exercise. Many public sectors do not regard Human resource development as a professional activity. Not only that, some organizational leadership in some cases do not effectively encourage human resource development.

They want to utilize the employees, but refused to train and develop them. Another challenge is lack of organizational code of conducts or ethic which is to guide all categories of the employees. When there is no organizational ethic on employee development programmes, such programmes will be neglected which normally affects the organizational good. Code of ethics normally direct the organizational management on the human resources development needs. Another issue here is the financial resources for the organizations.

OBJECTIVES OF THE STUDY

The general objective of this study is to examine impact of staff (human resource) development in Abia State Civil Service. Specifically, the objectives include:

1. To identify the impact of orientation/induction development strategy on staff productivity.
2. To determine the extent job rotation development strategy enhances staff productivity.

RESEARCH QUESTIONS

Based on our objectives of the study, the following research questions were formulated for the study.

1. What are the impacts of orientation/induction development strategy on staff productivity?
2. To what extent job does rotation development strategy enhance staff productivity?

RESEARCH HYPOTHESES

Based on our objectives of the study and research questions, the following research hypotheses guided the study.

Ho1: There is no significant impact of orientation/induction development strategy on staff productivity.

Ho2: Job rotation development strategy does not enhance staff productivity.

CONCEPTUAL REVIEW

Human Resource Development

Human Resources Development (HRD) is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities, it also include employees training and career development (Richard, David, Steven & Jeffrey, 2017). The focus of all aspect of human resource development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goal in service to customer and organization. Human resource development programme is aimed at preparing individuals to meet the future needs of the organization (Janoskova, 2019). The ability to recruit, maintain and hold on to skillful and quailed workers creates opportunity for the sustainable growth and development of the organization and its work force (Arua, 2016). According to Ede (2015), human resource development is not just training in the mechanics or getting work done but also the development of present manpower for the present and future needs of the organization.

Madukachi (2021) noted that human resource development means to develop available manpower through suitable methods such as training capable managers and transfers enhancing opportunities for career development. Human resource development programs create a team of well-trained, efficient and capable managers and subordinates. Such team constitutes an important asset of an enterprise. One organization is different from another mainly because of the people (employees) working therein. Ezeani (2016) saw the importance of human resource and stated that

personnel of an organization comprises men and women young and old who are engaged in the production of goods and services and who are the greatest asset of the organization. It can therefore be inferred that the importance of human resources to the survival of an organization cannot be overlooked. Likert (2018) in agreement with this assertion stated that the activities of any enterprise are initiated and determined by the persons who make up that institution.

Staff Productivity

Employee productivity is generally understood as the ability of an employee to take input (instructions, direct, requirements, etc.) and turn them into output (Chukwu & Enudu, 2018). Effectively, it's the measure of how employees produce input and turn it into output, in a given period of time. Employee productivity is defined as an assessment of value generated by an individual employee within a specific time period (Gunu, 2017). Productivity has a direct correlation with business outcomes (both near-term and long-term) and Return on Investment (ROI). Without this correlation, an activity cannot be viewed as productive.

According to Dikachi (2022), high or low productivity depends on a company's internal average and where the employee, team, and department stands as per this predefined baseline. The overall success of an organization has everything to do with the efficient and effective productivity of the workforce. Regardless of business opportunities, investments, or the strategic direction you take, on-ground execution and innovation come down to your employees. That's why companies are so eager to improve employee productivity and help them perform better in the workplace (Opara, 2022).

The Impact of Leadership in Human Resource Development and Employee Productivity

One of the basic factors determining the nature of human resources development and productivity is leadership (Chukwu & Enudu, 2018). Here, if the leadership of an organization is very effective, the achievement of the organizational goal is possible. Yurl (2019) defined leadership as the process of influencing the subordinate in such a way that the subordinate is inspired to achieve his target. In the same direction, Akanwa (2019) opines that leadership can be described as a process of influence on a group in a particular situation at a given point in time and a specific set of circumstances that stimulate people to strive willingly to attain organizational

objectives. High quality leader-follower relationships have been found to have impact on development and stability of an organization, especially on human resources development. A leader therefore is expected to demonstrate qualities, which embrace (but not limited to) good character, vision, tact, prudence, and ability to lead by example.

