

Manpower Development and Organizational Performance in Anambra State Civil Service: A Study of Anambra State Ministry of Women Affairs, 2006 - 2018

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Abstracts: This research work titled: “Manpower Development and Organizational Performance in Anambra State Civil Service; A study of Anambra State Ministry of Women Affairs 2006 - 2018. The objectives of the study were; to examine the extent to which poor implementation of manpower development programmes affect the performance of Anambra State ministry of women affairs; to find out how often staff of the Ministry of Women Affairs are granted leave for further studies; and to determine how regular Anambra State Government provide fund for the development of Staff of Ministry of Women Affairs and Social Development. To achieve this, three testable hypotheses were formulated to guide the study. Data were collected from primary source using well framed questionnaire. Data collected were analysed using table, frequency, simple percentage while pearson product moment of correlation coefficient was used in testing the hypotheses formulated for this study. Major findings were that; poor implementation of manpower development programmes affect the performance of Anambra State ministry of women affairs; staff of the Ministry of Women Affairs are not often granted leave for further studies; Anambra State Government does not provide adequate fund for the development of Staff of Ministry of Women Affairs and Social Development. It is in recognition of the above findings that we recommended among others; improved capacity building; Granting of study leave (with pay) to staff of Anambra State Ministry of Women Affairs; Adequate funding of Manpower development programmes by the government of Anambra State; and regular conduct of manpower training and re-training by the ministry.

Keywords: manpower development, Organizational Performance, Civil Service.

1. BACKGROUND TO THE STUDY

The development of indigenous manpower to serve as a propelling force for national growth and development is no doubt a key to Nigeria’s socio-economic and political development. This according to Ake in Nongo (2015) is quite indispensable considering the argument for the concept of transfer of technology as a propelling force for the development of the developing countries which Nigeria is one. To Tyagi (2004), the position of human resource in the national development is so strategic that every successive government at all levels accord high premium to its development. He added that “the level of development of any country is a function of the nature, quality and quantity of her manpower, hence a saying that no nation grows more than its civil service”.

However, the development of manpower remains one of the major challenges confronting leaders of third world countries Nigeria inclusive. This was rightly put by Abbah (2011) that there is meeting of the minds that poor manpower development and the resultant under utilization is among the major factors responsible for African underdevelopment. Manpower development according to Jones and George in Tolu (2011) is a process of building knowledge and skills of organization members such that they will be prepared to take up new and higher responsibilities and challenges. To Harold in Biscore (2016), Manpower development is progress made by employee on the course of their duties. It encompasses training experiences, new employee orientation and variety of other means of increasing personal and group effectiveness.

In Nigeria, manpower development plans and programmes are haphazard and uncoordinated as it is often considered as a bye-product of programme in the general context of national development (Sodipe, 2015). Investigation revealed an exclusive focus of government on financial assets in the administration of the country to the neglect of their manpower. Tyagi (2004) maintains that the over emphasis on financial rather than human resources is the central reason why third world countries continues to encounter challenges in the management of their nations resource. In Anambra State civil service, several efforts have been made by successive governments of the state since the new democratic dispensation of 1999 to develop the personnel aspect of the state civil and public service. These efforts ranges from granting of study leave to civil servants so as to improve on their educational qualifications, conduct special training and development seminars for staff of all Anambra State Ministries and parastatals including the ministry of women affairs and social development. Nevertheless, the above manpower training and development opportunities are said to be inadequate, and have yielded little result due to lack of political will to effectively monitor and supervise manpower development programme in line with the state objectives. Also, the training and development exercise was politicized such that only the political alleys of the government in power are given the opportunity for participation. These unhealthy practices have created serious manpower development lags in the state civil service.

However, the lack of adequate emphasis on manpower development as a tool for national development in Nigeria by both government and organized private sector could be attributed to lack of understanding of the concept and methods for manpower development in the post-colonial Nigerian state in which the process of manpower development was distorted by colonialism with the attendant negative orientation that was injected into the country's political leaders (Omodia, 2016). Thus, manpower development became an elitist design in favour of capitalist mode of production in which labour was relegated to the background among other factors of production. Consequently, Anambra State as one of the states in Nigeria has culpable distortions in manpower development as a major setback to her quest for development. The civil service of the state is still greeted with general inefficiency and ineffectiveness in delivering services due to the poor/inadequate manpower training, development and utilization (Abbah, 2011). For instance, in spite of the increasing availability of competent and qualified manpower caused by the increasing number of graduates from universities, polytechnics, monotechnics, among other institutes of higher learning, mediocrity still has upper hand in the process of recruitment, selection, placement and development of personnel aspect of Anambra State Civil Service. This according to Amarachi in Weighurt (2011) is caused by the concept of "Quota system" which tries to accommodate every section and interest in the national and state civil service, but posses an adverse effect on the manpower planning, procurement and development.

