



Research Paper

Sociological Assessment Of Manpower Development And Utilization In Nigeria's Local Government System

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ABSTRACT

Most of these civil servants in local government are illiterates who, for whatever reason, found themselves in the system without the necessary credentials. The critical question then becomes how effectively, in the face of these challenges, we can improve and develop our local government system through proper workforce utilization. In this study, we look at the sociological assessment of manpower development and utilization in Nigeria's local government system, using Sokoto South Local Government as an example. Based on a review of the literature and an examination of the data collected, we discovered that the administration of the Sokoto South Local Government is focused on staff development. Furthermore, the administration of the Local Government selects personnel for training based on the organization's training needs. Furthermore, Sokoto South Local Government Council's training staff is chosen on merit, and skilled labor is put to good use.

Keywords: Training, Manpower, Local Government

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I. INTRODUCTION

1.1 Background of the Study

The profits and losses of every organization are a result of the human resources that direct its operations. The onuses that determine how an organization thrives are subject to their whims and caprices; they are the most valuable assets of any business. They are solely responsible for the provision of labour, technical and professional skills required for the successful and efficient planning and implementation of development policies, programs, projects, and everyday operations. Human resource administration, in a nutshell, refers to the overall organization's planning process in which the organization tries to ensure that it has the right number of people and the right kind of people, at the right time and at the right place, performing functions that are economically useful, satisfy the needs of the organization, and provide satisfaction to the individual involved.

More significantly, the human component is extremely crucial in the workplace. Human input is required for optimal functioning and service delivery. Office computers, plants, automated equipment, office gadgets, electronic devices, and every other necessary facility found in a contemporary corporation, for example, are ineffective unless human effort and guidance is carefully applied. Scholars of renown, such as Ezeani (2002), Obi (2004), Onah (2007), and Okoye et al (2005), have concluded that human resources, and nothing else, form the ultimate basis for a nation's riches. Obi (2004) observed that merely having a decent organizational structure does not ensure high performance.

According to Onah (2007), any organization need certain resources to be afloat and functional.

An organization requires funds to pay its employees and purchase necessary supplies or equipment for day-to-day operations. Maximum service output cannot be realized unless the necessary material resources are accessible. When there is insufficient human resource and manpower administration, organizations, whether public or private, are vulnerable to risk.

As a result of the accessible premise, a worrisome demand for labor management and development as a sine qua non for increased performance that assures optimal productivity and reproduction of a near ideal

society occurs. Despite the availability of human capital, civil service in Nigeria has not been adequately managed, nor have the existing human resources been successfully and efficiently handled. According to Nwanolue (2012), this heinous habit has earned the service a terrible reputation throughout the years. Most of the time, employee development is neglected or completely ignored. This is frequently the result of service corruption.

There have been several cases when cash ranging in the millions and billions of naira allocated for staff development have been embezzled by individuals and groups in charge, with no significant action taken. On the other side, there have been instances where employees have been denied the opportunity to get training for years. It is now widely accepted that public-sector personnel training has devolved into a game of "face-looking" (Nwanolue, 2012).

Every organization exists to serve a certain function. The objective of any organization is realized by man, who is the organization's source of existence. As a result, personnel training and development are essential. Manpower development and training aims to enhance the performance of work units, departments, and the whole company. It examines where an organization is now in relation to where it wants to be in the future, and it develops the skills and resources to get there. The ultimate objective of staff training, and development is to help the organization become more effective in fulfilling its purpose and mission.

Recognizing that human resources are valuable means of improving productivity as the most valuable assets of any organization because the management of other resources (e.g., information resources, material resources, and so on) is entirely dependent on them, this study was based on how those assets could be developed.

Training is highly important in supporting not just the degree of production but also the growth of individuals in businesses. As a result, training may be placed in a context that is useful to school officials. However, knowledge is the ability, skill, understanding, and information that each human requires in order to work successfully and efficiently.

According to Abiodun (1999), training is the systematic development of employees' knowledge, abilities, and attitudes necessary to execute properly on a specific activity or job. It can occur in a variety of settings, both on and off the work, within and outside of the business.

According to Adeniyi (1995), staff training, and development is a work activity that may make a major contribution to an organization's total effectiveness and profitability. As a result, he offers a systematic approach to training that encompasses the essential aspects of training.

