

IMPACT OF MANPOWER DEVELOPMENT AND PRODUCTIVITY IN TERTIARY INSTITUTIONS: A CASE STUDY OF COLLEGE FOR LEGAL STUDIES YOLA

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ABSTRACT

This study investigates the impact of manpower development on productivity in tertiary institutions, with a specific focus on the College for Legal Studies Yola. The study employed a survey design to examine the relationship between manpower development and staff productivity. A structured questionnaire and personal interviews were used to collect data from respondents. The findings reveal that manpower development is crucial for enhancing staff productivity and organizational performance. The study highlights the challenges facing manpower development, including limited resources and inadequate infrastructure. The results show that investing in manpower development can lead to improved job satisfaction, employee performance, and overall organizational effectiveness. The study recommends prioritizing staff training and development to improve productivity and efficiency. The findings of this study have implications for policymakers, administrators, and human resource managers in tertiary institutions. The study's results can inform the development of effective manpower development strategies that enhance staff productivity and organizational performance. Overall, this study contributes to the existing body of knowledge on manpower development and productivity in tertiary institutions.

Keywords: Manpower Development, Productivity, Staff Training, Tertiary Institutions

Introduction

The central idea underlying manpower development in any sector, including the education sector, is how best to keep employees current, vibrant and versatile so that they can continuously perform their roles effectively in this age of rapid socio-economic, political, scientific and technological changes and globalization. As Lassa (2016) rightly emphasized, in education, teachers are the foundation of quality; they hold trust for the implemented curriculum of formal education and therefore, are at the center of the educative process. In fact, no education system can rise above the quality of its teachers. This is even all the more important with the institutions of higher learning whose mission include research, the expansion of the frontiers of knowledge, teaching and community service (NERDC, 2017).

The importance of manpower development in enhancing productivity in tertiary institutions cannot be overstated. In today's fast-paced and competitive environment, institutions of higher learning

require a skilled and knowledgeable workforce to achieve their objectives. Manpower development encompasses a range of activities, including training, mentoring, and career development. These activities are designed to enhance the skills and knowledge of employees, enabling them to contribute more effectively to the institution's goals. In the context of the College for Legal Studies, manpower development is crucial for ensuring that staffs are equipped to deliver high-quality legal education and training. By investing in manpower development, the College can improve productivity, efficiency, and overall performance (Omenyi, 2023).

Despite the importance of manpower development, many tertiary institutions face challenges in implementing effective development programs. These challenges may include limited resources, inadequate infrastructure, and lack of support from management. In the College for Legal Studies, these challenges may be compounded by the specialized nature of legal education, which requires staff to stay up-to-date with changing laws and regulations (Salamat, 2019).

Training and development is a structured process that facilitates the acquisition of specific knowledge and skills for a particular occupation or task. Sebt, & Ghasemi, (2021) defines training and development as a learning activity that supports personnel in developing the competencies required for their roles. Training and development is a critical aspect of human resource management and is considered the fastest-growing area of personnel activities. Its importance cannot be overstated since it enhances the productivity and efficiency of both employees and the organization (Agwu, 2018).

In the context of the College for Legal Studies, manpower development can help to improve the quality of legal education, enhance research output, and increase the institution's reputation. By examining the relationship between manpower development and productivity, this study will explore the specific challenges facing the College and identify potential solutions to enhance manpower development and productivity.

Statement of the Problem

The vital role of manpower comes into focus both in time of peace and when nation is at war. Qualified manpower is not only critical but is also a measure of nation strength, security and wellbeing. The human resources of a nation hold the key to its survival, prosperity and future economic and social development. The realization of the above fact explains the pre-occupational of every management with some personnel functions, recruitment, employer/labour relation, welfare, reward and punishment of the workforce to enhance productivity.

In spite of its apparent merit, there are still many employers particularly in the education industry who do not commit sufficient funds to the development of their employees. They consider staff development as a waste of meager resources because of the high cost involved although most employees appear to have positive feeling about the usefulness of training and development and would want to engage in them.

Manpower development and its eventual management do not seem to have received the attention they deserve. Thus the genesis of the problem of low productivity may well lay with the manpower development strategies of the organization and also eventual inadequacy. However, the management of College for Legal Studies Yola has carried out this aspect of personnel functions to facilitate the day to day running of the school is the focus of this work. Manpower Development and productivity in College for Legal Studies Yola has been very poor due to the reasons of administrative inefficiencies like financial inadequacy for staff training and development and Lack of conducive classroom for students. It is against this backdrop, this study tends to look into the impact of manpower development and productivity in tertiary institutions a case study of College for Legal Studies Yola.

Objectives of the Study

This research work hopes to achieve the following objectives.

- To determine the extent to which College for Legal Studies Yola promotes manpower development.

Research Questions

The research will seek to answer the following questions:

- What are the extents of manpower development in College for Legal Studies Yola?

Conceptual Clarifications

Education is one of the universals in the development of individuals and society. It is also one of the catalysts that bring about rapid economic and national development. However, in order to achieve true education, there is a need for effective manpower development, which involves equipping individuals with the necessary skills, knowledge, and competencies required to excel in their roles. Manpower development is essential for enhancing productivity, efficiency, and overall organizational performance in tertiary institutions.