The Anambra State Ministry of Women Affairs and Social Development is a Social Service Ministry charged with the core mandate of taking care of health, education, social well-being and economic empowerment of women in Anambra State. Also inclusive in their job are responsibility for the welfare of the physically challenged orphans and vulnerable children. This ministry as one of the ministries of Anambra State Government is faced with serious distortion of manpower development as a major setback for the efficient delivery of their core mandates, as the personnel aspect of the ministry are not adequately trained and specifically developed progressively to perform efficiently in the discharge of their assigned duties and responsibilities hence, the need for this study

Statement of the Problem

The main target of every establishment is to meet up with the mission and vision of its establishment and it is always the expectations of both the government and the citizenry to see that the outlined objectives of her ministries, parastatals and extra-ministerial department are achieved.

However, it is worrisome to know that Anambra State Ministry of Women Affairs and Social Development have failed to achieve the objectives of its establishment as a result of poor and inadequate development and training of the personnel aspect of the ministry. It becomes imperative to investigate the cause of inadequate development of manpower in the ministry. It is also pertinent to examine how manpower training and development plans and program are conducted in the ministry, and the position of Anambra State Government on the issue of funding staff training and development. Also yearning for attention is whether manpower planning, procurement and development are carried out objectively without undue political interferences in Anambra State Civil Service System, and the extent to which state Government makes available the opportunities for training and development (study leave, capacity building works, seminar, symposiums etc of Anambra State Civil Servants despite the existence of staff development centre in the state.

Objectives of the Study

The broad objective of the study is to examine effects of poor manpower development on the organizational performance of Anambra State Ministry of Women Affairs and social development.

Specific objective are:

1. To examine the extent to which poor implementation of manpower development programmes affects the performance of Anambra State ministry of women affairs.
2. To find out how often staff of the Ministry of Women Affairs are granted leave for further studies.
3. To determine how regular Anambra State Government provide fund for the development of Staff of Ministry of Women Affairs and Social Development.

Research Questions

In view of the above problems, the researcher poses the following questions:

1. To what extent does poor implementation of manpower development programmes affect the performance of Anambra State ministry of women affairs?
2. How often does Anambra State Ministry of Women Affairs grant study leave to their staff?
3. How regular does Anambra State Government provide fund for the development of Staff of Ministry of Women Affairs and Social Development?

Research Hypotheses

The following hypotheses were formulated for this study:

1. Ho. poor implementation of manpower development programmes does not affect the performance of Anambra State ministry of women affairs.
2. Ho. Staff of the Ministry of Women Affairs are not often granted leave for further studies.
3. Ho. Anambra State Government does not provide fund regularly for the development of Staff of Ministry of Women Affairs and Social Development.

Significance of the Study

The study has both theoretical and empirical significance.

Theoretically, this study will enhance knowledge on manpower development and Organizational performance in Anambra State civil service. It will also help researchers to know more about manpower development as a tool for improving service delivery in Anambra State civil service. The academia shall treasure this work as it will enhance further research studies by presenting an empirical evidence to embellish the curiosity of the potential researchers. The findings of the study will be of good value to future researchers embarking on a similar study and as well serve as point of reference.

Empirically, this study shall be beneficial to the staff and management of Anambra State Ministry of Women Affairs and Social Development as it will expose the cause of inadequate manpower development and thus prepare the ministry for an improved manpower development plans and programmes.

To the government of Anambra State, this work will help them to make an informed decision concerning staff training and development of the state civil servants. It will also be of great significance to corporate business managers and educational leaders as information contained in the study shall be used for planning and management of human resource welfare for organizational development.

Scope of the Study

This work covered manpower Development and organizational performance in Anambra State Civil Service between the period of 2006 to 2018, using Anambra State Ministry of Women Affairs and Social Development as a focal point.

Limitations of the Study

In carrying out this research, the researcher encountered many challenges some of which are:

- **Time Constraints:** There was no enough time for the research to combine his class work, reading for exams and conduct this research exercise.
- **Inadequate Finance:** The finance for this study was grossly inadequate for her to reach out to the target respondents and visit research centres.
- **Scarcity of Materials:** The materials/information needed for the study was grossly inadequate, thus imposing problems to the success of the study. Also, the unwillingness of staff of the ministry to give accurate information and data needed for the study posed problem to the success of this study.

