

# An Assessment of Manpower Needs in Jos North Local Government Council, Plateau State Nigeria

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**Abstract:** This paper seeks to assess the Manpower Needs in Jos North Local Government Council by identifying and examining the numerical strength of the man power in the council, determining the level of educational attainment and the work experience of the man power. The population of 560 from the seven departments in the local government council were served with questionnaires, a simple random sampling technique was adopted based on the number of personnel in each department, 64% response rate was recorded representing 360 questionnaires. The data was analyzed using statistical tabulations. The findings of the study revealed that the manpower of the council was characterized by a huge proportion of females (51.6%), the remaining 48.4% were male. The age structure shows that the people in age group of 40-44years constituted 16% of the sampled population. 50.3% of the respondents had post secondary education qualification and 69.9% of the respondents have a working experience of not less than 15years. Based on these results recommendations were made to assist policy makers, practitioners and the academia.

**Keywords:** Assessment, Manpower Needs, Jos North LGC.

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## 1. INTRODUCTION

The manpower of any nation, organization or industry refers to both the quantity and quality of the people it has in its employment as observed by Ihemegbulem (1998) Mabry (1973) Robinson and Walker (1973). Assel, (1979) maintains that it is not only the number of people but the quality of brains, talents and skills of the work force. The United Nations (1967) recommended that, manpower are persons of either sexes who furnish the supply of labour for the production of economic goods and services during the period of investigation including both persons in the civilian labour force and those serving in the armed forces. In simple term, manpower could be regarded as those persons in the human resources who have been processed or are being processed for the purpose of getting them into actions that are productive related. Manpower planning on the other hand is the processes of determining the policies and programmes that will require, develop, utilize and distribute manpower with a view of achieving a country's broader aims of socio economic and political development.

In Nigeria, as is the case with all developing countries, there is over reliance on qualitative manpower but, because capital generation is very difficult, owing to general poverty, exacerbated by mismanagement of available funds, many developing countries do not have the wherewithal to invest in human capital projects. There is an inevitable heavy reliance on the labour force for economic growth. The need for qualitative labour force is therefore of high significance, if the nation must developed.

Lack of adequate supply of well – trained and skilled manpower in the scientific and technological fields accounts for a higher percentage of the problem of socio-economic development in Nigeria and as a result, many well intended

economic programmes planned for the effective mobilization of the country's natural resources have not yielded wide and remarkable success. In the light of the above, the Nigerian government for instance have embarked on a number of measures targeted at providing the required manpower by setting manpower programmes, policies and objectives as well as institutional framework for manpower planning and development in order to achieve an effective and remarkable development of the state, thus the followings are but a few of such measures. The establishment of the National Manpower Board (NMB) in 1962 by the Ashby commission in recognition of the need for manpower and the role it could play in economic development, the commission was to assess the manpower needs of the country. The Federal Government established the Industrial Training Fund (ITF) by the decree of 1971, purposely as an effort to ensure that there is adequate trained and skilled manpower to run industry and commerce in the Country and, to generate a pool of indigenous trained manpower to meet the needs of the national economy. The measure is vital to both the training and development of manpower in the public and private sectors, and to provide training funds for all categories of manpower necessary for socio – economic development.

Based on the aforementioned, it clear that a theory which explains the situation is required. This theory is best explained as the theory of institutional deficiency or Neo-institutional theory (Lavit, & Mahalingam, 2007). It is characterized by inadequate man-power, non-qualified man power, bureaucratic bottleneck and red tapicism, delay and high corruption.

It is against this background that this paper seeks to assess the man-power needs in Jos North Local Government Council, with a view to make recommendations. Also is, because of these and many more that have created the need for institutions to equip their products with the needed management principles and skills required in the industry and the economy.

## 2. LITERATURE REVIEW

The need to link studies to previous works has been emphasized in research literature. For instance, Selltiz, et al (1964), argued that, each study rest on earlier ones, and provides a basis for future ones. According to them, the more links that can be established between a given study or other studies or a body of theory, the greater the probable contributions.

Pertinent to this study, is the review of related literatures focused mainly on the works carried out in the following related variables: manpower strength, education and manpower deployment and utilization, and work experience and manpower utilization.