Earlier in Nigeria, there was widespread opposition to investing in public-sector training because of the assumption that a person chosen on merit must be believed to be competent. This premise was eventually abandoned when the need for training became apparent in both the private and public sectors, as well as the government's and civil services' growing duties.

Training has become even more important in the modern world as a result of the increasing complexity of the work environment, as well as the quick change in organizational and technical innovation, which demands the need for training and development. The importance of employee training cannot be overstated, as many people have realized that it is a cost-effective means of growing skills, increasing productivity, ensuring quality of work, and increasing worker loyalty to the company. In a developing country like Nigeria, training and development of human resources is critical to the performance of nearly all businesses. Without appropriate staff, it is difficult for any company to function.

Employees must be able to increase their productivity through well-designed training and development programs if they are to perform their responsibilities efficiently. These training programs may include on-the-job training, seminars, and off-the-job training, all with the goal of exposing employees to new practices used in modern workplaces.

Ohakwe (2007) defines training as "constant support or teaching given to an employee in order to make him have current understanding of the work topic, scope, and connection within the business." According to Abiodun (2008), training is the methodical development of an employee's knowledge, skill, and attitude necessary to execute properly on a particular assignment. Training ensures that organizational members have the information and skills necessary to do their jobs successfully, take on additional responsibilities, and adapt to a changing environment (Iwuoha, 2009). Manpower development is a process of intellectual and emotional success that allows people to advance in their careers. It refers to a sequence of operations that a company might engage in to increase its managerial capacity.

The success of an organization is determined by the skill and competence of individuals who operate it at both the management and lower levels of operation; such talents and expertise are often derived from the information they possess and the training they have received.

The primary purpose of establishing an organization is to create a profit, and to attain this organizational goal, suitable manpower training and development programs should be implemented to improve performance.

1.2 Statement of the Problem

The Nigerian local government system has been generally recognized as one sector of administration that has been severely harmed by incompetence. While some attribute it to political involvement, leadership style, corruption, and so on, others attribute it to the institution's personnel' weakness, unreadiness, and refusal to fulfil their jobs. However, regardless of how these beliefs are stated, the underlying and indisputable realities are that something fundamentally wrong with the system that has brought us to this point. Despite these various improvements, it is unfortunate that the efforts have not delivered the expected results. According to a comparative institutional reforms analysis undertaken by Nwanolue and Iwuoha (2012), the Nigerian Local Government System has seen more changes than any other tier of government in Nigeria's history, although the system is still characterized by inefficiency. However, at the local government level, most of these civil workers are illiterates who, for whatever reason, found themselves in the system without the necessary credentials. The essential question then becomes how effectively we can improve and develop our local government system in the face of these challenges through proper workforce use.

1.3 Objectives of the Study

The main objective of this study is to assess manpower development and utilization in Nigeria's local government system. This shall be achieved through the following objectives:

- i. To ascertain whether the management of Sokoto South Local Government embark on manpower development.
- ii. To determine whether selection of staff for training by the management of Sokoto South Local Government is based on the training needs of the council.
- iii. To determine if selection for training is based on the merit.
- iv. To ascertain whether the staff are effectively utilized after training to enhance productivity.

1.4 Research Questions

The following research questions were raised to guide the study

- i. Does the management of Sokoto South Local Government embark on staff development?
- ii. Were the selections of staff for training by the management of the Local Government based on training needs of the organization?
- iii. Is the selection of staff for training based on merit?
- iv. Is the trained manpower effectively utilized to enhance productivity?

1.5 Research Hypotheses

The following hypotheses were proposed to validate the study's aims and research questions.

Ho: The management of Sokoto South Local Government does not focus on staff development.

Hi: Sokoto South Local Government's management is focusing on staff development.

Ho: The administration of the Local Government does not select workers for training based on the organization's training needs.

Hi: The administration of the Local Government selects workers for training depending on the organization's training needs.

Ho: The Sokoto South Local Government Council does not choose staff for training based on merit.

Hi: Staff for training in Sokoto South Local Government Council are chosen on merit.

Ho: The skilled workforce is not put to good use.

Hi: The skilled workforce is put to good use.