However, in spite of the above problems, the researcher relentless effort and determination saw this work through.

2. REVIEW OF RELATED LITERATURE

Concept of Manpower Development

Hamlin (2014) examined different views and definitions of manpower development and submits that the concept implies “any activity which deliberately attempts to improve person’s skill on a job”. He added that manpower development creates learning in the area of Knowledge, skill, experience and attitude. This tends to suppose that the essence of manpower development goes beyond skill acquisition to incorporate knowledge acquisition hence, it is been interpreted to mean a holistic transformation of man in line with his career specification, (sodipe 2015). To Monanu (2015), manpower development encompasses training experiences, new employee’s orientation and variety of other means of increasing personal and group effectiveness. Conroy (2000) defines manpower development as a purposive efforts intended to strengthen organizational capacity to fulfil its mission by providing for the growth of its own human resources. Similarly, McNamara in Oku (2013), Manpower development involves an expert working with learners to transfer to them certain areas of knowledge and skills to improve in their job performances. Biscore (2016) views manpower development as a two-way responsibility of the organization and the individuals concerned. According to Hendrich (2011), manpower development is an initial investment of time and effort which yield more productive, happier workers and increased turnover. Omisore and Okonfu (2014) maintains that man power development is building the knowledge and skill of organizational members such that they will be prepared to take up new and higher responsibilities and challenges. They argued that managers of organizations should conduct needs assessment to determine which employee needed to be developed and what skills(s) or knowledge they needed to acquire. Manpower development according to Harold in Herbison (2013) is the progress made by employee on the course of his duties. The above scholar linked manpower development to industrial training such as on-the-job and off-the-job training. Ibekwe in Onuka (2016) stated that manpower development is a process of intellectual and emotional growth achieved through providing the means of which people can grow on their own. He argues that manpower development emphasis the opportunity to apply one’s knowledge, the opportunities to learn and grow. He further states that knowledge is meaningless if there is no opportunity to apply it, and that knowledge and skills can be acquired through exposure.

Tools for Manpower Development

Tools and methods for manpower development in organization differs and it is largely determined by the objectives of organizations, the idiosyncrasy of management staff or the chief executive, the organizational policy as well as the organizational environment to mention a few (Nwulu and Ateke,2018). They maintain that it is a common place to see methods for manpower development varying from one organization to the other just as a given organization can be

tailored at adopting different methods at different time or a combination of techniques at the same time. They identify methods for manpower development as;

1. **Orientation:** This method of manpower development could be said to be an integral part of the recruitment exercise in that once an employee has been found appointable, it is expected that such an employee need to be positively oriented in line with the visions and aspirations of the organization for effective discharge of functions. Also, since employee functions in an organization is basically affected by his perception of the organization vis-à-vis the rules and principles that exist in the organization, it therefore follow that an employee undergoes formal and informal orientation in a place of work (Nwulu and Ateke,2018). Whereas the formal orientation focus on job specification and occupational demands placed on the employee, the informal orientation involve the social interaction that take place in the place of work which could either boost productivity or be detrimental to the organizational success (Lawal 2016).
2. **On-the-Job Method of Manpower Development:** This method is basically different from the orientation method in that while orientation is at the point of entry into the organization or new assignment, on the job method is a process through which knowledge and experiences are acquired over a period of time either formally or informally. This process involves the following;
 - a. **Coaching:** This is a method of on the job training and development in which a young employee is attached to a senior employee with the purpose of acquiring knowledge and experiences needed for task performance.
 - b. **Job Rotation:** This method involves the movement of an employee from one official assignment or department to the other in order for the employee to be acquainted with the different aspects of the work process or through job enlargement (Lawal 2016). This implies giving additional responsibilities to an employee who has been uplifted as a result of an acquisition of additional skills or knowledge (Yalokwu 2014).
 - c. **In House Training:** This involves a formal method of on the job training in which skills and knowledge are acquired by employee through internally organized seminars and workshops geared towards updating the workers with new techniques or skills associated with the performance of their job.
 - d. **In Service Training:** This method involves training outside the organization or workplace in higher institutions of learning or vocational centres under the sponsorship of the organization.
3. **Committee/work Group Method:** This method entails manpower development through the involvement of employee in meeting, committee and work group discussion geared towards injecting inputs in form of decision making as regard solving organizational problem (Ojohnoh 2011).
4. **Vestibule Training Method:** This is a method of manpower development through the acquisition of skills in a related working environment (Nongo 2015). Under this method, the trainee practices his skill with identified equipment that he uses or he is expected to use in his actual place of work. This method is suitable for sensitive operations where maximum protection is expected as the purpose is purely to enable perfection at workplace.
5. **Apprenticeship Method:** This method of manpower development involves the acquisition of skill through extensive practice for over a period of time by the trainee. This type of manpower development devise could either be formal or informal. Nongo (2015) explained that in the informal environment, the trainee is attached to the trainer and he/she is expected to pay for an agreed period of apprenticeship. While in the formal setting and employee could be placed under a superior for apprenticeship in organization without payment.
6. **Study Leaves With/Without Pay:** This occur when staff applies for leave to study a course of choice with the recommendation of the employee's immediate supervisor. Study leave with pay attracts full salary during the study period while leave without pay does not.