The contributions of human capital in the development of any nation have been extensively examined and written about in literature. In this vein, Harbison and Myers (2020) noted that it is human resources, not capital, not income nor material resources that constitute the ultimate basis of the wealth of nations. Manpower development known as human capital development can be considered on its qualitative and quantitative dimensions. It means that human capital formation includes not only expenditure on training but also the development of right attitudes towards productive processes.

In tertiary institutions, staffs development programmes are considered very critical. These development programmes are often planned activities which are concerned with increasing and broadening the capacities of the manpower. It equally aids in improving the technical and conceptual skills of staffs so they enhance the necessary abilities to handle complex situations and efficient job performance (Orji,2022).

Training

Training and development refer to techniques that equip employees with the relevant skills, knowledge, and competence required to improve their performance on current and future jobs. Similarly, training is a process that develops employees' effective, cognitive, and psychomotor skills to enhance their productivity and assist organizations in developing employees (Ezeani & Oladele, 2017). Training, physical, social, intellectual, and mental, is critical in facilitating not only the level of productivity but also personnel development in any organization (Otoo, Abledu, & Bhardwaj, 2022).

Training and development play a crucial role in the impact of an organization. To staff an organization with competent personnel, both large and small organizations require extensive training to acquire the necessary skills, knowledge, abilities, and competencies (SKAC) required to contribute substantially to an organization's growth (Gbemi, Alegelege, Unegbu and Babalola, 2020). Leading writers have long recognized the significance of training as a central role of management (Wayne, 2019).

According to Obi-Anike and Ekwe (2014), the aim of training and management development programs is to enhance employee and organizational capabilities. A training need arises when there is a gap between an employee's existing performance (or group of employees) and the desired performance. Skill analysis is required to assess whether such a gap exists. Training is essential for leadership development success. The goal of training and development is to enhance employees' skills, and traditional or conventional training may be formal or informal. To sustain economic growth and effective performance, it is vital to optimize employees' contribution to the organizations' aims and goals through training and development. Training and development are two complementary processes that are interdependent, rather than sequential or hierarchical. Both are essential for employees, the organization, and their impact (Fashola & Osinbanjo, 2020).

Training Needs Assessment

As noted by Garba (2019), Training Needs Assessment is the process of identifying gaps in the skills and knowledge of employees within a company and finding appropriate solutions to address these gaps through training. This appraisal system is a crucial requirement for any training program, as highlighted by Elnaga and Imran (2013). Mamma and Aminu (2014) further stress the significance of analyzing training needs in order for training programs to have a positive impact on an organization. By conducting a Training Needs Assessment, a company can allocate its resources effectively and target areas that would enhance the development, morale, and overall performance of its employees. Neglecting this process may result in training that is irrelevant to the organization's needs and undermine the skills required by its workforce. In today's workplace, managers are responsible for managing teams and overseeing training and development, and thus need to understand the importance of Training Needs Assessment and have the ability to implement it successfully (Kirimu, & Maende, 2019).

Training Methods

The rapid development in technology has led to the creation of many training techniques each year. For training methods to be effective, they should motivate trainees to improve their performance, clearly demonstrate desired skills, provide active participation opportunities, allow for practice, provide timely feedback, offer reinforcement during learning, be structured from simple to complex tasks, be adaptable to specific problems, and encourage positive transfer from training to the job.

Benefits of Training to an Employee and the Institution

The importance of training and development cannot be overstated, as it plays a crucial role in equipping staff with the necessary skills and knowledge required to excel in their tasks. When staff possesses the required competencies, it enhances the overall performance of the organization or ministry. This indicates that training and development is beneficial to both the staff as individuals and the ministry as a whole. In this paragraph, we will discuss the advantages of training for both employees and the ministry. From an employee's perspective, training and development addresses the weaknesses that hinder effective job performance. Hanapi and Nordin (2014) argued that training and development programs enable employees to reinforce the skills they require to improve their performance and minimize anxiety or frustration that may arise from lack of knowledge or work demands (Orji,2022).

Elnaga and Imran (2013) observed that employee training assists in developing the abilities of the staff, sharpening their thinking ability and creativity, and enabling them to make better decisions more productively. In other words, employee training and development enhances self-efficacy, which leads to improved job performance. Trained personnel typically require less assistance to perform their assigned duties, thereby increasing their own efficiency (Agnuis & Kraiger, 2009).

Employee Performance

The focus of this study is on employee performance, which is a commonly studied variable in industrial and organizational psychology. According to Ahmed, Majid, and Zin (2019), the performance of employees within an organization is crucial in determining the success and profitability of a company. Employee performance is dependent on the inclination and sincerity of employees to do their job. Job performance, on the other hand, refers to the work accomplished by a person in performing tasks assigned to him based on his skills, experience, sincerity, and time (Ahmed, Mozammel, & Ahmed, 2018).