1.6 Significance of the Study

The relevance of this study effort may be seen in its addition to the literature on human resource training and development. This research would greatly expand our wide understanding of the nature, functions, aims, and character of human resource training and development. As a result, the study will add to the body of knowledge while also assisting companies in comprehending the terrible conditions that surround most human resource training and development policies.

II. LITERATURE REVIEW

According to Abonyi (2007), training is perhaps one of the best-known techniques of manpower development. It means orienting a worker towards the needs of an organization, for the purpose of maximum output and attainment of the organizational goal and objective. The main objectives of staff training and retraining is to assist workers to acquire more skill to perform at the maximum level in current jobs and to develop and expose them to future jobs (Abonyi, 2007:130). Ikeanyibe, (2009) argues that training is the process

of helping an employee to acquire basic skills required for the effective execution of the functions for which he is assigned. Here ability to perform a specific or present job is emphasized. Training may mean changing what employees know, how they work, their attitudes towards their work, or their interaction towards their co-workers or their supervisors.

Lots of time training is confused with development, both are different in certain respects yet components of the same system. Development implies opportunities created to help employees grow. It is more of long term or futuristic in nature as opposed to training, which focus on the current job. It also is not limited to the job avenues in the current organisation but may focus on other development aspects also. At most organizations, for example, employees are expected to mandatorily attend training program on presentation skills however they are also free to choose a course on 'perspectives in leadership through literature'. Whereas the presentation skills program helps them on job, the literature-based program may or may not help them directly.

Similarly, many organisations choose certain employees preferentially for programs to develop them for future positions. This is done based on existing attitude, skills and abilities, knowledge, and performance of the employee. Most of the leadership programs tend to be of this nature with a vision of creating and nurturing leaders for tomorrow.

The major difference between training and development therefore is that while training focuses often on the current employee needs or competency gaps, development concerns itself with preparing people for future assignments and responsibilities. Development focuses on building the knowledge and skills of organizational members so that they will be prepared to take on new responsibilities and challenges. In the view of Adamolekun (1983), staff development involves the training, education, and career development of staff members.

The importance of manpower development and its corresponding utilization, particularly in local governments, has become more apparent because of the increasing complexity of the work environment, rapid change in organizations, and technological advancement, which necessitates the need for personnel training and development to meet the trend challenges. Manpower development ensures that organizational members have the information and skills needed to do their tasks successfully, take on additional responsibilities, and adjust to changing situations. It is important to note that when skills are properly utilized, i.e., ensuring that skills developed are precisely placed in areas of specialty, they will help improve quality of work performance, customer satisfaction, productivity, morale, management succession, business development, and profitability. Manpower/human resource training, however, can be defined as training of people in developing their capability on their jobs. The Factors Affecting Manpower Training and Development on Efficient Management are Colonial Experience: There have been several arguments regarding the distortions in manpower development of national growth in Nigeria as a result of colonialism which was fashioned towards economic exploitation (Ekpo 1989; Ake 2001; Dauda 2003). It could be recalled that the advent of colonialism led to the integration of the Nigerian economy into the World Capitalist System thereby placing minimum premium on labour when compared to other factors of production. This poor performance of indigenous labour by the colonial government no doubt has persisted in the post-colonial Nigerian State. As a result, this problem account for the lack of adequate attention given to labour as a critical part of the production process in Nigeria. Poor Political Leadership: Closely related to the problem of colonial experience as a problem of manpower development in Nigeria is poor political leadership which is further deepening the problem of manpower development in Nigeria. This factor has manifested itself in poor funding of education over the years (Baikie 2002), disparity or class in manpower development between children of the rich and the poor (Omodia 2006). Poor Manpower Planning: This problem is associated with the poor data base that is needed for manpower planning in Nigeria both in the rural and urban centers. These problems no doubt constitute a major hindrance on effective manpower development in Nigeria (Baikie 2002; Oku 2003).