### 2.1 Manpower Strength, Deployment and Utilization:

The manpower/staff strength is concerned with the total number of work force/manpower employed or in the service of any organization. Workforce is usually confined to person who are within the working age, which conventionally refers to the broad age group of 15 to 60years in Nigeria and 15 to 65 in developed countries.

The primary determinant of a country's manpower is its size and structure, its population, which in turn, is influenced by such demographic factors as fertility, mortality, and migration.

According to Ukandi and Diejomoah (1978) there are no reliable data on the size, structure, and rate of growth of Nigeria's work force or manpower; because efforts in the past to conduct reliable population census were bedeviled by political considerations. However, information from the 1965 Rural demographic sample survey and vital registration statistics, (registration of birth and deaths) suggest that Nigeria's population is growing annually in the range of 2.5 percent to 3.0 percent (due to declining mortality rates and unchanged fertility rates). The 1963 population census is officially accepted as source of demographic data, indicates that about 52.7 percent of the population, then estimated of 55.7 million, was within the age group of 15 to 55 years, while the labour force sample survey, conducted by the national manpower board in 1966-67, revealed that the working –age population was about 51 percent of the total population.

According to the estimates, the labour force was about 29.22 million as of 1975 and will continue to grow in absolute terms, by about 704,000 per annum during the 1975-80 period, see table1 below:

Size of Nigerian labour force, 1975 and 1980 (million).

| Year | Labour Force Est. | Increase-L/force |
|------|-------------------|------------------|
| 1975 | 29.22             | ----             |
| 1980 | 32.74             | 3.52             |

Source: Federal Republic of Nigeria, National Manpower Board, Labour Force Sample Survey 1966/1967 (Lagos: Government printed, 1968)

## 2.2 Education and Manpower Deployment and Utilization:

Adesina (1988), education involves the acquisition of general knowledge and the development of basic mental ability. Education has been identified by many authors as a powerful factor affecting manpower development utilization and productivity.

Ukandi and Diejomaoh (1978) argued that, the quality of manpower in terms of its intellectual attainment and skills is perhaps a more important aspect of the manpower than its numerical strength.

Olutola (1986), highlighted the importance of technical education to economic growth, he argued that to meet the challenge of technological change or to support economic growth and to guarantee the equal access to opportunities, vocational and technical education must be available to a proportion of young people and adults. If education has this much influence on economic growth, than the need for it among teaching staff, administrative, health, finance and others in the study areas is justified.

The type of education advocated for economic growth is the technical and vocational type. Emphasis on this type of vocational and technical education will certainly be of great benefit to Nigerian manpower in their respective work places. The national policy on education (1981) makes efforts to blend literacy with vocational training. It provides functional and remedial education for youngsters who prematurely drop-out of formal school system. It also provides in-service, on the job, vocational and professional training for different categories of workers in order to improve their skills.

Berg (1971) used a formidable array of statistical data to argue that the familiar correlation between educational training and job performance is a myth. However, Olutola (1986), reported that Berg (1970), himself admitted that it would be foolish to deny that education is not involved in the production of goods and services. There is no doubt that education enhances the productivity of workers. Yet, according to Combs (1971), it must be provided with reasonable efficiency and effectiveness. The essential environmental precondition and the complementary components need to be present to ensure the effective utilization of education results. It means therefore that the quality of education of workers also determines how productive they can be.

Diejomaoh (1978) maintained that, a very important aspect of any nation's manpower resources is how the resources are utilized. Full utilization of Nigeria's manpower resources contributes not only to increase total productivity of the economy but also to a mere equitable income distribution profile, as well as to greater political stability. It is for these reasons that development theorists have placed increased emphasis on employment issues since the late 1960s and early 1970s.

## 2.3 Work Experience and Manpower Utilization:

There is a common adage that says experience is the best teacher, it is in appreciation of this saying that Strainer (1971) observed that, workers with short years of working experience need to be trained regularly on the job to acquire the relevant skills. It is common to observe the presence of in experienced workers in our offices and other field of endeavors, the researcher also believes that the situation in the study area (Jos North Local Government Council of Plateau State), may not be exceptional.

