



## *Full Length Research*

# Factors affecting manpower planning and utilisation in the Federal Ministry of Labour and Productivity, Federal Capital Territory Abuja, Nigeria

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*The study probed the problems of manpower utilization in the Federal Ministry of Labour and Productivity Abuja to determine the extent of the utilization of job satisfaction and job specialization in the utilization process. A random sample of 360 staff from two ministries rated from grade level 4 and above. Chi-square statistical method was used for the analysis. The survey identified factors such as utilization of informal source of recruitment, low frequency of training, lack of working facilities, poor financial remuneration as the prevalent problem affecting manpower utilization and job satisfaction in the ministries. It was recommended that the government should promulgate laws that will protect employees in the Civil Service. Also, the remuneration of the Civil Servants should be increased and adequate working facilities be provided. In conclusion, the psychological and physical factors surrounding the employees should be respected for a positive result.*

**Key words:** Manpower utilization, planning, Abuja, job satisfaction, civil servants.

## INTRODUCTION

### Literature Review

Human efforts undoubtedly constitute a 'sine qua-non' for the extent to which set goals of any organization could be achieved. The manpower resources of any nation, which comprise of men and women who engage in the production of goods and services, are the greatest and indeed, the most precious assets of any nation state like Nigeria. The Issues of manpower planning and utilization have over the years continued to assume a complex dimension in spite of the efforts of the government to grapple with the nation's manpower problems. Thus, at the inception of the first National development plan 1962-1968, the major manpower constraint was inadequate supply of trained and experienced manpower. This is a phenomenon often referred to as "lack of executive capacity" which militated against effective implementation of the nation's successive development plans.

Thus, Sherman and Belilander (2002:3) defined manpower as "individuals with a wide variety and range of knowledge, skills and abilities who are expected to perform job activities in a manner that contribute to the attainment of organizational goals". To this end, the concept of "manpower" can be referred to as the collection or collectively of human beings, i.e. people who work in an establishment/company and or organization, be it private or public.

Harbison and Mayer (2003:2) posits that manpower resources constitute, the ultimate basis for the wealth of nations. Capital incomes and natural resources are passive factors of production. On the other hand, "manpower utilization" according to Sherman and Bohlander (2002:4) is the extension rather than the rejection of the traditional requirements for managing personnel effectively". In his analysis on manpower utilization, Osuji (2002:55) notes that if an organization has enough employees at its disposal to

handle all the operations in the enterprise and productivity is still low, evidently, what is needed is not necessarily more hands but improvement of those who are really available. Most workers work best in an environment that treats them with respect and encourages them to develop and utilize their talents or abilities. There is no inherent and intrinsic conflict between the goals of the organization and those of the individual worker. By meeting the goal of the individual will only result in the organization becoming more productive.

In the light of the above, McGregor's Theory 'Y' of direction and control of employees as in Ubeku (2005:293-294) insists on appropriate relationships and creation of an environment which will encourage commitment to organizational objectives and which will provide opportunities for the maximum exercise of initiative, ingenuity and self-direction in achieving both individual and organizational goals. Scholars have said that Various factors are responsible for problems of manpower planning and utilization in industrial or formal organization as follows:

- a) Lack of adequate statistics of skilled manpower in Nigeria,
- b) Lack of opportunities for training and re-training,
- c) Inadequate facilities,
- d) Poor environmental conditions,
- e) Poor industrial relations between management and staff,
- f) Lack of maintenance,
- g) Inadequate opportunities for self-expression and worth,
- h) Poor maintenance culture,
- i) Inadequate welfare scheme,
- j) Inadequate working facilities and poor work environment,
- k) Delay in promotion.