Factors that Necessitate Manpower Development in Nigeria Civil Service:

Many factors have been identified to be responsible for the increasing manpower development needs in the civil service of Nigeria and Anambra state in particular. Some of these factors according to Weinfort (2011) are;

1. **Technological Change:** There is constant change in technology. As such, there is need to train old employees on the use of the new technology or recruit new employees that have the necessary qualification, skill and ability to operate and perform the job.

2. **Social Change:** Change in environment used to be strictly adhered to if organization wants continuity, growth and development. Therefore, to meet up with the specificity of change, organization needs to develop their personnel continually in line with the specification of the environment.

3. **Organizational Change:** Manpower development occurs when there is change in administration, organizational structure, business climate and location of business.

Challenges of Manpower Development in Nigeria Civil Service

Challenges of manpower development according to Ekpo (2009) are those factors militating against the successful implementation of manpower development, policies and programmes of government. Toeing his steps, Dauda (2013) identifies the following as the challenges facing manpower development in all spheres of government businesses in Nigeria;

- i. Poor Political Leadership
- ii. Poor Manpower Planning
- iii. Corruption

Poor Political Leadership: According to Baike (2014), poor political leadership entails lack of political will and interest in formulation and implementation of manpower development programme by the political leaders. The Nigerian political leaders show little or no interest in formulating and implementing of viable manpower development policies and programmes that will enhance the capacity of the country's indigenous manpower. For instance, it takes industrial strikes of the labour union for government to formulate policies on national minimum wage, and constant protests among workers for such policy to be implemented in Nigeria. This according to Baike (2014) has further deepened the problem of manpower development in Nigeria as it manifests in form of poor funding of capacity building, worship and education for manpower improvements.

Poor Manpower Planning: This problem according to Oku (2013) constitutes a major hindrance on effective manpower development in Nigeria. He attributes this to the problem of poor database management that is needed for manpower planning in Nigeria both in the states, rural and urban centres. The problem of manpower planning consists of inadequate manpower specification, poor skilled manpower inventory and manpower auditing to identify the specific and general manpower needs of Nigeria civil service.

Agaja in Conroy (2017) in his evaluation of the nature of professional education in Nigeria universities and why they are unable to capitalize on available opportunities, identified; lack of finance, obsolete equipment for practical, apathy towards further training by employees, delay in remuneration of beneficiaries, and wrong perception of development by the society to be among the factors challenging effective and efficient manpower development in Nigeria. He further submitted that training prospects are good if the problems associated with it are reduced to a minimum level.

Corruption: corruption is among the major factors affecting manpower development in Nigeria civil service. This problem affects manpower development in Nigeria civil service as money and material meant for the manpower development programmes are often diverted for private gain. Public service is regarded as no mans' service which can be used for selfish gain. This wrong perception of public service according to Ekpo (2009) is the major cause of the poor development and the resultant underutilization of public personnel in Nigeria.

2.1.6. Overview of the Anambra State Ministry of Women Affairs and Social Development.

The Anambra state ministry of women affairs and social development is a social service ministry charged with the responsibility of taking care of women, children, the physically challenged, orphans and vulnerable children. The health, education, social well being and economic empowerment of women are the core mandate of the ministry. The ministry is located at prof. Dora Akunyili Women Development Centre (WDC) along Enugu – Onitsha Express way, Awka, Anambra State. The ministry is currently led by Mrs. Nididi Mezue. The ministry has five (5) functional departments;

1. Child development department
2. Social welfare department
3. Rehabilitation department
4. Women affairs department
5. Administrative department

The core mandate of the ministry is to advise government on gender and children related issues, issues affecting persons with disabilities and the aged. The ministry is also to initiate policy guideline and lead the process of gender equality and mainstreaming at both the national and international level.

