

A Descriptive Study of the Challenges of Manpower Planning Using Retrogressive Data from Borno State, Nigeria

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Abstract:-This study examined using retrospective data the manpower issues in the Borno State civil service. Published data on manpower between 1995 and 1998 released by the Department of Budget and Planning was collected and analysed. Findings show that there was a general dwindling of staff across the years possibly due to retirement, resignation and death of workers. It was also observed that there is low number of female workers compared to male in the state in nearly all MDAs although the health profession and education are attractive to the female folk in due to cultural reasons. It was recommended that succession plan for recruitment and replacement of staff into the civil service, completion of the employment of 1,000 teachers and 500 nurses/midwives to fill in the existing vacancy gap and programmes that would attract and retain medical doctors in the state civil service are required.

I. INTRODUCTION

Man is dynamic factor of production; his energies, knowledge skills and ingenuity are applied to the exploitation of raw materials and production of goods and services. Therefore, manpower situation of any economy provides for the productive capacity of that economy. Thus, the labor force available within any given economy is reactive to various agents for the accumulation of capital, exploitation of natural resources and for building of social as well as political organization that carry out development. According to Igbokwe – Ibetu, Osadeke, and Anadozo (2015), manpower planning and development as a function of management is highly indispensable in the achievement of organizational objectives. There is need to plan for the various resources such as human, material and time, etc, in order to achieve stated objectives. It should be noted that it is the function of the personnel to combine the various resources in an appropriate manner in order to actualize the objectives of the organization. In this globalized era, there are increasing claims that the route to competitive advantage is achieved through people. In a situation where identical non people resources in the form of finance, raw materials, plants, technology, hardware and software are made available to competing organizations, the differences in economic performance between organizations can be attributed to differences in the performance of the organizations workforce. In other words, the calibre of the human resources in an organization determine the success or failure of an organization, hence, justify the rationale to plan for, and

develop the personnel in various units of the organization in order to achieve the stated goals. Manpower planning is strictly the acquisition, utilization, development and preservation of human resources of an organization. For an organization to embark on recruitment, it has to set up a plan as to where to get the employees when and who.

According to Combs, Liu, Hall, and Ketchen (2006) increasing attention has been given to how companies should respond to the new competitive landscape. However, growing number of management and Human Resources professionals have argued that investment in sound Human Resources Planning practices and programs pays off for an organization through improved productivity and superior financial performance. Drucker (2002) suggested that the success of organizations in the present competitive environment largely depended upon the caliber of their human resources and innovative employee management programs and practices. In an increasingly competitive global economy, managers at all levels are seriously looking for practices, procedures and policies to use to gain a competitive advantage. One area of focus is the more effective management and use of human resource (Ferris, Russ, Albanese and Mortocchio, 2007, cited in Minika, 2012). Indeed, a variety of firm postures and orientations have been suggested and human resource planning (HRP) has increasingly become important to the organization. The effectiveness of an organization and its successful performance depends on a number of crucial factors. The effective and harmonized combination of these factors can make an organization effective and as a consequence the organizational performance will be increased and improved. Kolay and Sahu, (2005) identified strategy, structure capacity and capability, leadership, people system and process, culture and values, employee engagement and customer experience as factors. Basically, these factors or instruments, which are mainly related with the manpower, are utilized by the organization through their effective management and planning.

Borno State was created in 1976 when the Northeastern State was split into three States of Borno, Bauchi and Gongola States. In 1991 the state was further divided into two giving rise to present Borno and Yobe States. Soon after the state was created, a ban on employment was placed as there was no general recruitment into the civil service. Most of the

employment that has taken place was the replacement of deceased and retired staff in the service. This paper assesses the manpower issues associated with this ban on employment and related problems using retrospective data. The use of retrospective data became necessary in view of the fact that current manpower data is not available but data between 1995 and 1998 are already published by the Department of Budget and Planning, Ministry of Finance.

II. METHOD OF STUDY

This study is purely descriptive in nature. It analyses manpower data obtained from the Borno State Civil Service Commission released between 1995 and 1998 which are the ones currently available to the researcher. A sample three six Ministries, Departments and Agencies (MDAs) in the state was randomly selected based on size. The MDAs are Agriculture, Education, Health, Works and Housing, Water Corporation and Hospitals Management Board (HMB). The data were analysed according professionalism or the type of work performed by the employees and sex. Specifically, manpower data based on professional/technical, administration/management, clerical and others were classified. The data were simply presented in the form of bar charts and tables.