This calls for effective management of all the staff towards the realization of civil service goals or targets for the overall development of Nigerian citizenry and society. However, due to inadequacy of the required manpower and tools in the Federal Ministry of Labour and Productivity for effectively performance of staff's official assignments through motivation their staff productivity and development will go a long way in achieving goals of the ministry etc. This is compounded by poor environmental conditions, followed by rigid bureaucratic bottleneck in accomplishing tasks, typical of the Nigerian civil service. Furthermore, in occasions where the need for employee further training, is recognized, time and money needs to be committed to manpower development. The training and retraining of civil servants in the federal ministry of labour and productivity is haphazardly organised. The extent, to which the personnel of Federal Ministry of Labour and Productivity are identified, re-trained and utilized with the right level of skills in the Civil Service of Nigeria, will facilitate the day-to-day running of the Nigerian state in nation building efforts.

### Objectives of the study

The objectives of this study are presented in terms of: The General objective and The Specific objectives. The general

objective of this study is to ensure management of manpower resources in the Federal ministry of Labour and Productivity and in the Nigerian civil service and society in general. The Specific objectives of this study are as follows:

- To find out the extent staff of the ministry are satisfied with their financial entitlements
- To discover how manpower planning and utilization are distributed.
- To find out the extent staff of the ministry are involved in decision making and implementing process.
- To find out the rate of job advancement of staff in the ministry i.e. promotion in rank and salary.
- To find out the extent staff of the ministry are trained

The efficiency and effectiveness of any work place (whether private or public sector) largely depend on the calibre of work force. The availability of a competent and effective labour force does not just happen by chance but through an articulated utilization exercise (Peretomode and peretomode, 2001). The organization should device utilization tools to help sort out the relative qualifications of the job applicants and appraise their potentials for being good performers in a particular job (Jones et al., 2000). Manpower planning and utilization has been said to be a major aspect of the planning activity and is also seen as an important personnel management function in manpower management. It is good to utilize in order to achieve an organization's set of objectives (Armstrong, 2006).

Due to the increasing significance and importance of the civil service in modern society and the assumption of responsibility by the government for the performance of various social and economic functions, it has become necessary to utilize competent manpower into the service (Jones et al., 2006). The utilization process should attract the best available manpower to the civil service. The key to most planning and utilization process in the civil service is the notion of position classification, which is arrangement of jobs on the skills required to perform them (Denhardt and Denhardt, 2006). This classification is derived from a thorough job analysis. The use of position classification system is important in the civil service manpower utilization process because it maintains an objective inventory that connects positions to the tasks and skill required to fill them. Once it has objective statements about positions, a civil service is able to source potential manpower by creating awareness of the existence of vacancies (Babam, 2003).

This study, therefore, aims to identify the prevalent problems of planning and utilization in Nigeria Federal Ministry of Labour and Productivity and to determine the extent of the manpower of job description and job specification in the utilization process. Lastly, a big lag in manpower utilization in the Civil Service may also be attributed to crude employment policies. There is a general feeling among employers that certificate holders are the same and the holder is capable of occupying any post, or performing any type of job when called to do so. For effective manpower utilization to be achieved in its fullest, outside providing necessary prerequisites for

manpower resources, every employee should be dispatched to the section where he/she is quality best suited.

### **The Contingency Approach**

Contingency theory is a behavioral theory that claims that there is no single best way to design organizational structures. The best way of organizing e.g. a company, is, however, contingent upon the internal and external situation of the company. The contingency approach to organizational design tailors the design of the company to the sources of environmental uncertainties faced by the organization. The point is to design an organizational structure that can handle uncertainties in the environment effectively and efficiently.

## **RESEARCH METHODOLOGY**

This includes sample and sampling techniques, research techniques which covered methods adopted in data collection, technique of analysis and the methodological problems. The survey method is suitable for this research in other to produce data that would be subjected to fairly quantitative analysis. This study is also a survey in which the researcher used the opinions of the staff of Federal Ministry of Labour and Productivity Abuja from level 04 and above to determine the extent of manpower planning and utilization in the ministry.

