



Challenges of Human Resource Development and Worker's Productivity in Delta State Civil Service

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ABSTRACT

The study was designed to examine the challenges of Human Resources Development and Productivity in Delta State Civil Service. Two research questions and hypotheses were raised to guide the study. The General System Theory was employed as the theoretical framework for the study. The Descriptive survey Design was adopted for this study. The Questionnaire and Focus Group Discussion was the major instruments used for data collection with a sample frame of 200 civil Servants randomly picked from the three Ministries selected for this study. The Questionnaire Data was analyzed quantitatively by adopting Chi-Square Statistical Tool to test the stated research hypotheses in order to establish if there is any significant relationship among the variables. It was established from the study that human resource Development as the engine room of the civil service need to be empowered to deliver the mandate of the civil service as the agency that implements and executes government policies and programmes. It was recommended among others human resource management department in the civil service should be allowed to carry out reforms that are capable of boosting workers morale for improved productivity and most importantly human resource management practices in Delta State should be review regularly in line with global best practices

KEYWORDS: Human Resource, Human Resource Development, Productivity, Civil Service

INTRODUCTION

The central aim of every organization is to improve its productivity and this to a great extent depends on the quality, ability and competence of its human resources. Responsible organizations recognize that human resources are fundamental instruments in achieving the desired objective. Consequently, workers in any organization must be trained and equipped adequately to ensure that, the skills, abilities and competencies they have facilitate the attainment of predetermined organizational goals. Human resource is consistently the most important and crucial factor in any organization (Okojie, 2020). It can also be seen as the strategic assets that create value when embedded in the operational system, such a comportment that augments organizational abilities to deal with a jumbled environment (Chang and Idung, 2021).

Human resource is further seen as the combined knowledge, skills, competencies and intangible assets / individuals that used to create economic value. It is an instrument for enhancing competitive advantage. Since, it involves the process of training, knowledge acquisition, initiative and others which geared towards attaining productivity. The implementation of effective and efficient human resource development strategies can not only bring acquisition of new skills and knowledge among the workforce, but also bring changes of attitude and behaviour towards performance (Delery and Doty, 2020). Human resource development is central and powerful instrument for effective and efficient attainment of organizational goals, resulting in greater productivity (Singh and Mohanty, 2021). As such, the performance of an organization to a significant extent is hinged on the capacity and expertise of the employees at the managerial and lower levels of the organization (Dialoke, Ukah and Ikoro, 2020).

Human resource development is fundamental, in view of the evolving technology: the automated work environment, the rapid transformation in administrative setting accompanied by the demands of diversity in management as hallmarks and trappings of globalization. Thus, human resources is seen as the manpower of an organization that utilize material resources to achieve desired goals. This includes all the experience, skills, judgments, abilities, knowledge, contacts, risk-taking and wisdom of individuals and associates within an organization.

Productivity is perceived as the magnitude produced and input proportion within a given time frame and with extraordinary consideration to excellence and regimented use of resource (Inyang, 2020). The National Productivity Centre in the Information booklet(2015) defined productivity as the right things, the right way, getting more output within less input, getting more output with the same input, promptness, elimination of wastes in all forms, justifying your pay, improvement in all aspects of life, producing more and more of better quality. The survival of any organization depends on the efficiency of the workforce. A proficient and resourceful workforce in the civil service required a methodical process of well articulated recruitment and selection exercise. Recruitment and selection involves the process of findings, attracting and engaging the people that an organization needs (Opatha, 2021). Productivity is an indispensable element for organizational sustainability, it encircling both competence and effectiveness. It is significant to know whose civil servant is productive or not. Employee productivity is a metric that is calculated based on the sum of output on the product which is the civil

servants. The amount of time it takes for a civil servant to complete their task (Lohman and Wouters, 2019). Productivity cannot be measured without adequate motivational incentives to boost in the civil servants for efficient performance.