Moreover, the methods for improving the efficacy of Manpower training and development programs in organizations. The options for effective manpower development in Nigeria could be viewed from two basic perspectives: 1. The option of an enhanced regulatory capability on the part of government for effective enforcement of manpower policies. This is quite indispensable based on the need to ensure quality manpower development irrespective of sex, class, ethnic affiliation to mention a few. This point could best be appreciated considering the liberal nature of most government policies which tend to snowball into elitist benefit in terms of policy outcome. 2. The need for government to be persuasive in making organizations embraces well designed policies at improving the development of manpower in Nigeria. This could be done both internally and externally. Internally, organizations should be made to see reasons why a careful manpower development plan should form part of their plans and objectives for the financial year.

As a matter of fact, the success of organizations should not only be measured in terms of the magnitude of profit through the adoption of outdated personnel administration technique, but, basically on the contribution of the organization in enlarging the confidence of its workers through manpower development. The external

factor involves the contribution of organizations to the development of manpower through financial support meant to boost adult education, vocational education, and specialized research institutes to mention a few.

III. METHODOLOGY

3.1 Area of the Study

The study was carried out in Sokoto South Local Government, Sokoto State. It is a state ministry located in Ahmadu Bello Way, Sokoto South, Sokoto.

3.2 Research Design

This section mainly dealt with the type of research design used for this study. The researcher used the experimental design in order to be able to effectively test the hypothesis using the responses from the questionnaire.

3.3 Sample of Study

The essence is to have balanced responses as to what and how manpower development and its corresponding utilization are done by the Sokoto South local government. The total population therefore is 250 (70 Senior Staffs, 125 Junior Staffs, 55 Political Appointees)

3.4 Sampling Technique

The researcher adopted probability sampling technique in sampling population of the study. Within the probability sampling, this work adopted simple random sampling technique. This method was chosen to give every member of the population an equal chance of being included in the sample.

3.5 Method of Data Collection

Two methods of data collection were employed in this research work. These are: primary data collection method and secondary data collection method.

3.5.1 Primary Data Collection Method.

The primary data for this research was generated using interview method. It was designed to generate important information from the respondents.

3.5.2 Secondary Data Collection Method

This research also made use of secondary materials and data to support the primary data generated from our respondents. The secondary data for this study were generated from documented materials which include the official documents, textbooks, journals, seminar papers and unpublished works of scholars. Other sources also include the internet, where some materials relevant to our research were also collected.

3.6 Method of Data Analysis

The data collected during this study were presented both descriptively and statistically. The descriptive method deals with the presentation of the variables of the study (in relation to the subject) such as the profiles of respondents.

The descriptive method was employed to enable explain answers obtained from interview process and questionnaires presented to respondents. Statistically, data was presented with the use of tables to show the frequency of respondents and their responses to research questions presented in the questionnaire. The Simple Percentage (%) method for the presentation and analysis of numerical data was used. Numerical data was converted to and presented in percentages using this formula.

$$\% \frac{F}{N} \times 100.$$

Such that,

F = Frequency or number of responses to questions

N = Total number of respondents and

% = Symbol for percentage

The hypotheses posited for this study were analyzed using the simple percentage method. This method was adopted because of its clarity, which made the analysis very easy to understand.

To test the hypothesis, we analyzed the replies using the chi-square statistical technique. The responders were divided into three categories: senior employees, junior staff, and political appointees.

Statistical Test.

We used level of significance of test of 5% = 0.05.

The relevant formula for calculating expected frequency is as follows:

$$E(RC) = \frac{FRXFC}{N}.$$

Where,

E(RC)= Expected Frequency of the cell

FR= Total row frequency

FC= Total column

N= Total frequency

Using the formula, the expected frequency is calculated as below.

IV. DATA PRESENTATION AND ANALYSIS

4.1 Hypotheses One

The question number one of the questionnaires was used to test the hypothesis one.

Ho: The management of Sokoto South Local Government does not focus on staff development.

Hi: Sokoto South Local Government's management is focusing on staff development.