### **Sample and sampling techniques**

The researcher used all the staff of the ministry as the sample for the study. The total population of the ministry from level 04 and above is four and fifty nine (459). Random sampling was used for the sampling technique of this study. It is a form of probabilistic sampling in which the region or site is divided into natural zone or strata by a random number procedure so as to give each strata a number of squares proportional to its area, thus overcoming the inherent bias in simple random sampling (Statistic tutorial, stratified sampling, 2008).

### **Instrument(s) of data collection**

In the course of this study, the researcher used three instruments for the collection of data which includes:

- Questionnaire
- In-depth/ oral interview
- Focus Group Discussion.

### **Validity of the instruments**

The questionnaire to the staff was presented to four hundred and fifty nine (459) staff. The contents, structure, and language of the questionnaire were found to be valid and relevant to this study. Certain techniques were adopted to ensure that the responses that were received in respect of the major research

instruments were valid and reliable. In designing the items of the questionnaire, certain questions and answers were presented in different forms to make sure that the respondents were consistent in their responses.

## **RESULT**

Opinions of Civil Servants of the Federal Ministry of Federal Ministry of Labour and Productivity, Abuja on relationship between manpower statistics and utilization of skilled labourer, shows that manpower statistics in the Ministry does not depend on the utilization of the skilled labourers.

### **Research findings**

At the end of the preceding chapter on data presentation and analysis, the researcher came up with the following findings:

1. The research findings on the factors affecting manpower planning and utilization in the federal ministry of labour and productivity indicate that there is poor financial remuneration in the ministry of study and this is responsible for less productivity and lack of interest on the staff to put in their best for the achievement of the ministry goal.
2. The motivational standard of the ministry is not encouraging the staff to put in their best and they are not promoted based on their qualification and when due with the result that many qualified personnel remain on the same salary grade level for long.
3. Most of the staff are not sent for training and this contributes to poor productivity and lack of skilled staff who are knowledgeable to produce the needed services in the ministry of study.
4. The research findings on necessary working facilities/tools in the ministry of study reveals that the staff are not given the necessary working materials for official work this hinders and discourages the expected work of the ministry and lack of interest on the part of the staff to carry out their daily duties for proper function of the ministry.
5. The environment is not conducive for the staff to put in their best because the office is not big enough to contain the staff. Most of the staff do not have desks or conducive space to do their work and the not constant electricity and water. Transportation is one of the big challenges facing the staff of the ministry and this contributes to delay of daily activities since the staffs do not go to work early.
6. Staff of the ministry rarely hold staff meetings, are not satisfied with their basic salary and other financial entitlements.
7. The staffs of the ministry are not allowed to express their views during staff meetings and they rarely take part in decision making.

All of these findings do not make for effective manpower utilization in work organizations, in fact; they are constraints to effective manpower utilization in the ministry of study and by

implication in the Federal Ministry of Labour and Productivity, Abuja, Federal Capital Territory. What these show is that the civil servants of the Federal Ministry of Labour and Productivity, Abuja, Federal Capital Territory are not putting in their best in the service of the Ministry. In other words, there is low productivity in the Federal Ministry of Labour and Productivity, Abuja, Federal Capital Territory. This invariably does not go well for efficient service delivery. By implication therefore, the public of the Federal Capital Territory is not getting the best from the civil service machinery.

### Summary of the work

This study “factors affecting manpower planning and utilization” was surveyed in this research with a study of the Federal Ministry of Labour and Productivity, Abuja, Federal Capital Territory. The study was empirical and the research design adopted by the researcher was field work/study.

