

THE IMPACT OF MANPOWER TRAINING AND DEVELOPMENT ON PUBLIC SERVICE PRODUCTIVITY IN EDO STATE TRAFFIC CONTROL AND MANAGEMENT AGENCY

SAMUEL OYAKHIRE

**Department of Public Administration, Faculty of Social Sciences,
University of Benin, Benin City, Edo State, Nigeria
+2348054469066, +2348032677600
soyakhire2013@gmail.com**

&

EGHAGHE, OSAWONAMEN AMBROSE

**Department of Public Administration, College of Social Sciences
And Management Sciences, Wellspring University
Edo State, Nigeria
+2348035177642, +2347057605897
eghaghe.ambrose@wellspringuniversity.edu.ng**

ABSTRACT

This paper examined The Impact of Manpower Training and Development on Public Service Productivity in Edo State Traffic Control and Management Agency. Four objectives and research questions were raised to guide the study. The human capital theory was employed as the theoretical framework for the study, relying on primary and secondary data supported by textual analysis. The paper discussed the crux areas of manpower training and development in achieving optimum productivity, the presences of negatives that affect productivity, approaches of manpower training and development, and the indices on how to measure public service productivity in EDSTMA were discussed. Three approaches to manpower training and development were identified and also discussed, on-the –job training, off-the-job training and simulation method. The paper therefore concluded that manpower training and development are indispensable in every organization and recommended that training and development needs should be made available for all employees.

Keywords: Impact, Manpower, Manpower development, Public Service, Productivity, Training, EDSTMA.

Introduction

The goal of any organization is to enhance its productivity, and this depends on the competence of its manpower. Organizations recognize that manpower, is the most vital aspect of production, responsible for the management and harnessing other factors of production in order to actualize its aims and objectives (Aibieyi, 2010). Manpower combines and utilizes other factors of production towards the actualization of set goals of the organization, it is the most critical to any organizational survival. Consequently, workers must be equipped and trained adequately to ensure that their knowledge, skills and abilities facilitate the attainment of organizational goals. (Mustapha and Osho, 2019).

The importance of manpower training and development have been recognized as a central role of management, they are unavoidable, because they remain the only standard for growing capabilities, and enhancing productivity, the retention of work standard and improving employee's loyalty to the establishment. In a developing country like Nigeria, low productivity has always be the case in the public sector, due to inability to embrace manpower training and development. The effectiveness and success of an organization lies on the people who form and work within the organization. Lack of manpower training and development in an organization will lead to the problem of inefficiency, incompetency and ineffectiveness. (Ogundiran, 2018).

Edo State Traffic Control and Management Agency was first established in 2010 by Senator Adams Aliyu Oshiomhole. On the 31st August, 2017, His Royal Majesty, Oba of Benin, inaugurated the revamped Edo State Traffic Control and Management Agency (EDSTMA) in Benin City. EDSTMA was given the mandate to develop a culture of regulation, control, management of traffic, reduced time wastage and accident in Edo State roads. At the moment, EDSTMA has fourteen Zonal offices across the state with the basic functions of traffic control, enforcement; public education and enlightenment; road research and statistics; driver training and certification; traffic safety; accidents management and to ensure free flow of traffic (EDSTMA, 2017).

Statement of the Problem

Manpower is seen as the most critical to organizational survival, because it ensures effective utilization of other means of productivity such as capital and material resources. Hence there is need for manpower training and development which have been recognized as the key factor for enhancing productivity. Sad but true, adequate attention is often not paid to the training and development of manpower. Over the years, emphasis has been placed by different scholars on the need for manpower training and manpower so as to place the public service in Nigeria on an enviable height (Mustapha and Osho, 2019). However, the said scholarly recommendation to train and develop manpower oftentimes receive little or zero implementation in the Edo State Public Service.