Table 4.1. Observed Responses

Variable	SA	A	N	D	SD	Total	Total %
Senior Staffs	56	10	0	2	2	70	28
Junior Staffs	88	18	7	8	4	125	50
Political Appointees	46	6	1	1	1	55	22
Total	190	34	8	11	7	250	100
Total %	76	13.6	3.2	4.4	2.8	100	100

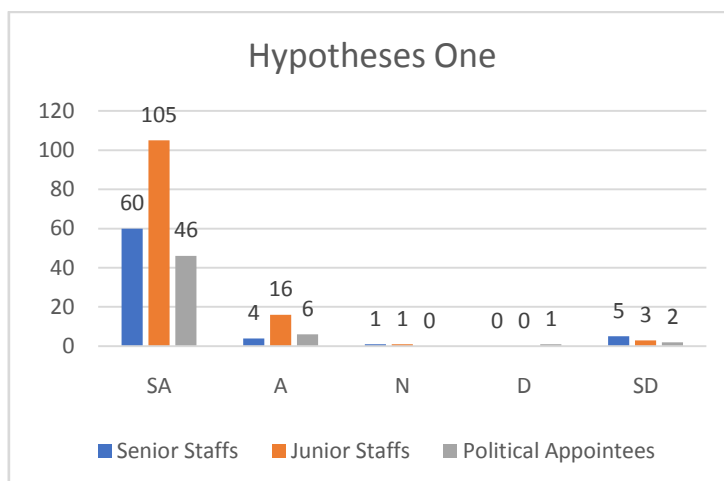
O	E	O-E	(O-E) ²	(O-E) ² /E
56	53.2	2.8	7.84	0.15
10	9.52	0.48	0.23	0.02
0	2.24	-2.24	5.02	2.24
2	3.08	-1.08	1.17	0.38
2	1.96	0.04	0.0016	0.00
88	95	-7	49	0.52
18	17	1	1	0.06
7	4	3	9	2.25
8	5.5	2.5	6.25	1.14
4	3.5	0.5	0.25	0.07
46	41.8	4.2	17.64	0.42
6	7.48	-1.48	2.1904	0.29
1	1.76	-0.76	0.5776	0.33
1	2.42	-1.42	2.0164	0.83
1	1.54	-0.54	0.2916	0.19
Total				8.889

Therefore $X_{cal}^2 = 8.889$. Hence, we compare the chi-square calculated with the chi-square tabulated.

$X_{tab}^2 = X_{0.05}^2, (r - 1) \times (c - 1)$, where **r** is the number of rows and **c** is the number of columns

Thus, $X_{tab}^2 = X_{0.05}^2, (3 - 1) \times (5 - 1) = X_{tab}^2 = X_{0.05}^2, 8 = 2.73$.

Since $X_{cal}^2 > X_{tab}^2$ tabulated we reject the Ho and accept the alternative which reads that "Sokoto South Local Government's management is focusing on staff development".



4.2 Hypotheses Two

The question number two of the questionnaires was used to test the hypothesis two.

Ho: The administration of the Local Government does not select workers for training based on the organization's training needs.

Hi: The administration of the Local Government selects workers for training depending on the organization's training needs.

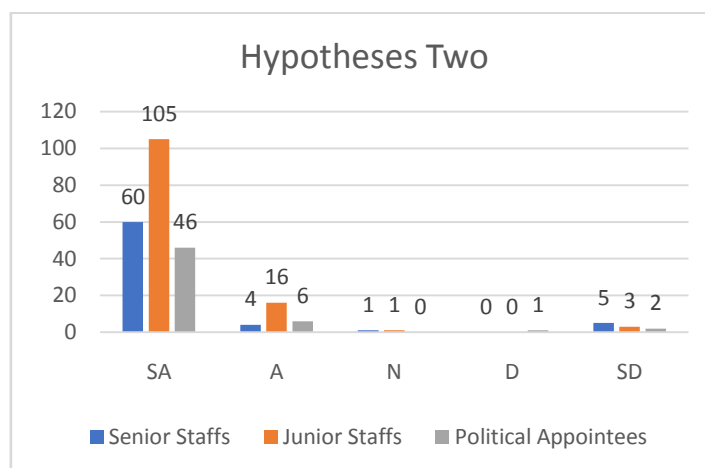
Table 4.2. Observed Responses

Variable	SA	A	N	D	SD	Total	Total %
Senior Staffs	8	4	2	15	41	70	28
Junior Staffs	14	20	8	13	70	125	50
Political Appointees	3	2	2	8	40	55	22
Total	25	26	12	36	151	250	100
Total %	10	10.4	4.8	14.4	60.4	100	100