Anstery (1976) maintained that, manpower age of working experience is an indicator of worker's quality since matured workers are likely to be utilized better. Yusuf (1989), argued that, lots of teaching staff and most other workers tend to get out of their field of Endeavour at the slightest opportunity due to poor motivation, consequently the effect of this on manpower performance is that for instance experienced and seasoned teaching staff are lost out and are instead replaced by inexperienced youths in the teaching service, leading to fall in the quality of the educational system.

## 3. METHODOLOGY

A population of about one thousand eight hundred and seventy (1870) work forces spread over seven different departments was identified in the study area (Jos North Local Government Council of Plateau State, Nigeria). Random sampling technique was used to select a sample size of five hundred and sixty (560) Respondents representing 30% from the population. Thus, data used were both from primary and secondary sources. The instruments of data collection were the questionnaire which provided the primary data and the documents provided the secondary data.

The data were to provide information on the respondents' demographic, socio-economic, educational level of attainment, skills acquisition characteristics, departments, categories of staff amongst others. Despite some problems encountered during the questionnaire administration and data collection exercise, the numbers of questionnaires administered were five hundred and sixty (560) copies that were expected back but due to some logistic problems only three hundred and sixty (360) copies representing 64.3% were retrieved successfully.

**Table 1: Questionnaire Responses**

| SN | Dept.                                      | Questionnaires distributed | Questionnaires returned |           | Questionnaire not returned |           |
|----|--|----------------------------|-------------------------|-----------|----------------------------|-----------|
|    |  |                            | No                      | %         | No                         | %         |
| 1  | Agriculture and Natural Resources          | 50                         | 32                      | 64        | 18                         | 36        |
| 2  | Budget, Planning, Statistics, and Research | 12                         | 8                       | 67        | 4                          | 33        |
| 3  | Personnel and Management                   | 110                        | 75                      | 68        | 35                         | 32        |
| 4  | Finance and Supplies                       | 78                         | 50                      | 64        | 28                         | 36        |
| 5  | Primary Health Care                        | 196                        | 120                     | 61        | 76                         | 39        |
| 6  | Social Services                            | 45                         | 30                      | 67        | 15                         | 33        |
| 7  | Works, Land Survey                         | 69                         | 45                      | 65        | 24                         | 35        |
|    | <b>Total</b>                               | <b>560</b>                 | <b>360</b>              | <b>64</b> | <b>200</b>                 | <b>36</b> |

Source: field survey, 2012

The data were analyzed using descriptive statistical techniques using tables.

#### 4. DISCUSSION OF FINDINGS

The manpower strength is regarded as one of the vital parameters of assessing manpower needs. Manpower strength in this context refers to the strength of the matching of the manpower needs with the stock in the study area. The short fall between the two (manpower need and stock) is the amount of manpower shortage that the departments are in demand of. Table 6 presents the data on manpower strength.

**Table 2: Manpower Strength**

| Dept.            | Need | Stock | Strength % | Shortage No | %   |
|------------------|------|-------|------------|-------------|-----|
| <b>Agric</b>     | 188  | 168   | 89.4       | 20          | 1.0 |
| <b>Budget</b>    | 54   | 38    | 70.4       | 16          | 0.8 |
| <b>Finance</b>   | 380  | 368   | 96.7       | 12          | 0.6 |
| <b>Personnel</b> | 271  | 261   | 96.3       | 10          | 0.5 |
| <b>PHC</b>       | 681  | 656   | 90.9       | 25          | 1.3 |
| <b>S/service</b> | 165  | 150   | 90.9       | 15          | 0.7 |
| <b>Works</b>     | 247  | 229   | 92.7       | 18          | 0.9 |
| <b>Total</b>     | 1986 | 1870  | 94.2       | 116         | 5.8 |

Source: Field Survey, 2012

Table 6 above presents data on manpower strength, showing the number of manpower needed in each department as compared to the number in stock or available. For instance in the department of Agriculture and National Resources 188 personnel were needed but 168 (89.4%) are in stock or available. This shows a shortage of 20 people (1%). Finance and Supplies has a demand for 380 staff but at that moment, has in stock 368(96.7%). There is a shortfall of 12(0.6%). In the Department of personnel and management, there is a demand of 271 while in stock are 261(96.3%) with a shortfall of 10(0.5%). The total number of staff in the Council is 1870 while the need is 1986. This means that the Council needed about 116 persons as at the time of this work to meet up.