In Edo State Traffic Control and Management Agency (EDSTMA), personnel are expected to execute the policies of government, but dearth of proper manpower training and development in the end engender the problem of inefficiency and under-productivity. EDSTMA is charged with the responsibility of traffic control, enforcement of traffic laws, and enlightenment of road users in Edo State. In order for EDSTMA to have enough competent and productive personnel to resolve the problem of low productivity, manpower development and training are the prescribed antidote.

As a guide, the following questions are raised. First, does manpower training and development have any impact on productivity in EDSTMA? Second, what are the negatives affecting productivity in EDSTMA? Third, what parameters are used for measuring public service productivity in EDSTMA? Fourth, what are the approaches to manpower training and development in EDSTMA?

Objectives of the Study

The objectives of the paper are to:

- i. Find out whether manpower development has any impact on organizational productivity in Edo State Traffic Control and Management Agency.
- ii. To ascertain the presence of negatives that affect productivity in EDSTMA.
- iii. Find out the parameters for measuring productivity in EDSTMA
- iv. Find out the approaches to manpower development and training in EDSTMA.

Concepts clarification

Manpower

Manpower is the full supply of personnel that are available for a particular job, crucial for the production of goods and services. It comprises men and women, that made up the total workforce of an organization, it is the main instrument for promoting speedy development and effective service delivery (Nnamdi and Peter, 2021). Manpower is a crucial factor, for converting other resources to the advantage of mankind. Ihunda, (2019) sees manpower as responsible for the utilization of materials resources, so as to deliver the stated goals in an organization. It is a general term to represent the “people” element within organization.

Onah (2020) opined that, it is the most important of all the resources required for the production of goods and services, all the activities of any organization are initiated and determined by the persons who made up that institution, offices and all equipment in an organization are unproductive, except for human effort and direction. Mathis and Jackson in Toyoyo and Otite (2023) opined that organization is focused on its human efforts and other resources so as to achieve significant results.

Manpower Training and Development

Manpower training and development are vital aspect of any organization with emphasis on the continual improvement of its workforce viz-a-viz its productivity, achieved through training and re-training of the workforce on a regular basis. Training and development therefore serve as a motivating force necessary for improving the efficiency and productivity of the workers, they are indispensable tool in organizational performance (Ogundiran, 2018). Training and development create a change in an individual. Mustapha and Osho (2019) posited that “training focuses on developing skills and knowledge for the current Job, while development focuses on the building knowledge, understanding and competencies for overcoming future challenges”.

Manpower training and development are methods of helping personnel to attain his or her potentials, develop it and brings it to bear for the growth of the organization, a favorable change in a person that allows him or her to function effectively, act of increasing the knowledge and skills of an employee for doing a particular job, improved productivity is dependent on efficient and effective training and development given to workers (Bello, Alabi and Tawose, 2020). Training and development are needed for workers so as to assist in taking the organization to its desired destination, for organization to succeed, training and retraining of all personnel in the form of workshops, conferences and seminar should be made compulsory.

Public Service

Public service is made up of all the employees of the government, basically involve in the implementation of policies and programme of government. It is a body of men and women employed in a civil capacity and not political career basis, by the federal and state government primarily to render and effect government decisions and implementations. Mustapha, Edegware and Reason (2018) posited that public service comprises of civil service, local government, the military and other security forces, the judiciary, public agencies and other government or quasi-government agencies, which are further expected to provide continuity in governance. Public Service is an indispensable tool through which the government implements its policies and programmes. According to Afolabi in Mustapha and Adetunji (2018), they are those responsible for the functioning, management of the machinery of government through the implementation of government policies and programme.

Productivity

Productivity is the driving force behind an organization's success and profitability. It is the nexus that exists between output of goods/services and employees input. It is the measure of the input of human and non-human resources used in the production process. Simply put, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity (Tiyoyo and Atare, 2023).

Productivity, according to Ogunna in Kalu and Ogali (2021) is a situation whereby an individual or organization produces or deliver maximum results with available human, financial and material resources to attain a set organizational aims and objectives. In public service, efficiency and effectiveness are indices for measuring productivity, while profitability, efficiency and effectiveness are indices for private sector.