Other functions of the ministry include;

1. Promoting the general welfare of women and enhancing their ability to realize their full potentials in various field of human endeavour.
2. Providing an enabling environment that will ensure the maximum of, and holistic development of the potential of the Nigeria children towards national development and nation building.
3. Promoting a multi-sectoral programme synergy for the realization and enhancement of the survival, development, protection and participation rights of children in Anambra state with particular reference to the achievement of set target as enumerated in the Child's Right act (CRA 2003), the National Economic Empowerment and Development Strategy NEEDS (2004), and Millennium Development Goals (MDGs) now Sustainable Development Goals (SDGs).
4. Taking steps to eliminate all social practices that discriminate against or are detrimental to the overall development of women and girls.
5. Ensuring the integration of women in state and national process and promoting the mainstreaming of gender on all issues of national and state importance.
6. Capacity building for all women and vulnerable groups.
7. Support and mobilizing non-governmental organization (NGOs) and civil society organizations (CSOs) working for the realization of women and children's right.
8. Coordination of programme and projects on human rights of women, armed conflicts and violence against women.
9. Monitoring and evaluating the implementation of regional, internal and government instrument on women advancement.
10. Advocating for the passage and enforcement of laws that protect and project the interest of the ministry's target groups.

However, in achieving these goals, the Anambra state ministry of women affairs embarks on sensitization of relevant government and no-governmental agencies and stakeholders to partner with her to address the needs of women and vulnerable children (orphans and disables). In recent time, the ministry of women affairs through the coordinated efforts of chief Mrs. Ebelechukwu Obiano, the first lady of Anambra, and in conjunction with the support of the United State Agency for International Development (USAID), have encouraged communities in Anambra state to hold campaign against the age-long practice of Female Genital Mutilation/cutting which had over the years affected the pride of womanhood negatively. In the enlightenment campaign against the ugly practice in some communities of the state, sponsored by the United Nations Population Fund (UNPF), United State Agency for International Development, the office of the wife of the Anambra state governor, and the Anambra state ministry of women affairs and social development, chief Mrs. Obiano enjoined stakeholders and leaders of thought to make an open declaration banning the practices of female genital mutilation/cutting insisting that the practice has no benefit to humanity.

Organizational Performance

A good performance of employees necessary for every organization since an organizational success is dependent on the employee's creativity innovativeness and commitment (Onuka, 2016). Though employee performance and employee

productivity seems to be related, performance is in some cases measured as the number and value of goods produced. That is to say that while productivity tends to be associated with production – oriented terms, like profit and turnover employee performance is linked to efficiency or perception – oriented terms, like supervisory ratings and goal accomplishments (Nwosu, Ikor and Kanu 2016:435). To Breugh in ozoemena (2013), there are four different performance demission on which employees are measured, and they are; quality; quantity; dependability and job knowledge.

In the words of Oku (2013:18), performance is a multi-dimensional construct the measurement of which varies depending on verity of factors. They argued that it is important to determine whether the measurement objective is to assess performance outcome or behavior before embarking on employee performance assessment. As a multi-dimensional phenomenon, Akul (2014) identified performance demands, to include; efficiency, effectiveness economy, productivity, quality; and behavioral performance. Similarly, Tolu (2011) states that employee performance deal with attributes that goes beyond task competence to foster behavior that enhances the climate and effectiveness of the organization. In the same view, Sodipe (2015) argues thus;

Performance means both behavior and result, because behavior emanates from the performer and transforms performance from abstraction to reality/action. Not just the instrument for result, behavior are also outcomes in their own right, the product of mental and physical effort applied to task which can be judged apart from results.

According to Armstrong and Baron in Akul (2011), employee performance is the behavior or action relevant to the attainment of the organizations goals that can be scaled or measured. The duo conceptualized organization performance as a strategic and integrated approach to delivering sustainable success to organization by improving the capacities of teams and individual contributors. Implicit in the above definition is that it is the capacities and competence of employee, and the efficiency of their individual performance that determine the overall organization performance, i.e., organization performance is a product of employee performance. Corroborating the above points, kostuik and Follmann in Nwosu et al (2016) opines that employees with good abilities in combination with sufficient experience are twice as productive after two years and therefore learning the job is indeed a key to employee performance. They maintain that most organization measures employee performance by supervisory ratings, quality, quantity, dependability, job knowledge and job accomplishments even though they are highly subjective.