This is because people basically ascribe leadership to those who they feel can most likely enable them achieve important goals or objectives. It is a complex process by which a person influences others to accomplish a mission, task or objective and directs the organization in a way that makes it more cohesive and coherent (Brumbach, 2018). Leadership is the process of directing the behavior of others towards the accomplishment of some objectives. Ogbonna (2019:16) defines an effective leader "as an individual with the capacity to consistently succeed in a given condition and be viewed as meeting the expectations of an organization or society". Akubuiro (2019) defines a leader as one who stands out with qualities that influence others towards achieving goals, he performs the task roles (like encourager, harmonizer, standard and pace setter) and individual roles like (aggressor, dominator). The extent to which an organization has leadership effectiveness determines the organizational impact on human resources development and productivity. If the leadership is effective, he will continue to enhance employee development programmes which will lead to productivity.

THEORETICAL FRAMEWORK

This work is anchored on structural functional theory as the framework of analysis. The theory was developed by Gabriel Almond in 1953. Historically, the theory originates from General System Theory (GST) which was propounded by Ludwing Von Bartalanffy in the 1940's and popularized by David Easton in 1950s. That is why Dike (2019) stated that the structural functional framework of analysis is an aspect of general system theory. It is employed in the study of organization, public administration, social sciences and other relevant social phenomenon. Basically, this theory as a framework of analysis focuses attention on two primary issues, namely "(functions)" and "(structure)". Structural functionalism as is simply called raises two analytical questions, namely:

i. What function are prerequisite and which must be performed in order to ensure the survival and maintenance of the political system?

ii. What structures are needed to ensure the proper and adequate performances of such functions?

This work is anchored on structural functional theory because the effectiveness of organization to perform their functions and achieve their business goals depends on the extent to which the organization enhances human resources development. The structure (the Ministry of Works) can perform their functions well when there is good leadership/management, finance, and code of ethics. Such functions include human resources development and many more. Therefore, the achievement of human resource development depends on the extent to which there is active and committed leadership, improved funding and adherence to ethical rules. It is only when the leadership of the companies performs its function very well, the companies are well funded, and there is adherence to ethic that human resources development and expected productivity could be achieved. Here, organizations (like Ministry of Works) were established to achieve business objectives, especially productivity and other aspects of performance.

EMPIRICAL STUDIES

Some studies have been done in related areas of this work. They were summarized thus:

Patrick, Bisi, Chibogu and Ebenezer (2015) examined the effect of training of sales representatives on the patronage of toothpaste among consumers in Ado-Ekiti Metropolis, Nigeria. A total of 320 questionnaires were administered to respondents who were customers to eight most popular supermarkets through purposive sampling technique. Pearson-moment correlation analysis was used to determine the relationship between packaging information and patronage of toothpaste. Multiple regression was used to determine the influence of packaging attributes on patronage of toothpaste. The result revealed that among sale representatives make information available on toothpaste products.

Namusonge, Willy and Olawoye (2016) determined the impact of training on performance of firms in Lagos. The work used commercial research centers. It used survey and collected data through telephone interview. Methods of statistical analyses include mean, standard deviation; and pooled, random and fixed regression models. The results of analysis indicated that sales force training enhances performance of research firms. It recommends for improved training of staff.

Gunu (2017) focused on influence of compensation on employee productivity in pharmaceutical companies based in Ilorin, Nigeria. The research employed questionnaire to collect data from respondents. Two research hypotheses were formulated and tested. The data used were primary data. Convenience sampling was used to select samples. Data were analyzed by the use of Pearson's chi square technique (X^2). The study indicated that 56.00% of the respondents had between 1 - 3 years experience as sales representatives. 46.00% of the respondents indicated that salary alone influenced their performance. The hypotheses indicated that there is no significant relationship between demographic variables with performance except experience of respondents which significantly influenced performance. There was a significant relationship between rewards and performance.

Chukwu and Enudu (2018) investigated the impact of management training on consumer buying behavior on consumable products using Tummy Tummy Instant Noodles in Nigeria. A survey was used for this purpose. The data collected from the questionnaire instrument were analyzed using percentages and Multiple Regression. The research findings show that a significant and positive relationship lies between the independent variable, and dependent variables.

Janoskova (2019) focused on human capital development as an important competitive advantage of companies in cement producing firms in India. Survey through questionnaire was used. It used a population of 349 staff in two selected cement firms. The sample is 234. The data collected were analyzed using simple percentage and Pearson product moment correlation coefficient. It discovered that if companies can achieve competitive advantages through the effectiveness of sales management. This paper therefore recommends that business organizations should accord necessary attention to sales management.