Manpower Development and Productivity in the Public Sector: An Evaluation

The need for enhanced productivity in an organization has been at the front burner universally, with an emphasis on manpower training and development. It has further become necessary, in the global advancement to invest in human capital training and development. Lack of training and developmental programme in an organization have often manifested in a tripartite problems of incompetence, inefficiency and ineffectiveness. (Ogundiran,2018). Development and training are aimed at developing competences in individual and enhancement for an organizational growth (Oritabor, 2000).

Manpower training and development are so crucial not only to the development and training of the workers but also in enhancing the productive strength of the workers and the organization. Training and Development of personnel are also seen as a process of creating organizational conditions that will cause personnel to strive for better performance. The identified functions of manpower training and development are to: Increase productivity, enhance the quality of work, improve skills, bring about sound knowledge, reduce wastes, increase turnover, eliminate lateness/Absenteeism, enhance the implementation of new policies and regulations, ensure the survival and growth of the organization (Ogundiran, 2018).

The establishment of different institutions, like Industrial Training Fund (ITF) in 1971, the Entrepreneur for Management Development in 1972, Nigeria Council for Management Education and Training, the Nigeria Institute for Policy and Strategy, Institute for Labour Studies among others attempt at improving public sector productivity through manpower training and development (Aroge, 2012).

EDSTMA is an instrument for policy implementation, the central idea underlying manpower training and development in EDSTMA is to make officers vast, fit, gallant and capable in delivery of services, which will definitely lead to improved productivity. Tiyooy and Atare (2023) posited that

“No organization can carry out any of its activities without adequate and competent workforce. This is because every human organization is made up of human beings who help the organization to carry out its numerous functions for the attainment of its objectives. It is however the quality of such individuals that determine to a large extent, the success or failure of any human organization”.

According to Banjoko (2011), manpower training and development are important not only to improve productivity, but to encourage and arouse the interest of employees by educating them on the importance of their jobs and to give them necessary information required to perform on those jobs. The impact of manpower training and development cannot be over emphasized, investment in manpower training and development are seen as a profit in an organization, so as to have a competitive advantage over other, It is therefore, important to place emphasis on manpower training and development (Omodia, 2009). Manpower training and development are activities deliberately undertaken by an organization to improve personnel skill, thereby ensuring continuous growth of the organization as well as their readiness to actualize their cardinal objective.

Approaches to Manpower Development and Training in EDSTMA

The aim and objectives of every organization will largely determine, the various approaches an organization can adopt. The approach chosen always determine the cost, time and the number of people to be trained. Adiele and Ibieta (2017), identified and classified three approaches to manpower training and development into three major headings (i) on-the-job (ii) off-the-job (iii) simulation method

On –the-job: This is when learning takes place in the work environment. some organizations prefer this approach simply because it reduces stress and it also reduces the cost of training, it has the following forms like orientation/induction training, coaching among others.

Off - the - Job: It has to do with sending an employee away from their workplace to be trained and developed, it is targeted at exposing employee to different technology and it is always a full time programme in a specific period.

Simulation Method: This is when employees learn on how to operate equipment and tools. In this process of training, the learner is exposed to study different operations of machines and equipment designed to look like those installed at the real workplace.

The negatives that affect productivity in EDSTMA

In this paper, the following negatives that affect productivity in EDSTMA are being interrogated.

Absence of participate management

When there is lack of participate management (Management by Objective), personnel would not be productive. Participate management is a situation whereby all personnel (i.e. Managers and subordinate) are given opportunity to participate in goal setting and other activities relating to goal attainment. With the usage of participate management, there is group consultation, workers develop a sense of participation, that could result to high productivity (Aibieyi, 2010). It is observed in EDSTMA, Junior officers are never consulted or considered in decision making process.

Recruitment Process/Politicization of the Agency

EDSTMA as an instrument of implementation of policy in the area of traffic, has been politicized. The politics of interference, involvement in recruitment process, apprehended vehicles, higher selection of female officers and engaging physically challenge persons to control traffic, have also affected productivity.