The overall purpose of performance management is getting better results from the organization, teams and individuals by understanding and managing performance within an agreed framework at planned goals, standard and competence requirement (Sodipe 2015).Employee performance is a vital aspect of every organization because according to Akul (2011:63) any organization that ceases to perform its functions to the society is eliminated by the society in the business world, and society that fails to eliminate such organization, but instead go on subsidizing than are soon dragged down like the organization. Ejiofor in Conroy (2017) argues that until recent, Nigeria as a nation was almost dragged down to a confused society by failed originations. He argued thus

..... post a letter and it disappeared and dumped away; pick up your telephone for a call and it was dead; turn the water tap and it was dried; work for government and you were owned salary or contract fee; retire from government service and you were declared a “deed wood”; take an examination and the results got cancelled; have a fire out break and all got burnt with no rescuer in sight, carry out a census and unleash countless troubles on the nation, conduct elections and they got rigged, go to court and the naira becomes the judge

The above assertion shows the level of failure by government institutions to satisfy the needs, yearnings and aspiration of Nigeria citizenry. But since organization on its own does no job, it is the personnel of those organizations that fail to perform optimally. This implies that it is the employee performance that determines the level of organization performance. Therefore to perform and achieve results, organizations hire individuals, reward them as long as they are performing their functions creditable (Ejiofor in Conroy 2017). Employee performance is a measurable concept and should ideally be measured by attempting to quantify achievement (results) output and cost input (Akul 2011). However, since performance is so vital to the existence of an organization, it follows that every organization should exert itself to achieve visible and vile performance. This could only be done through proper procurement of employee who are technically competent and effective to carry out the assigned functions in such a manner that will give the organization a success story (Akul 2011). From the above explanation, it is clear that the link between manpower procurement process and employee performance is critical/crucial in the life of any organization.

Theoretical Framework and Application

Amidst numerous theories, the theory considered suitable for the study is scientific management theory propounded by W. F. Taylor in 1911. The concept of scientific management was first coined in 1910 by Louis Demfitz Brandies and developed by Fredrick W. Taylor in his book titled “The Principles of Scientific Management” published in 1911 (croft 1996:149). The theory was developed in a bid to find “One Best Way” of ensuring organizational efficiency and effectiveness. According to Taylor, the principal objectives of every management should be to obtain “Maximum Prosperity” for both employers and employees. To the employers, maximum prosperity is the development of all aspects of the organization to a state of permanent prosperity. To the employee, it refer to physical, mental and technical development of workmen so as to perform efficiently even in the highest grade of work for which his natural ability fitted them (Kaka 1970). The major postulation of this theory is that efficient organization performance can be achieved through;

1. Development of true science of work
2. Scientific selection and progressive development of the workmen
3. Bringing together the science of work, and the scientifically selected and trained men for improved performance
4. Complete re-division of work between management and the workers.

Other scholars associated with scientific management are the likes of Henry L. Gantt, C.G. Barth, Frank and Lillian, Gilbreth, Charles Babbage etc.

The relevance of scientific management theory to this work is that the application of the principle of scientific selection and progressive development of workmen will reduce the challenges of manpower development in Anambra State Civil Service. Also, bringing together the science of work and scientifically selected and trained men will call for “mental revolution” on the part of Anambra State Government and its Civil Servants and thus reduce the challenges of manpower development in the state civil service. Moreover, strict application of the principles and postulations of scientific management theory will bring “maximum prosperity” to the Anambra State Government, Anambra state ministry of women Affairs/Social Development and the entire State Civil Service.

3. METHODOLOGY

This study adopted descriptive survey design, with a sample size of 86 respondents. Data were generated from primary source using well framed questionnaire and systematic interview. Data collected were analyzed using descriptive and inferential statistics, while Pearson Correlation was used to test the hypotheses.

Testing of Hypotheses

Statement of the Hypothesis:

H_{01} : poor implementation of manpower development programmes does not affect the performance of Anambra State ministry of women affairs.

H_{A1} : Poor implementations of manpower development programmes affect the performance of Anambra State ministry of women affairs.