Training Needs Assessment, Training Methods on Employee Performance

To establish a strategic relationship between training strategy and staff performance, a Training Needs Assessment (TNA) must be conducted. Armstrong (2006) argues that in order for training to be effective, the gap between desired and actual individual performance must be determined through a TNA. Without this assessment training may not bring about the desired change. Employee performance is crucial to an organization's success as they are an important resource.

Thus, training employees to acquire knowledge and skills on current technology is essential in enhancing their performance. The skills acquired through training can greatly improve employee performance (Bal and Jong, 2017).

Training and Development on Employee Performance

Asagarova (2019) conducted research on the influence of employee training on job satisfaction and achievement in the manufacturing industry in Turkey. The study examined various outcome factors that could be achieved through training. The results indicated that training and development positively impact not only productivity, motivation, satisfaction, and absenteeism, but also employee performance. Training leads to the development of self-efficacy and results in better job performance (Hammed & Anwar, 2018).

According to Kirimi and Maede (2019), training assists employees in acquiring improved skills, knowledge, and attitudes towards better performance. Numerous studies have demonstrated a positive correlation between training and development and employee performance. Training has been shown to have performance-improvement benefits for both employees and organizations by enhancing employee knowledge, skills, abilities, competencies, and behavior (Jacobson & Anderson, 2017).

Theoretical Framework

Although there exist many theories that could be relevant to this research, the Human Capital Theory appears to be the most appropriate for this work. The Human Capital Theory, propounded by Becker in 1964, recognizes that education and training are essential for enhancing productivity and efficiency. This theory is relevant to this study because it highlights the importance of investing in manpower development to improve employee performance and organizational effectiveness. The theory suggests that employees are a valuable resource, and investing in their development can lead to improved productivity and efficiency.

Methodology

This study employed a survey design to investigate the impact of manpower development on productivity in the College for Legal Studies Yola. A questionnaire was used to collect data from a sample of 100 respondents, selected using a stratified random sampling technique. The questionnaire was designed to capture data on the respondents' perceptions of manpower development and productivity. In addition to the questionnaire, personal interviews were conducted with 10 key informants to provide more in-depth insights into the challenges facing manpower development in the College.

Findings of the Study

The study's findings highlight the significance of manpower development in enhancing staff productivity in the College for Legal Studies Yola. Key findings include:

- i Impact of lack of training: 82% of respondents agreed that lack of training affects staff productivity in the College for Legal Studies Yola.

- ii Limited access to internal staff training: 68% of respondents did not attain internal staff training in the college.
- iii Challenges to manpower development: 74% of respondents agreed that the implementation of manpower development has challenges in the College for Legal Studies Yola.
- iv Importance of manpower development: The study reveals that manpower development is crucial for staff productivity and organizational performance in the College for Legal Studies Yola.
- v Staff development needs: The study identified a need for staff development programs that focus on enhancing technical, administrative, and managerial skills.
- vi Training methods: Respondents suggested that the college should adopt various training methods, such as workshops, seminars, and conferences, to enhance staff productivity.
- vii Impact on employee performance: Manpower development was found to have a positive impact on employee performance, leading to increased productivity and efficiency.
- viii Limited funding: The study revealed that limited funding is a significant challenge to manpower development in the College for Legal Studies Yola.
- ix Need for management support: Respondents emphasized the need for management support and commitment to manpower development initiatives.
- x Potential for improved productivity: The study suggests that investing in manpower development can lead to improved productivity, efficiency, and overall organizational effectiveness in the College for Legal Studies Yola.

Conclusion

The study concludes that manpower development is essential for staff productivity in the College for Legal Studies Yola. The findings suggest that the college's inability to provide adequate training and development opportunities for its staff has led to setbacks in employee performance. The study emphasizes the need for the College for Legal Studies Yola to prioritize staff training and development to enhance employee performance, productivity, and overall organizational effectiveness. By investing in manpower development, the college can improve staff productivity, efficiency, and job satisfaction, ultimately achieving its goals and objectives.

Recommendations

Based on the study's findings, the following recommendations are made:

- i Invest in various training methods: The College for Legal Studies Yola should invest in various training methods, such as in-house training, short courses, lectures, demonstrations, and discussion groups, to improve staff productivity and development.
- ii Prioritize staff training and development: The College should prioritize staff training and development to enhance employee performance and productivity.

- iii Address challenges to manpower development: The management of the College should identify and address the challenges facing manpower development in the institution to ensure effective implementation.
- iv Future research: Future research should focus on specific training types and skill gaps relevant to the College for Legal Studies Yola management team.
- v Establish a training center: The College should consider establishing a training center to provide ongoing development opportunities for staff.
- vi Increase funding for manpower development: The College should allocate sufficient funds to support manpower development initiatives and ensure that staff have access to training and development opportunities.
- vii Management support: Management should demonstrate a commitment to manpower development by providing support and resources for staff training and development.
- viii Regular training needs assessment: The College should conduct regular training needs assessments to identify staff development needs and prioritize training programs accordingly.
- ix Encourage staff participation: The College should encourage staff participation in training and development programs to enhance their skills and knowledge.
- x Monitor and evaluate training effectiveness: The College should establish a system to monitor and evaluate the effectiveness of training programs to ensure that they are meeting their intended objectives.

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