The civil service is exclusively accountable for the management and development of the machinery of government (Victor, 2019). It carried out the daily duties of public administration as an engine room and livewire of government which deserves to be giving adequate attention in the implementation and execution of viable policies in terms of compensation, recognition, reward, promotion and training to facilitate the civil servants productive in their assigned responsibility and improve their careers for efficient service delivery which ensure maximum productivity in the civil service. One of the core principles of human resource development is training. Employee training has been established as a potent instrument for employee productivity in any organization especially the civil service.

STATEMENT OF THE PROBLEM

The capacity of the Delta State civil Service to efficiently and successfully manage the affairs of the state government had always been called to questioning over the years. In view of the copious weaknesses associated with the state civil service, successive administrations had embarked on optimistic reforms both administrative and developmental to ameliorate these challenges. The diverse efforts of the reforms have focused on the hunt for a more receptive, re-oriented, restructured and efficient civil service.

In spite of these reforms, it is pertinent to note that, in reality, the efforts of these reforms have not produce levelheaded result or yielded significant impacts on its manpower resources. For instance, the civil service was not appropriately directed towards improving the all-purpose welfare of the people as the public can barely get any service without being perturbed. These challenges have made the Delta state civil Service non service ambitious system. These among others problems militating against efficient service delivery of the state civil service, since human resources are critical and fundamental to effective functioning of the civil service and in consideration of this fact that effectiveness of human resources has substantial impact on the performance of its workforce and the state civil service. Therefore, the study seeks to fill this gap by examining the challenges of human Resource Development and Worker's Productivity in Delta State Civil Service.

OBJECTIVES OF THE STUDY

The general objective of this study is to examine The Challenges of Human Resource Development and Worker's Productivity in Delta State Civil Service Commission. The specific objectives of this study are to:

- examine the relationship between human resources development and worker's productivity in Delta State Civil Service Commission
- identify the challenges of human resource development and Worker's Productivity in Delta State Civil commission

RESEARCH HYPOTHESES

The following hypotheses are formulated to guide the study:

H₀₁: There is no significant relationship between human resource development and workers productivity in Delta State Civil Service Commission

H₀₂: There is no significant relationship between the challenges of human resource development and Worker's Productivity in Delta State Civil Service Commission

REVIEW OF RELATED LITERATURE

Human Resources

Human resources are seen as the most important ingredient of organizational efficiency and effectiveness. Ndiomu (2020) defines the human resources or human capital of any organization as composing men and women, young and old engaged in the production of goods and services and who equally are the greatest assets of that organization. Sharma (2021) sees human resources as a general term used to represent the 'people' element within organizations. To him, it is simply human potential - potential with infinite capabilities and capacity with the possibility of beneficial engagement. Potential however, it must be noted does not have to be productive and that an opportunity has to be seized to translate potential into real value. Ihunda (2019) sees human resources as the manpower of an organization that utilizes material resources to deliver stated goals. They combine all other factors of production to produce goods and or services which are of benefit to mankind. The concept refers to a set of individuals who make up the workforce of an organization, business sector or an economy.

It is the same as workforce or employees, but human resource is more descriptive of the role of employees since they are indeed, resources with all their skills, competencies and potentials. Thus, it entails the total knowledge, skills, creative abilities, talents and aptitudes of an organization's workforce, as well as the values, attitudes, approaches and beliefs of the individuals involved in the affairs of the organization. It is the sum total or aggregate of inherent abilities, acquired knowledge and skills represented by the talents and aptitude of the persons employed in the organization. The

human resources is seen as all the physical and mental skills and abilities of an individual of which he introduces in his day to day work in his organization.

Onah (2020), human resources, easily recognized as the most important of the resources required for the production of goods and services are the key to rapid socio-economic development and efficient service delivery. Thus, all the activities of any organization are initiated and determined by the persons who make up that institution. Plants, offices, computers, automated equipments, and all other resources that a modern organization uses are unproductive except for human effort and direction. Mathis and Jackson (2021) notes that people are the most valuable asset that holds all other assets, such as financial and physical ones, together and guide their use to achieve organizational objectives. William and Stoney (2019) notes that the advancement of any organization is centered on its human efforts and other resources to attain significant result. Chang and Idunng (2021), explains that, human resource is the strategic assets that create value when entrenched in the operational system, such a manner that augment organizational abilities to deal with a muddle environment. Deley and Derty (2020) described human resource as the veritable instrument for effective implementation and strategic management of a nation and the acquisition of new skills and knowledge among the workforce, but also bring changes of attitude and behaviours towards effective and efficient performance.