Ihemereze (2020) examined the effect of human capital development on performance using Tummy Tummy Foods Industry Ltd Nnewi in Anambra State as the study unit. Descriptive survey research design was used and questionnaire served as the instrument of data collection. The population of this study was composed of the entire 46 management staff of Tummy Tummy Foods Industry Ltd Nnewi (the manufacturer of Tummy Tummy Instant Noodle). Out of 46 copies of the questionnaire distributed, only 44 were properly filled and used. The data collected were presented in tables and analyzed and tested by simple percentage and chi-square respectively. The study discovered that push money offer has positive effect on sales volume, sales force

capacity building enhances profitability, and attractive mixed compensation has positive effect on sales volume. Based on these findings, it was recommended that push money offer and bonus as motivational factors should be highly encouraged. Since money is of paramount value to managers and the people they manage, they should thus be highly remunerated. Also, sales force capacity building and team building activities as energetic approach to work should be practiced in manufacturing companies in Nigeria.

GAP IN LITERATURE

Though, some studies have been done in related areas of this work. However, the exact subject matter of the study has not been covered. The research gap could be identified on different levels as it concerns gap on the subject matter, gap on the geographical location of the study, gap on the variables/indices in the objectives, and so on.

METHODOLOGY

Survey method was used. The study population covered the entire senior staff in Ministry of Works Owerri, Imo State. The total population is 275. The sample size is 163. The researcher used the Taro Yamane method to practically determine the sample size. It is applied thus:

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

Where N = The total population / Population

n = The sample size required

e = Level of sig.

1 = Constant

$$n = \frac{275}{1+ 275\ (0.05)^2}$$

$$n = \frac{275}{1+ 275\ (0.0025)}$$

$$n = \frac{275}{1+ 0.6875}$$

$$n = \frac{275}{1.6875}$$

n = 163

The sampling technique that was applied in selecting the sample is simple random sampling technique. In using the simple random sampling technique, the shuffling card method was used. The researcher used both primary and secondary sources of data. The use of questionnaire was employed to gather necessary and relevant data from the respondents. The data collected in this study was analyzed using simple percentage and Pearson product moment correlation coefficient.

DATA PRESENTATION AND ANALYSIS

Item 1: Effective orientation/induction development strategy will enhance staff productivity.

Table 1: Responses on if effective orientation/induction development strategy will enhance staff productivity.

Options	No of Responses	% of Responses
Strongly Agree	43	35.8
Agree	35	29.2
Disagree	32	26.7
Strongly Disagree	7	5.8
Undecided	3	2.5
Total	**120**	**100**

Source: Field Survey (2024).

Table 1 indicates that 35.8% of the respondents strongly agreed, whereas 29.2% of the respondents agreed. Also, 26.7% of the respondents disagreed while 5.8% of the respondents strong disagreed. However, 2.5% of the respondents were undecided.

Item 2: Good job rotation development strategy enhances staff productivity.

Table 2: Responses on if good job rotation development strategy enhances staff productivity.

Options	No of Responses	% of Responses
Strongly Agree	39	32.5
Agree	29	24.2
Disagree	28	23.3

Strongly Disagree	10	8.3
Undecided	14	11.7
Total	**120**	**100**

Source: Field Survey (2024).

Table 2 indicates that 32.5% of the respondents strongly agreed, whereas 24.2% of the respondents agreed 23.3% of the respondents disagreed while 8.3% of the respondents strongly disagreed. Also, 11.7% of the respondents were undecided.

Item 3: Financial availability/utilization can enhance human resources development and staff productivity.

Table 3: Responses on if financial availability/utilization can enhances human resources development and staff productivity.

Options	No of Responses	% of Responses
Strongly Agree	44	36.7
Agree	36	30
Disagree	34	28.3
Strongly Disagree	4	3.3
Undecided	2	1.7
Total	**120**	**100**

Source: Field Survey (2024).

Table 3 shows that 36.7% of the respondents strongly agreed, whereas 30% of the respondents agreed but 28.3% of the respondents disagreed while 3.3% of the respondents strongly disagreed. However, 1.7% of the respondents were undecided.

Item 4: There is need to provide needed funds for staff development programs.

Table 4: Responses on if there is need to provide needed funds for staff development programs.

Options	No of Responses	% of Responses
Strongly Agree	40	33.3
Agree	31	25.8
Disagree	29	24.2
Strongly Disagree	8	6.7

Undecided	12	10
Total	**120**	**100**

Source: Field Survey (2024).