Poor Motivation

It can lead to decreased in productivity and disengagement among employees, it can result to negative work environment and affect the overall success of the organization. Poor motivation, especially when officers are sent out for special duty and being denied of their extra benefits have also impacted on the performance officers.

Poor Compensation of Personnel

Compensation packages are rewards for performances, either in form of cash such as salary, allowances, Christmas bonus, meal ticket among others. It can also have detrimental effects on the morale, motivation, and all over performance of employees, when employees feel that they are not being fairly compensated for their work. It has lead to the feelings of resentment, deactivation and lack of loyalty to the organization. Employees who are underpaid may be inclined to put in their best effort and may ultimately become disengaged from their work.

Indiscipline of Personnel

A situation whereby a personnel cannot control his/her behavior or obey rules and orders. It affects productivity, morale and overall work environment. It has manifested in various forms such as insubordination, unprofessional behavior, disparity with colleagues or supervisors assault, truancy, verbal war on offenders and commuters among others. When indiscipline is prevalent in the workplace, it can create a toxic environment, breed resentment among employees. It has also resulted in decreased efficiency and ultimately impacted on the overall success of the organization.

Absenteeism/Lateness to Work

The absence of an officer from duty without a cogent reason, has also resulted to cases of poor individual performance, it has a negative impact on personnel job performance and overall reputation in the workplace. It can also hinder team collaboration and productivity. Employers often have policies in place to address lateness and absenteeism such as tracking, attendance, implementing disciplinary actions for excessive occurrences.

Lackadaisical attitude in workplace

This is when an officer lacks enthusiasm and determination to work. Lackadaisical approach in workplace can jeopardize the success, goals of the organization. Having a lackadaisical attitude in the workplace has negative consequences for both the individual and the overall productivity of the employees. Personnel that are consistently lackadaisical in their approach to work can create a toxic work environment as others may feel frustrated by the lack of effort and professionalism, this can lead to a decrease in moral and overall team performance.

Favouritism/Nepotism

Favoritism in the workplace occurs when a manager or supervisor shows preference to one employee over others, regardless of their qualifications or performance. This can lead to unfair treatment, resentment among employees, and a toxic work environment. Some common signs of favouritism in the workplace include opportunities for advancement, special treatment, public praise or recognition, excessive leniency or forgiveness for mistakes among others. Favoritism can have a negative impact on productivity (Kalu and Ogali, 2021).

Measuring Public Sector Productivity (EDSTMA)

Measuring productivity in the public sector sometimes can be difficult simply because that there are no market transactions for public services, most public services are complex, and there is often a substantial time lag between investments in inputs and the realization of outputs and outcomes. APO (2019) asserted that “the difficulty in measuring public sector productivity boils down to the fact that the prices of goods and services produced are either not available or are not reliable”, the indices for measuring public-sector productivity is as similar to that of the economist model of the ratio of output over input. The World Bank uses governance indicator as a measure of public sector productivity, with six dimensions of the public sector notably the voice of the citizens and accountability to same; political stability/instability and violence or lack of it; government effectiveness; regulatory quality; rule of law and control of corruption (Mustapha and Omorede, 2017).

The following parameters could be adopted to measure productivity in EDSTMA

Task accomplished, the outcome of activities, the quality of services rendered, the legitimacy of services delivered, expertise in delivery of services, the impact of services on the citizens and the feedback loop. For example in EDSTMA, there are variety of services like controlling traffic and enforcing state and national law that cover the safety use of vehicle on roads in Edo State, deterring and apprehending road traffic offenders, conducting highly visible day and night traffic patrols to enforce traffic rules and regulations and clear the high ways of obstruction among others (EDSTMA, 2017).

Manpower Training and Development Policy Document in EDSTMA

1. Objectives

Objectives of the EDSTMA training and development policy is to ensure that all employees receive sufficient training and development opportunities to enhance their skills and knowledge, thereby improving their performance and contributing to the overall success of the organization.