O	E	O-E	(O-E) ²	(O-E) ² /E
8	7	1	1	0.14
4	7.28	-3.28	10.76	1.48
2	3.36	-1.36	1.85	0.55
15	10.08	4.92	24.21	2.40
41	42.28	-1.28	1.6384	0.04
14	12.5	1.5	2.25	0.18
20	13	7	49	3.77
8	6	2	4	0.67
13	18	-5	25	1.39
70	75.5	-5.5	30.25	0.40
3	5.5	-2.5	6.25	1.14
2	5.72	-3.72	13.8384	2.42
2	2.64	-0.64	0.4096	0.16
8	7.92	0.08	0.0064	0.00

40	33.22	6.78	45.9684	1.38
Total				16.112

Therefore $X_{cal}^2 = 16.112$ Hence, we compare the chi-square calculated with the chi-square tabulated. Thus, $X_{Tab}^2 = X_{0.05}^2, (3 - 1) \times (5 - 1) = X_{0.05}^2, 8 = 2.73$. Since $X_{cal}^2 > X_{Tab}^2$ tabulated we reject the H_0 and accept the alternative which reads that "The administration of the Local Government selects workers for training depending on the organization's training needs".



4.3 Hypotheses Three

The question number three of the questionnaire was used to test the hypothesis three.

H_0 : The Sokoto South Local Government Council does not choose staff for training based on merit.

H_1 : Staff for training in Sokoto South Local Government Council are chosen on merit.

Table 4.3. Observed Responses

Variable	SA	A	N	D	SD	Total	Total %
Senior Staffs	50	4	1	10	5	70	28
Junior Staffs	90	23	1	8	3	125	50
Political Appointees	35	7	1	10	2	55	22
Total	175	34	3	28	10	250	100
Total %	70	13.6	1.2	11.2	4	100	100

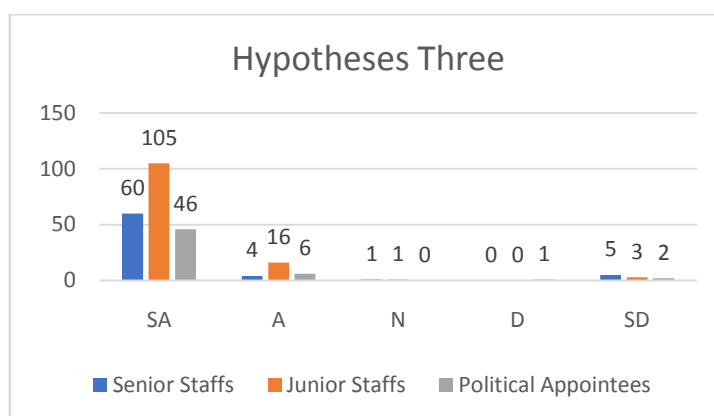
O	E	O-E	(O-E) ²	(O-E) ² /E
50	49	1	1	0.02
4	9.52	-5.52	30.47	3.20
1	0.84	0.16	0.03	0.03
10	7.84	2.16	4.67	0.60
5	2.8	2.2	4.8400	1.73
90	87.5	2.5	6.25	0.07
23	17	6	36	2.12
1	1.5	-0.5	0.25	0.17
8	14	-6	36	2.57
3	5	-2	4	0.80
35	38.5	-3.5	12.25	0.32
7	7.48	-0.48	0.2304	0.03
1	0.66	0.34	0.1156	0.18

10	6.16	3.84	14.7456	2.39
2	2.2	-0.2	0.04	0.02
Total				14.238

Therefore $X_{cal}^2 = 14.238$ Hence, we compare the chi-square calculated with the chi-square tabulated.

Thus, $X_{Tab}^2 = X_{0.05}^2, (3 - 1) \times (5 - 1) = X_{Tab}^2 = X_{0.05}^2, 8 = 2.73$.

Since $X_{cal}^2 > X_{Tab}^2$ tabulated we reject the H_0 and accept the alternative which reads that "Staff for training in Sokoto South Local Government Council are chosen on merit."



4.4 Hypotheses Four

The question number four of the questionnaires was used to test the hypothesis four.

H_0 : The skilled workforce is not put to good use.

H_1 : The skilled workforce is put to good use.