Table 4 shows that 33.3% of the respondents strongly agreed, whereas 25.8% of the respondents agreed but 24.2% of the respondents disagreed while 6.1% of the respondents strongly disagreed. However, 10% of the respondents were undecided of the respondents disagreed. 10% of the respondents strongly disagreed, 7.1% of the respondents were undecided.

TESTING OF HYPOTHESES

Ho_1: There is no significant impact of orientation/induction development strategy on staff productivity.

Hi_1: There is significant impact of orientation/induction development strategy on staff productivity.

To test this hypothesis, tables 1 was used.

X	Y	XY	X^2	Y^2
43	39	1849	1521	1677
35	29	1225	841	1015
32	28	1024	748	896
7	10	49	100	70
3	14	9	196	42
120	**120**	**4156**	**3442**	**3700**

$\sum X = \sum y = 120$; $\sum x^2 = 4156$; $\sum y^2 = 3442$; $\sum xy = 3700$; $n = 5$

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{(n\sum x^2 - (\sum x)^2)(n\sum y^2 - \sum (y)^2}}$$

$$r = \frac{5(3700) - (120)(120)}{\sqrt{5(4156) - (120)^2)(5(3442) - (120)^2}}$$

$$r = \frac{18500 - 14400}{\sqrt{(20780 - 14400)(17210 - 14400)}}$$

$$r = \frac{14400}{\sqrt{6380 \times 2810}}$$

$$r = \frac{14400}{\sqrt{17927800}}$$

$$r = \frac{14400}{4234.12}$$

$r = 0.969$

The test statistic is t-test hence:

$$t_{cal} = r \sqrt{\frac{n-2}{1-r^2}}$$

$$t_{cal} = 0.969 \sqrt{\frac{5-2}{1-(0.969)^2}}$$

$$t_{cal} = 0.969 \sqrt{\frac{3}{1-0.939}}$$

$$t_{cal} = 0.969 \sqrt{\frac{3}{0.061}}$$

$$= 0.969 \sqrt{49.181}$$

$t_{cal} = 0.969 \times 7.013$

$t_{cal} = 6.796$

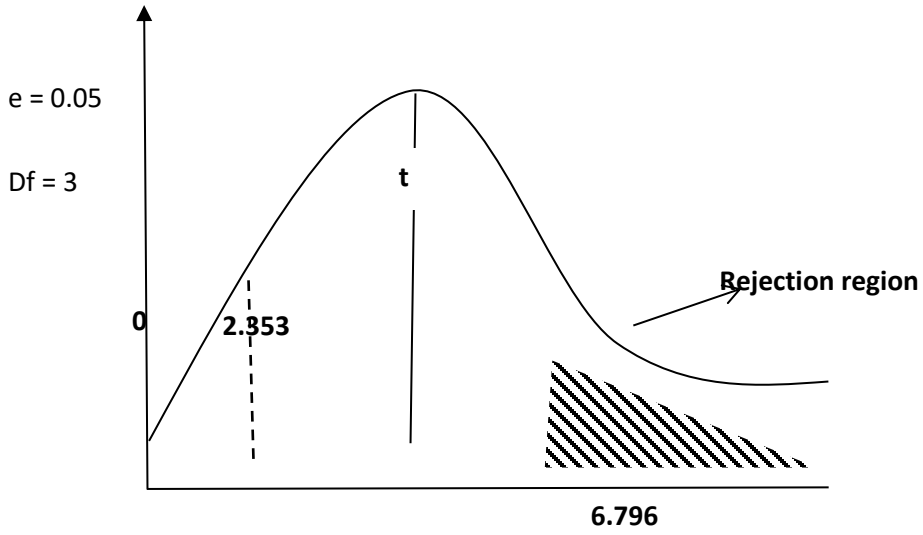
But $t_{0.05}, 3 = 2.353$

t_{tab} at 0.05 level of significance and 3df = 2.353

$\therefore t_{0.05}, 3 = 2.353$

Decision: Since the calculated value of t, 6.796 was more than the tabulated value of t, 2.353, the researcher accepted the alternative hypothesis and rejected the null

hypothesis. And so, conclude that there is significant impact of orientation/ induction development strategy on staff productivity.



H_{O2}: Job rotation development strategy does not enhance staff productivity.
H_{i2}: Job rotation development strategy has enhanced staff productivity.

To test this hypothesis, tables 2 was used.