Human Resources Development

Enhancing the quality of an organization's human resources involves many activities. After the employee has been recruited, selected and inducted, he/she must next be developed to better fit the job and the organization. This is because no one is a perfect fit at the time of hiring; they must be trained to perform their jobs. Current employees must regularly have their skills updated and must learn new skills. Developing employee skills is thus, a key managerial responsibility as no organization has a choice of whether to develop employees or not. The only choice is that of method. Nwachukwu (2021) said, human resource development can be defined as organized learning activities arranged within an organization in order to improve performance and or personal growth for the purpose of improving the job, the individual and or the organization. This is hinged on the realization that the achievement of the objectives of any organization is possible when and only if human resources are empowered through training and development so that they can be more strategic, creative and innovative. Igbaekemen (2019) affirms that training is a procedure or strategy through which the abilities, talent and knowledge of a worker is upgraded and expanded. The human resource development is an activities undertaken to expose an employee to perform additional duties and assume position of importance in the organizational hierarchy. It involves the long term systematic educational or organizational process and procedure by which employees gain more conception and practical knowledge about his work place. To Onah (2020), human resource development implies growth and the acquisition of wide experience for future strategic advantage of the organization. It should however, he noted that human resource development should not be seen only as a strategy to achieve organizational goal, but as a responsibility to employees. Adamolekun (2012) believes that human resource development refers to both the training and the education of an organization's staff as well as the overall career development of each staff member.

Human resource development can be described as the improvement of some stock of knowledge or characteristics of an individual that can contribute to his or her productivity. Interest in the management of human resource personnel has been a sustained concern in almost all human organizations. This is because, the capacity of any organization to accomplish its set goals depends significantly on the quality of its human resources and how they are developed and managed. Ezeani (2020) notes that the whole task of management, such as managing and developing the human components is central and most important task because every other thing is depends on it. He further opined that, a good organizational arrangement does not by itself guarantee excellent performance. Human resource development as a fact of life of existence, survival and advancement of an organization as food is to man. Gbosi (2021) defines human resource development as the ability of organization, including schools and others to use human resources in order to ensure effective implementation of adequate organizational policies, and programmes for attaining predetermined objective.

Productivity

Productivity is a measure of the performance of an employee and an essential determinant of cost efficiency. Naveen, and Ramesh (2019), it can be used to examine efficiency and effectiveness of any activity conducted in an economy, business, government or by individuals. Dialoke, Ukah and Ikoro (2020), productivity is the driving force behind an organisation's success and profitability. Productivity is the link 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. In other words, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity. This implies that when the employees are efficient, they accomplish more in a given time. Kaimahi, (2019) notes that Public sector productivity is one feature that determines how effectively public funds are utilized

Simpson (2020) opines that in recent years, there had been several requests to improve productivity in the public sector which have not been responded to. This is due to the magnitude of the public, which requires large number of employees and receives funding from the federal government and the general public. Hence, it is very imperative for the public to get value for resources expended, hence the need for an effective and vibrant public sector capable of qualitative service delivery to the citizenry. Similarly, Kaimahi (2019) argues that productivity in the public sector is interrogated for two reasons. One of the reasons is that the public sector has been subjected to a variety of reforms and restructuring over the past fifty years. While majority of these initiatives have been justified on the basis that they might increase productivity, the experience of many public servants has been that they have led to redundancy, proliferation of work, and an increase in activities that do not contribute to public sector productivity. It is also arguable that these reforms have resulted in lower quality services being delivered to citizens.