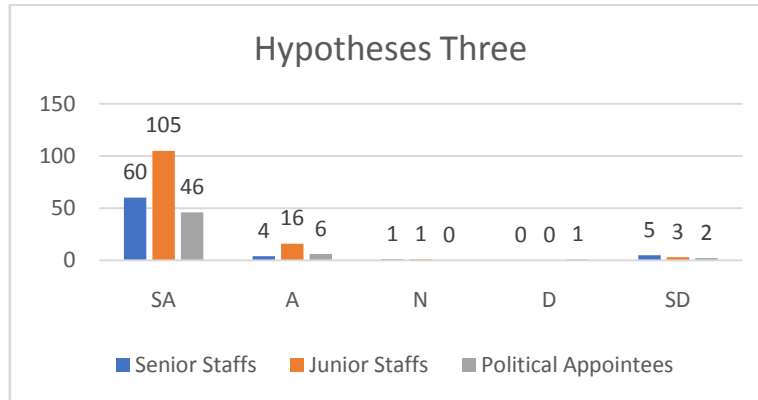
Table 4.4. Observed Responses

Variable	SA	A	N	D	SD	Total	Total %
Senior Staffs	60	4	1	0	5	70	28
Junior Staffs	105	16	1	0	3	125	50
Political Appointees	46	6	0	1	2	55	22
Total	211	26	2	1	10	250	100
Total %	84.4	10.4	0.8	0.4	4	100	100

O	E	O-E	(O-E) ²	(O-E) ² /E
60	59.08	0.92	0.8464	0.01
4	7.28	-3.28	10.76	1.48
1	0.56	0.44	0.19	0.35
0	0.28	-0.28	0.08	0.28
5	2.8	2.2	4.8400	1.73
105	105.5	-0.5	0.25	0.00
16	13	3	9	0.69
1	1	0	0	0.00
0	0.5	-0.5	0.25	0.50
3	5	-2	4	0.80
46	46.42	-0.42	0.1764	0.00
6	5.72	0.28	0.0784	0.01

0	0.44	-0.44	0.1936	0.44
1	0.22	0.78	0.6084	2.77
2	2.2	-0.2	0.04	0.02
Total				9.0822

Therefore $X_{Cal}^2 = 9.0822$ Hence, we compare the chi-square calculated with the chi-square tabulated. Thus, $X_{Tab}^2 = X_{0.05}^2, (3 - 1) \times (5 - 1) = X_{Tab}^2 = X_{0.05}^2, 8 = 2.73$. Since $X_{Cal}^2 > X_{Tab}^2$ tabulated we reject the H_0 and accept the alternative which reads that “The skilled workforce is put to good use”.



4.3 Discussion

From Table 4.1, we can observe that $X_{Cal}^2 > X_{Tab}^2$, therefore, we reject the H_0 that “The management of Sokoto South Local Government does not focus on staff development” and accept the alternative which reads that “Sokoto South Local Government's management is focusing on staff development”.

From Table 4.2, we can observe that $X_{Cal}^2 > X_{Tab}^2$, therefore, we reject the H_0 that “The administration of the Local Government does not select workers for training based on the organization's training needs” and accept the alternative which reads that “The administration of the Local Government selects workers for training depending on the organization's training needs”.

From Table 4.3, we can observe that $X_{Cal}^2 > X_{Tab}^2$, therefore, we reject the H_0 that “The Sokoto South Local Government Council does not choose staff for training based on merit” and accept the alternative which reads that “Staff for training in Sokoto South Local Government Council are chosen on merit”.

From Table 4.4, we can observe that $X_{Cal}^2 > X_{Tab}^2$, therefore, we reject the H_0 that “The skilled workforce is not put to good use” and accept the alternative which reads that “The skilled workforce is put to good use”.

V. CONCLUSION

In this paper, we examine manpower development and usage in Nigeria's local government system, utilizing Sokoto South Local Government as a case study. We discovered that the Sokoto South Local Government's administration is focused on staff development based on a review of the literature and an examination of the data acquired. In addition, the administration of the Local Government chooses personnel for training based on the training needs of the organization. Furthermore, training staff in Sokoto South Local Government Council are chosen on merit, and skilled labour is put to good use.

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