Test of Hypothesis I (Summary of Data derived from Appendix C1)

| No | X | Y | X ² | Y ² | XY |
|----|--------------|--------------|----------------|-----------------|----------------|
| 84 | $\sum x=255$ | $\sum y=380$ | $\sum x^2=912$ | $\sum y^2=1372$ | $\sum xy=1041$ |

Source: Field survey, 2021.

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

$$r = \frac{84(1041) - (255 \times 380)}{\sqrt{84(912) - (65,025)} \sqrt{84(1372) - (144400)}}$$

$$r = \frac{9456}{\sqrt{337638464}}$$

$$r = 0.51$$

$$\begin{aligned} \text{Coefficient of determination } r &= 0.51 \\ r^2 &= 0.2601 \end{aligned}$$

Computation of t_c :

$$t_c = r \frac{\sqrt{N-2}}{\sqrt{1-r^2}}$$

$$t_c = 0.51 \frac{\sqrt{84-2}}{\sqrt{1-0.2601}}$$

$$t_c = 0.51 \frac{\sqrt{82}}{0.7399}$$

$$t_c = 0.51 \frac{9.0553851381}{0.8601744009}$$

$$t_c = 5.37$$

Therefore, hypothesis I; $r = 0.51$, $r^2 = 0.2601$ and $t_c = 5.37$

Decision Rule

At 0.05 level of significance and degree of freedom (df) reject H_0 , if the computed t-value is greater than the critical (table) t-value.

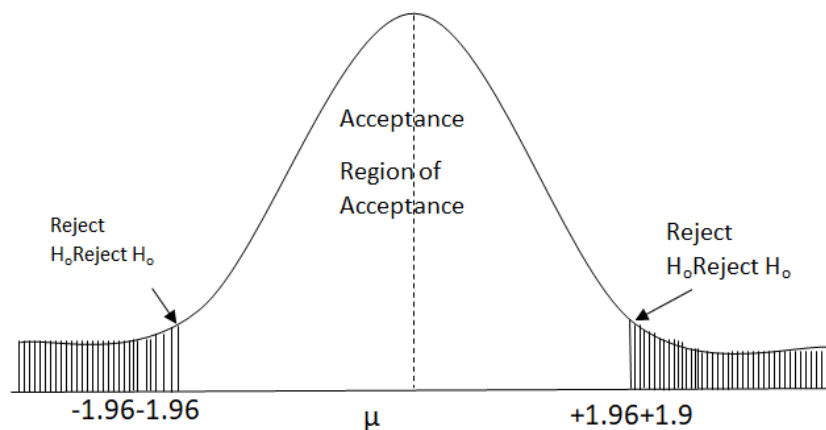


Figure I: Normal Distribution Curve showing Rejection and Acceptance Decision Regions.

Decision

At 0.05 level of significance and degree of freedom, the calculated t-value of 5.37 is greater than the critical t-value of 1.96; therefore, the study rejects the null hypothesis (H_0). As a result, the alternate hypothesis (H_A) which says that Poor implementations of manpower development programmes affects the performance of Anambra State Ministry of Women Affairs.

Interpretation

There is a positive relationship between poor implementation of manpower development programmes and the performance of Anambra State Ministry of Women Affairs.

4. DISCUSSION OF MAJOR FINDINGS**1. Poor Implementation of Manpower Development Programmes Affects the Performance of Anambra State Ministry of Women Affairs.**

The result of hypothesis one shows that poor implementation of manpower development programmes affects organizational performance of Anambra State Ministry of Women Affairs. The result of the coefficient of correlation was 0.51 which indicate a positive relationship between the two variables. The coefficient of determination and the test of significance shows that the calculated value of t_c (5.37) is greater than its critical value of 1.96 at the error margin of 0.05.

The above finding was supported to be true by Biscore (2016) who identified poor implementation of manpower development programmes as a major barrier to having competent and skilled manpower needed for optimal performance. In the same vein, Baikie (2014) maintain that proper implementation of viable manpower development programmes is a vital tool for every organisation to meet up with the ever changing environmental realities. According to Conroy (2017) constant environmental changes create a gap between organizational output and public acceptance of such output, and to fill the gap requires a corresponding upgrade of the workers performance ability to meet up with the needed service. This upgrade of workers performance ability can only be achieved true formulation and implementation of robust manpower development programmes.