The finding of the study reveals that, Jos North Local Government council has manpower shortages as experienced in other local government councils of plateau state. Gwanshak (2009) also revealed that there is a shortage of manpower in Bokkos Local Government Council. Diejomoah (1978), noted that, there are many areas in Nigeria in which manpower resources are insufficient to meet required demands. Dikko (1979) further confirmed that there are a general deficient of manpower supply in the entire country and this was greatest at the intermediate level.

Formal education in this study refers to the conventional classroom system of education which normally includes the primary, secondary, and post secondary school education. Education attainment is one of the parameter for assessing the manpower needs of any organization. Table 4 below shows the educational attainment of the respondents in the study area.

**Table 3: Formal Educational Attainment levels**

| Department         | Primary school | Secondary school | Post-sec school | Total |
|--------------------|----------------|------------------|-----------------|-------|
| <b>Agriculture</b> | 2.2            | 2.5              | 4.2             | 8.9   |
| <b>Budget</b>      | 0.6            | 0.8              | 0.8             | 2.2   |
| <b>Finance</b>     | 4.7            | 5                | 11.1            | 20.8  |
| <b>Personnel</b>   | 2.2            | 4.2              | 7.5             | 13.9  |
| <b>PHC</b>         | 7.8            | 8.3              | 17.2            | 33.3  |
| <b>S/Services</b>  | 1.4            | 2.8              | 4.2             | 8.4   |
| <b>Works</b>       | 3.9            | 3.3              | 5.3             | 12.5  |
| <b>Total</b>       | 22.8           | 26.9             | 50.3            | 100   |

Source: Field Survey, 2012

Table 4, shows that 22.8% have only primary school education, 26.9% have secondary school education while 50.3% have post secondary school education. The department of budgeting, planning and statistics recorded the lowest number of workforce with primary school education of 2 0.6%, secondary school 0.8% and post secondary 0.8%

From the data analyzed in table 7, we can see that, the majority of the manpower in Jos north local government council has attended post secondary school education, which acknowledges the vital role of education as a means of improving the quantity and quality of manpower in any organization or workplace. These findings agree with the research study conducted in Bokokos local government council on the similar subject matter by Gwanshak (2009). Also collaborates Ukandi and Diejomaoh (1978), who argued that the quality of manpower in terms of educational attainment and skills is perhaps a more important aspect of the manpower needs than its numerical strength.

Formal educational training refers to conventional school educational training which the staff of the local government council has attended on the sponsorship of their employers after their employment. The informal educational training on the other hand refer to the on the job in plant training at seminars, consultant courses and other training given to the manpower on the sponsorship of their employers. Manpower educational training plays a very important role in determining the quantity and quality of work force of the local government council just like any other private or public establishment. Training was therefore considered among the parameters of manpower needs investigated in the study area. The table below depicts or presents data on formal/ informal educational training of the respondents.

**Table 4: Formal /informal Educational training**

| Dept             | Work force benefited |             | Work force not benefited |             | Total      |            |
|------------------|----------------------|-------------|--------------------------|-------------|------------|------------|
|                  | No                   | %           | No                       | %           | No         | %          |
| <b>Agric</b>     | 25                   | 78          | 07                       | 22          | 32         | 09         |
| <b>Budget</b>    | 08                   | 100         | -                        | -           | 08         | 02         |
| <b>Finance</b>   | 65                   | 87          | 10                       | 13          | 75         | 21         |
| <b>Personnel</b> | 47                   | 94          | 03                       | 06          | 50         | 14         |
| <b>PHC</b>       | 110                  | 92          | 10                       | 08          | 120        | 33         |
| <b>S/Service</b> | 24                   | 92          | 06                       | 08          | 30         | 08         |
| <b>Works</b>     | 32                   | 71          | 13                       | 29          | 45         | 13         |
| <b>Total</b>     | <b>311</b>           | <b>86.4</b> | <b>49</b>                | <b>13.6</b> | <b>360</b> | <b>100</b> |

Source: Field Survey, 2012

The data presented on table 5 shows that Budgeting; Planning, Statistics and Research Department had 100% attendance at both formal and informal training. The department of Primary Health Care though with 92% but more of her department have benefited from both trainings under the sponsorship of the Local Government as compared to other

departments having 110 (92%) out of the 120 respondents in the department generally, it is worthy to mention that out of the total 360 respondents 311 (86.4%) have benefited from one training or the other, while the remaining 49(13.6%) only have not been able to benefited from any training.