2. Training Needs Analysis

Before implementing any training programme, a thorough training needs analysis will be conducted to identify the skills and knowledge gaps of employees. This analysis will be used to develop a training plan that is tailored to meet the specific needs, different departments and individuals.

3. Training Programme

EDSTMA will offer a variety of training programme to address the identified needs of employees. These programme may include technical skills training, leadership development, communication skills, offenders training, safety training among others Training programme may be conducted in-house or through external training providers.

4. Training Budget

A budget will be allocated each year for training and development activities. The budget will cover the cost of living, (EDSTMA, 2017).

Methodology

The qualitative method of data collection was adopted in this paper. Data were gathered from primary and secondary sources. Primary data were generated from informants through oral interview in a focused group discussion (FGD). The FGD comprised 10 zonal heads with each representing each of the zonal offices of EDSTMA in Edo State. The secondary sources of data collection include books, journals and online materials. Both primary and secondary data were analyzed by reading through the documents in order to identify similar themes. This has helped in the overall summation of the data thematically analyzed by means of sub-headings to reflect key conceptual areas. It is on the aforesaid that the findings were based.

Theoretical Framework

The theoretical framework considered applicable to this paper is the Human Capital Theory. Theodore Schultz in 1961 was the first scholar to use human capital as a term, his postulation was expenditures on human capital is seen as investment rather than consumption.

However, the first scholar to apply the theory in Economics is credited to Gary Becker in 1964, who developed a model of individual investment in human capital which he likened to physical means of production and refers to all activities that influence future real income through the embedding of resources in people (Adiele and Ibietan, 2017). Human capital is the skills, attitudes, knowledge among others that personnel will acquire through education and training being a form of capital, and it is a product of investment that yields result. Olaniyan and Okemakinde, (2008) opined that human capital represents the investment that people make in themselves which enhances productivity in an organization.

Human Capital Theory is based on the premise that education is crucial in improving productivity, HCT places emphasis on how education enhances the productivity of workers. It is pertinent to note that, human capital accumulation can be achieved through formal schooling, on-the-job training and off-the job training (Adiele and Ibieta, 2017).

Application of the Theory

It is evident from this paper, that there is a preponderance of low productivity in the public sector due to some factors. This issue has given rise to the emphasis on manpower training and development, so as to achieve high productivity. Labour skills are so crucial to improving productivity, it then now means, that there is a positive correlation between manpower training/ development and workers' productivity.

Conclusion

The paper examines the impact of manpower training and development on public service productivity in Edo State Traffic Control and Management Agency, using the Human capital theory as the analytical framework. The search for high productivity in the public sector, has given rise to the establishment of different centre for manpower development. The paper has revealed that manpower development is indispensable in any organization in achieving optimal performance.

Recommendations

Based on the foregoing, the paper recommends the following:

1. There should be training needs and programme targeted at continuous improvement of employee productivity.
2. The budgetary allocation for personnel training and development should be increased so as to accommodate all in the training and development process.
3. Training and development should be recommended in the public service as one of requirement for promotion.

References

- Adiele, G.N and Jide, I. (2017). Manpower Training and Productivity in the Nigerian Public Sector: An Appraisal and Human Capital Discourse in *International Journal of Innovative Development and Policy Studies* vol. 5(3) p.1. Accessed on the 30/10/23
- Aibieyi S. (2010). *Human Resource Managements* Benin City: Ethiope Publishing Corporation.
- Asian Productivity Organization (2019) Report on Measuring Public –Sector Productivity: A Practical guide Accessed on the 11/11/2023 www.apo-tokyo.org.
- Aroge, S.T. (2012). Employee's Training and Development for Optimum Productivity: The Role of Industrial Training Fund (ITF), Nigeria, in *Developing Country Studies*. 2(4); 50-59
- Banjoko, S.A. (2011). *Human Resource Management: An Expository Approach*. Ibadan: Oluseyi Press Limited.
- Bello, M.A, Alabi, W.A. and Tawose, A.O. (2020). Impact of Manpower Training Development on Employees of Bio-Resources Development Centre (BIODEC) of federal Ministry of Science and technology Ogbomosho, Nigeria in *International Journal of Politics and Good Governance* Vol. (II) Accessed on the 22/10/2023.