X	Y	XY	X^2	Y^2
44	40	1936	1600	1760
36	31	1296	961	1116
34	29	1156	841	986
4	8	16	64	32
2	12	4	144	24
120	**120**	**4408**	**3610**	**3918**

$\sum X = \sum y = 120$; $\sum x^2 = 4408$; $\sum y^2 = 3610$; $\sum xy = 3918$; $n=5$

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{(n\sum x^2 - (\sum x)^2)(n\sum y^2 - \sum (y)^2}}$$

$$r = \frac{5(3918) - (120)(120)}{\sqrt{5(4408) - (120)^2)(5(3610) - (120)^2}}$$

$$r = \frac{19590 - 14400}{\sqrt{(22040 - 14400)(18050 - 14400)}}$$

$$r = \frac{5190}{\sqrt{(7640)(3650)}}$$

$$r = \frac{5190}{\sqrt{27886000}}$$

$$r = \frac{5190}{5280.72}$$

$r = 0.97$

The test statistic is t-test hence:

$$t_{cal} = r\sqrt{\frac{n - 2}{1 - r^2}}$$

$$t_{cal} = 0.983\sqrt{\frac{5 - 2}{1-(0.983)^2}}$$

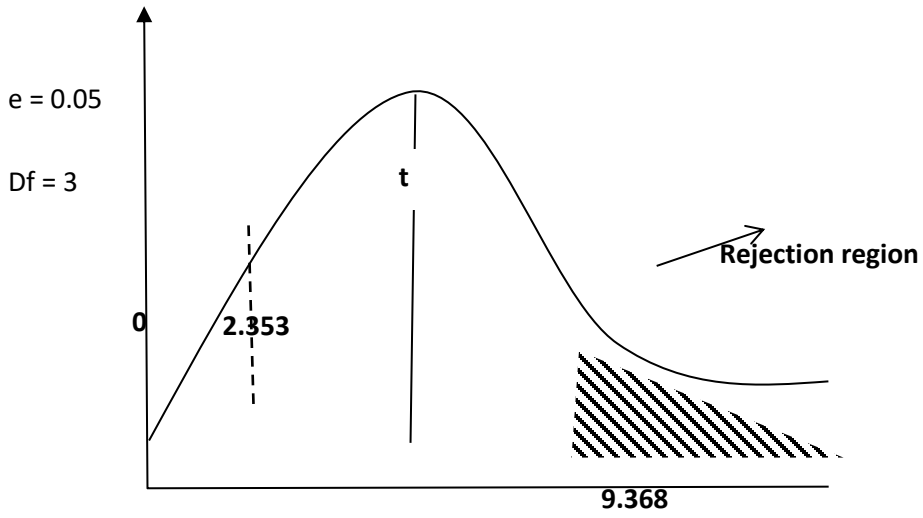
$$t_{cal} = 0.983\sqrt{\frac{3}{0.033}}$$

$$= 0.969 \quad 90.909$$
$$= 0.983 \times 9.53$$

$t_{cal} = 9.368$

But $t_{0.05}, 3 = 2.353$

Decision: Since the calculated value of t, 9.368 was more than the tabulated value of t, 2.353, the researcher accepted the alternative hypothesis and rejected the null hypothesis. And so, conclude that job rotation development strategy has enhanced staff productivity.



DISCUSSION OF FINDINGS

In line with the result in our research hypothesis one, this study showed that there is significant impact of orientation/induction development strategy on staff productivity. In the same direction, Akanwa (2019) opines that inservice development can lead to organizational good.

Based on the hypothesis two, this study discovered that job rotation development strategy has enhanced staff productivity. More so, when organization has the human capital which is well development through job rotation and seminar, such will lead to organizational transformation.

CONCLUSION

In the light of the findings it is evident that human resources development helps public organisations to maintain equity, improve productivity, improves performance of workers without prejudice and allows employees/employees some opportunities to participate in decision making. Organizations that run effective human resources development schemes have the privilege to sustain objectivity and impartiality in the ways they deal with workers in their establishment.

Human resources development that is impact oriented used by progressive organization will lead to better performance and productivity, effective human resources development programmes sustain objectivity impartiality and equity in the organization that embarks on it.

RECOMMENDATIONS

1. There is need for business firms to employ qualified leaders who can encourage effective human resources development. Such management/ leaders should encourage employees to participate in the decision making and processing of the company.
2. Public organizations like Imo State Ministry of Works should provide the needed capital funds for effective utilization for employee training and development. Consultants should be immensely funded and used for human resources development programmes so as to achieve productivity.

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