Working experience here simple refers to the number of years for which the manpower/work force of an organization has worked in their present employment. The research intends to investigate the working experiences of the manpower with respect to the different department to ascertain the number of years the workers in the council have put in, their present employment. This information is shown in table6 below.

**Table 5: Working Experience**

| Department       | Age Range   |             |             |             |            |            | Total      |
|------------------|-------------|-------------|-------------|-------------|------------|------------|------------|
|                  | 0-5         | 6-10        | 11-15       | 16-20       | 21-25      | 26+        |            |
| <b>Agric</b>     | 1.1         | 3.3         | 2.2         | 0.8         | 0.8        | 0.6        | 8.8        |
| <b>Budget</b>    | 0.3         | 0.6         | 0.6         | 0.6         | -          | 0.3        | 2.4        |
| <b>Finance</b>   | 1.9         | 7           | 5           | 4.2         | 1.9        | 0.8        | 20.8       |
| <b>Personnel</b> | 1.4         | 5           | 3.3         | 2.2         | 1.4        | 0.6        | 13.9       |
| <b>PHC</b>       | 4.2         | 10.3        | 8.3         | 5           | 3.3        | 2.2        | 33.3       |
| <b>S/S</b>       | 1.1         | 3.3         | 1.4         | 1.1         | 0.8        | 0.6        | 8.3        |
| <b>Works</b>     | 0.8         | 4.2         | 4.7         | 1.4         | 0.6        | 0.8        | 12.5       |
| <b>Total</b>     | <b>10.8</b> | <b>33.7</b> | <b>25.5</b> | <b>15.3</b> | <b>8.8</b> | <b>5.9</b> | <b>100</b> |

Source: Author's Fieldwork, June 2012

The table above reveals that,10.8% of the manpower in the council have worked for a period between 0 to 5years, 33.7% have worked for between 6-10years, 44.5% manpower have worked for not less than 10years.About 5.9% have put in about 26years and above. In the Primary Health Care Department were found a good proportion of the workers who had worked for over 26years.

The study reveals that working experience has an important role on productivity, effectiveness and proficiency. It is evident that the quality of manpower is more important than its numerical size. In this wise, the assertion by Stainer (1971) that, workers with short years of working experiences need to be trained regularly on the job to acquire the relevant skills. Anstery (1976) also maintained that, manpower age of working experience is an indicator of worker's quality and that matured workers are likely to be utilized better in their places of work.

## 5. CONCLUSION

This paper seeks to assess the man power needs in Jos north local government council with a view to make recommendations towards addressing the man power needs in most local government councils in Plateau state and Nigeria in general. It is pertinent that employees are retiring before their due days leading to loss of well trained staff and it should be noted that training and retraining should be encouraged at the early stage of employment to derive maximum satisfaction from the staff trained, and ensuring that appropriate placement of staff according to their of specialty for better performance. With all of this, it is clear that the theory of institutional deficiency is evident in man power needs of Jos North Local Government Council.

## 6. RECOMMENDATIONS

Based on the findings and conclusions drawn for this study the following recommendations were made:

1. To have feasible staff stability, proficiency and a resilient manpower/workforce, there is need for the employer to discourage their employees from disengaging from service before their due date of retirement.
2. To have a productive, economically viable and qualitative manpower in the local government council, there is the need for continuous training and retraining of staff.
3. For the few staff (7.8%) who were not properly placed on their jobs, it is recommended that they be given opportunity to undergo training in the relevant areas of needs.
4. There is need for a constant staff evaluation and monitoring so as to maximize their potentials and commitment level.

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