- EDSTMA (2017). Edo State Traffic Control and Management Agency, Traffic Officers Induction Course.
- Fajana, S. (2002). *Human Resource Management, An Introduction* Lagos: Labofin Company
- Ihunda, C.C. (2019). Human Resources Development and Utilization in Selected Manufacturing Companies in River State, Nigeria in *International of Social and Policy*. Vol 3(1) p.70.
- Kalu, G.U. and Ogali, M.D. (2021). Productivity, a mirage in Civil service in Nigeria: A study of Abia State Civil Service in *International Journal of Academic Multidisciplinary Research* Vol. 5(4) Retrieved on the 26/10/2023.
- Mustapha, A.I. and Adetunji, O.E. (2018). Deepening the Public Service Organizational Culture in Human Resources Procurement in Nigeria: Political Administration Dichotomy Revisited in *Research on Humanities and Social Science* Vol. 8(8) Retrieved on 20/10/2023 www.iiste.org.
- Mustapha, A.I. and Omorede, C.K. (2017). Nigeria Public Service and the Challenges of Productivity from 2000-2015: A Theoretical Perspective in *Journal of Management Sciences* (Vol. 15 No. 1)
- Mustapha, A.I, Edegware, J.G. and Reason O. (2018). Supervision and Public Service Productivity in Nigeria: A Theoretical Discourse in *Public Policy and Administration Research* Vol. 8(4).
- Mustapha, A.I. and Osho, M.O. (2019). The Impact of Manpower Development on Organizational Efficiency in national Inland Waterways Authority of Nigeria (NIWA). In *International Journal of Arts and Humanities (IJAH) Ethiopia*. Vol. 8(1) p.104 Accessed on the 22/10/23.
- Nnadi, C.S.O. and Peter, O.N. (2021). Manpower Development and Organizational Growth of Service Industry in Asaba, Delta State In *Business Management and Entrepreneurship Academic Journal* Vol. 3(2) p.12 Accessed on the 23/10/23.
- Ogundiran, S.O. (2018). Manpower Development. A tool for Efficiency and Productivity of employees In *KIU Journal of Social Sciences* Vol. 4(3) Pp. 201-202 Accessed on the 23/10/23.
- Olaniyan, D.A. and Okemakinde, T. (2008). Human Capital Theory: Implications for Educational Development in *Pakistan Journal of Social Sciences* Vol. 5(5) pp. 479 -483.
- Omodia, S.M. (2009). Manpower Development in Nigeria: Conceptual and Methodological Perspectives. *Journal of Social Sciences*, Vol. 18(2) Pp 113 – 117.
- Onah, F.O. (2020). Engaging the Challenges of Human Resources Management in Public Organization in Nigeria: being a text of public lecture of University of Nigeria, Nsukka, Nigeria.
- Oritabor, G.C. (2000). *Staff Training and Development*. Lagos: Labofin and Company
- Owolabi T.J. and Amisu O.A. (2016). Manpower Development and Employee Job Performance in the Nigerian Public and Private Sectors: A Comparative Study of Lagos Broadcasting Corporation and Channels Television; *European Journal of Business and Management*, 8(4) p.13 Accessed on the 22/10/2023.
- Peter, A.M. and Julius, B.B. (2022). An Impact Assessment of Manpower Development on Productivity in the Kogi State Civil Service Commission, 2011-2015 in *Zamfara Journal of Politics and Development* Vol. 3 No. 2

Tiyoyo, O.C. and Otite, Atare (2023). Challenges of Human Resources Development and Workers Productivity in Delta State Civil Service in *International Journal of Research Publication and Reviews* Vol. 4(4) p.599 Accessed on 24/10/2023.