The review of literature identified some of the factors which include lack of decision making, lack of necessary working facilities/tools, poor financial remuneration, no promotion etc, and lack of motivation as the factors affecting manpower planning and utilization in the ministry of study. The study makes use of survey method as primary data gathering techniques. The primary data were obtained through the use of questionnaire which was used in obtaining data from 360 staff of the ministry that served as the sample for the study. The data collected were analysed and hypotheses formulated in the study were tested with the chi-square statistic. Three hundred and sixty (360) civil servants of the Federal Ministry of Labour and Productivity, Abuja drawn randomly from the Ministry served as a sample of the study and a questionnaire of 23 items was used by the researcher in eliciting information from the respondents. After a careful analysis of data the following findings were made:

- i. There is poor financial remuneration in the ministry of study and, by implication, in the Federal Ministry of Labour and Productivity.
- ii. There is low frequency of staff training in the ministry of study.
- iii. The ministry rarely promote their qualified staff as and when due with the result that many qualified personnel remain on the same salary grade level for long.
- iv. The trained staffs of the ministry are not easily promoted accordingly after training.
- v. There is lack of necessary working facilities/tools in the ministry of study.
- vi. The staffs of the ministry rarely hold staff meetings.
- vii. The staffs of the ministry are not satisfied with their basic salary and other financial entitlements.
- viii. The staffs of the ministry are not allowed to express their views during staff meetings to a low extent.
- ix. The staffs of the ministry rarely take part in decision making.
- x. Based on the findings and other field work

experiences of the researcher, she concluded that the staffs of the Federal Ministry of Labour and Productivity face too many constraints in the discharge of their duties.

### CONCLUSION

This study emphasised the need for recommendations that will help for adequate manpower planning and utilisation in a work place for a positive turn over. Based on the findings and other field work experiences of the researcher, she concluded that the Staff of Federal Ministry of Labour and Productivity face too many constraints in the discharge of their duties due to negligence on the part of government and this also has led to non-realization of the objectives for which the ministry was established. The ministry should embark on training and re-training programme for the qualified staff and promoted them as at when due for promotion for a positive result.

The psychological and physical factors surrounding the employees should be respected because effective work cannot take place in an environment that is not conducive and where there is no adequate facilities to carry out official assignment. There should be provision of health facilities for the employees and assurance of work security. The above strategies, if well handled, will surely assist in employees putting in their best for effective production. The employers of labour should also give priority to motivation and proper manpower planning and utilisation to ensure security and positive result for the employees.

Provision of necessary and basic facilities and infrastructures which include housing, quality health care, power supply, sanitation, transportation, payment of over time, salary increment. These will surely assist in tackling manpower challenges in the federal ministry of labour and productivity, Abuja.

This research tends to contribute to the awareness and suggestions of the best strategy to tackle manpower planning and utilisation problem. Not just in the Federal Ministry of Labour and Productivity alone but the Nation at large.

### RECOMMENDATIONS

The need to provide manpower in a work place is very important because no organisation can progress in an atmosphere where the employees are not well taken care of. Attainment of employee safety, security and motivation are necessary prerequisite for the development of every organisation and government. For a meaningful and progressive achievement in a work place, there must be guarantee of safety and security. Recommendations were therefore made to enable the affected ministry and the civil service in general to turn things around, they are as follows:

- i. There should be remuneration in the civil service to motivate their staff as to achieve better/positive productivity.



- ii. The civil service should embark on prompt promotion of all qualified and deserving staff as provided for in the civil service.
  - iii. Necessary working facilities should be provided to the staff by the ministries to ensure increased efficiency and productivity.
  - iv. The ministries should make sure that their staffs are satisfied with their basic salary and financial entitlements.
  - v. The organization should adhere strictly to merit, qualification, and experience when sending workers on training courses. In addition government should also make fund available to pursue this training programme. This fund must be spent judiciously if good result is expected.
  - vi. The organization should ensure that benefits/allowances are paid to the staff as and when due.
  - vii. Staff should be allowed to take part in decision making and expression of views during meetings.
- Finally, if all these suggestions given above are complied with, the Ministry of Labour and Productivity can guarantee itself that the money invested in the organization will not be a waste. This is because; employees who have the necessary qualifications, if well catered for will always have high level of productivity and efficiency.

## DEDICATION

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