III. FINDINGS

Tables 1, 2 and 3 show the manpower data for Borno State with respect to the selected MDAs between 1995 and 1998. The general trend shows that Ministry of Education has the largest number of staff. This is evident from data in 1995 and 1996 although Hospitals Management Board was the highest in terms of workforce in 1998. Similarly, there was a general dwindling of staff across the years possibly due to retirement, resignation and death of workers. A major limitation of this

study is that one is not sure of the actual reason for the decrease in the number of workers in the state in the selected MDAs. There are differences observed in the category of workforce based on skill according to the MDAs. There are more technical/professional workers in the Ministry of Education, Water Corporation and Hospitals Management Board while other categories of workforce constitute the largest in the Ministries of Agriculture and Health. It can be observed that contrary to the Ministry of Health, Hospitals Management Board has higher number of professional workers because most doctors, nurses and other category of hospital professional staff are under the HMB. Clerical staff constitutes the least category of staff in the three years selected. This is obvious as the number of typists required in any organisation is fewer than other category of workers. One typist can serve as many as 20 officers because documents required to be typed do not come all staff at once and neither do they in a single day. One key finding is the observed low number of female workers compared to male in the state in virtually all MDAs. However, there are appreciable number of female staff in the Ministries of Education and HMB. The reason for this is obvious. There are more midwives and female nurses and teachers than other category of workers. The health profession and education are attractive to the female folk in Borno due to cultural reasons. Most husbands would prefer their wives in the teaching and health professions than others. These professions are considered clean and moral for females to engage. The teaching profession is particularly liked for its flexibility and time available to the women. Apart from early closure at noon, there are breaks after every three months which is favorable to women since this would enable them to attend to domestic chores. These naturally feed to improve family wellbeing and cohesion.

Table 1 BORNO STATE MANPOWER BY MINISTRY/DEPARTMENT, 1995

Ministry/ Dept	Prof/Tech		Admin/Mangt		Clerical		Others		Sub Total	
	M	F	M	F	M	F	M	F	M	F
Agriculture	1005	177	57	10	154	27	1719	302	2935	516
Education	1725	591	55	19	307	105	2254	773	4341	1488
Health	385	146	18	8	61	30	381	185	763	369
Works/ Housing	177	37	38	4	96	9	682	68	1193	118
HMB	1987	1336	36	24	151	102	1183	796	3357	2258
Water Corporation	736	42	14	1	33	2	415	24	1198	69

Source: Statistical Yearbook, 1997

Table 2 BORNO STATE MANPOWER BY MINISTRY/DEPARTMENT, 1996

Ministry/ Dept	Prof/Tech		Admin/Mangt		Clerical		Others		Sub Total	
	M	F	M	F	M	F	M	F	M	F
Agriculture	882	88	15	20	62	46	1807	241	2766	395

Education	2531	742	264	82	138	201	1430	735	4363	1760
Health	236	150	16	12	11	23	172	122	435	307
Works/ Housing	425	21	9	19	38	65	698	23	1170	128
HMB	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Water Corporation	228	13	14	7	6	13	734	47	982	80

Source: Statistical Yearbook, 1997

Table 3 BORNO STATE MANPOWER BY MINISTRY/DEPARTMENT, 1998

Ministry/ Dept	Prof/Tech		Admin/Mangt		Clerical		Others		Sub Total	
	M	F	M	F	M	F	M	F	M	F
Agriculture	412	20	43	10	70	38	344	48	869	116
Education	597	171	160	59	89	61	2003	1206	2849	1501
Health	198	65	41	10	9	5	222	88	470	168
Works/ Housing	266	3	32	31	137	26	352	1	787	61
HMB	582	586	213	74	86	68	2680	1593	3560	2321
Water Corporation	114	6	96	8	40	40	666	24	916	78

Source: Statistical Yearbook, 2000

IV. DISCUSSION

Although current data is not available for better understanding of the issues of manpower in the state as of today it would be important to realize the high rate of workers retiring from service without replacement. This has great implications for the civil service especially as there is absence of a succession plan to take the position of retiring workers. There is now a gulf between the few senior level cadre especially from grade level 14 and above and those on level 7 and 8. Another key concern is the fewer number of professionals also because of the retirement of old staff. The Hospitals Management Board is a classic case in point where many doctors are retiring without replacement. Recently however, the state government has started the process of recruitment of 1,000 teachers and 500 nurses and midwives to fill in the vacuum created in the over the years.

V. CONCLUSION

It may be concluded that the civil service in Borno State is fast aging without replacement which is unhealthy if progress needs to be achieved. The gulf created by the high number of professionals in the health (nurses in particular) and education sectors is disturbing. In particular the high attrition of medical doctors in the employment of the state is a serious concern. This is because as doctors are employed they do not stay long in the service because they search for other better alternatives. There is therefore the urgent need to do the following.

1. Design a deliberate succession plan to recruitment and replacement of staff into the civil service
2. Urgently complete the employment of 1,000 teachers and 500 nurses and midwives in a transparent manner to fill in the existing gap.
3. Implement programmes that would attract and retain medical doctors in the state civil service for at least five years.
4. Regularly update manpower data in the state for purposes of planning and accountability.

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