Table 4 revealed that 70 (83.33%) respondents strongly agreed that effective manpower training and development increase workers efficiency and reduce the cost of maintenance of equipment, while 10 (11.91%) simply agreed. This implies the affirmation of the above finding by a significant percentage of the population studied. The table equally revealed that proper implementation of manpower development policies and programmes of the State Government will help in solving the problem of manpower development in Anambra State Ministry of Women Affairs as 70 (83.33%) lend a positive voice to it leaving only a small and insignificant percentage of the population on the negative side of the divide.

2. Staff of Anambra State Ministry of Women Affairs are not often granted leave for further studies.

The result of hypothesis two shows that staff of Anambra State Ministry of Women Affairs are not often granted leave for further studies and this has affected greatly their level of development. The result of the coefficient of correlation was 0.14 which indicate a strong relationship between study leave and manpower development. The coefficient of determination and the test of significance show that the calculated value of t_c (1.28) is less than its critical value of 1.96 at the error margin of 0.05. This led to the acceptance of the null hypothesis.

In the course of the research, table 5 showed that over 74 (88.095%) respondents disagreed in all manners that Staff of the ministry studied enjoys study leave. Hence, 75(89.29%) respondents agreed in simple and strong terms that granting of study leave to Anambra State Civil Servants will help in improving the quality of the state manpower which will in turn increase organizational performance.

The above finding was in line with the believe of Nongo (2015) that study leaves with/without pay, gives the existing employee an opportunity to development oneself and thus acquire the needed skill to serve best in organization. Therefore, study leave is a good manpower development tool for optimal organizational performance as it enables the benefiting staff to improve on his existing skill and as well acquire new skills for optimal performance.

3. Anambra State Government does not Provide Fund Regularly for the Development of Staff of Ministry of Women Affairs and Social Development.

The result of Hypothesis three shows that Anambra State Government does not provide fund regularly for the development of Staff of Ministry of Women Affairs and Social Development. The result of the coefficient of correlation was 0.011 which indicate a strong relationship between the variables. The coefficient of determination and the test of significance show that the calculated value of t_c (1.0996) is less than its critical value of 1.96 at the error margin of 0.05. This led to the acceptance of the null hypothesis.

Also, the analysis in table 6 proved that 66 (78.57%) respondents agreed in simple and strong terms that inadequate funding of manpower training and development programmes by Anambra State government affects the availability of qualified manpower in the state civil services. This informed the belief of a significant number of 69 (82.14%) respondents that government sponsorship of workshop, seminar, and conferences will help in solving the problem of manpower development in Anambra State Ministry of Women Affairs.

5. CONCLUSION

Manpower development is a veritable instrument for excellent organizational performance hence any organization desirous of success must give serious attention to the development of its manpower. The poor performance of the Anambra State Ministry of Women Affairs is as a result of the less attention given to manpower development by Anambra State Government. Therefore to ensure optimal performance of the ministry and the entire Anambra State Civil Service, a serious concern must be given to the area of manpower development.

Recommendations

Base on the research findings, the researcher made the following recommendations:

Improved capacity building through effective implementation of manpower development oriented policies and programmes by the Anambra state government, and granting of study leave (with pay) to staff of the Ministry.

Moreover, regular funding of Manpower development programme of the State Ministry of Women Affairs by the government of Anambra State will provide adequate opportunities for training and development of staff of Anambra State Ministry of Women Affairs.

Regular conduct of manpower training and re-training by the Anambra State Ministry of Women Affairs and Social Development, and efficient manpower planning and effective recruitment devoid of undue political interference.

Finally, continuous conduct of manpower training in line with continuous change in technology, and regular sponsorship of workshop seminar, conferences etc, by the Anambra state government to ensure continuous upgrading of the state civil servant to keep a brace with the prevailing global administrative principles, and international best practices.

Contribution to Knowledge

This study enhanced knowledge on manpower development and Organizational performance in Anambra State Civil Service. Also, this study was directly conducted on the manpower development and Organizational Performance in Anambra State ministry of women Affairs and Social Development which no other work has done. Moreover, the study was the first to investigated how the Anambra State Ministry of Women Affairs conducts her manpower training and developments programmes, and study the extent to which Anambra State government financially encourage manpower development in the ministry of women Affairs as the review shows that previous studies related to the topic under study have not study that.

Suggestion for further Studies

The study suggested the following areas for further academic inquiry;

- ❖ Manpower development and organizational Excellence in Service Delivery
- ❖ Manpower training and development: what is to be done?
- ❖ Manpower development and organizational performance in others ministries in Anambra State service
- ❖ Capacity building and organizational efficiency: A study of any government agency or public parastatal in Nigeria

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