Pritchard (2012), the second reason why productivity issues are more difficult to deal with in the public sector is that public sector productivity is difficult to measure. Productivity is typically measured with regards to the output. It is much more difficult to measure where the service being provided has no monetary value or where services are provided generically to wide range of consumers. Danisi and Griffin (2020), productivity is an economic measure of efficiency that summarizes and reflects the value of the output created by an individual, organization, industry or economic system relative to the value of the inputs used to create them. They argued that organizations around the world have come to recognize the importance of productivity for its ability not only to compete but also to survive, furthermore, an organization that is serious about productivity will need to invest more on training and development to give workers the necessary skills and ability to create high quality products and services. Human resources development has the goal in most organization of helping to enhance productivity through different activities and task.

Human Resource Development and Workers' Productivity in the Delta State Civil Service commission

The Delta State Civil service ought to be an instrument for policy implementation and agent of development. Peretomode and Chukwuma, (2016) posit that the central idea underlying human resource development in Delta state Civil service is to identify a suitable way to keep employees current, vibrant and resourceful, so that they can constantly perform effectively and efficiently, which ultimately leads to improved productivity. However, Delta State Civil Service over the years have been denied qualitative service delivery characterized by public offices being associated with waste, inefficiency, corruption, and weak implementation of government policies (Obi-Anike and Ekwe 2020). The Delta state Civil service which is expected to be the major tool for development lost its value and confidence. These shortcomings necessitated reforms which, have led to rightsizing of the public sector and dwindling service delivery (Agagu, 2021). These reforms have been obstructed by successive governments which has hindered its success. The application of the tenets of Human Capital theory coupled with the adoption of proactive and continuous reform measures hold the promise of reversing this trend.

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. The significance of human resources development as the most important asset of civil service organization is emphasized by Gretton (2014) as he puts forward four basic assumptions regarding the relevance of people in Delta state Civil Service. He further posits that there are fundamental differences between people as an asset and the traditional assets of finance or technology, that an understanding of those fundamental differences creates a whole new way of thinking and working in organizations like the Delta State Civil Service, a shift in mind set, that organizational strategies can only be realized through people, and that creating approach to people necessitates a strong dialogue across the organization.

Likert (2017) argues that all activities of the civil service are initiated and determined by the persons who make up that institution, plant, offices, computers, automated equipment, and all that a modern firm or organization uses are unproductive except for human effort and direction. It is the people in any human in the civil service organization that are endowed with abilities, talents, and attitudes, that influence productivity. It is also the people in the civil service that set the overall strategies, and goals, design work systems, produce goods and services. Based on this, individuals therefore become human resources by virtue of the functions they perform in the realization of the civil service objectives. Harbison (2019) argues that human resources development in Delta State civil service constitutes the ultimate basis for the wealth of a state, while Drucker (2018) posits that good organizational structure does not by itself guarantee good performance and that human resources development in the civil service is a fact of its existence, survival and development of the civil service organization just like food is to man. This therefore means that no organization can attain its objectives, without the people.

To buttress the above, Watson (2016) posits that human resources differ from other resources the employer uses simply because individuals are endowed with varying levels of ability including aptitudes, skills and knowledge with personality traits, gender role perception and differences in experience, and also as a result of differences in motivation and commitment. This therefore stands to mean that employees in the civil service organization differ from all other resources since they can evaluate and at the same time question management decisions and actions as it affects them in their workplaces.

Challenges of Human Resource Development on worker's Productivity in Delta State Civil Service Commission

The social system approach to the management of human resource has come to be accepted as the most appropriate. The open system that this social system connotes has led to diverse and increased challenges of human resource, management in organizations. Some of these challenges are x-rayed and evaluated here. Chan (2020) warns that "the future success of any organization lies in the ability to manage the diverse body of talents that can bring innovative ideas, perspectives and views to their work. The challenge and problems faced of workplace diversity can be turned into a strategic organizational asset if an organization is able to capitalize on this melting pot of diverse talents". It is clear that the above statement not only accepts the enormity of the challenge of workplace diversity, it indicates the diversity can be turned into a gain for the organization.

Thomas (2019) explains that the "dimensions of workplace diversity include but are not limited to: age, ethnicity, ancestry, gender, physical abilities/qualities, race, sexual orientation, educational background, geographic location, income, marital status, military experience, religious beliefs, parental status and work". The dimensions of workplace diversity seem limitless and intractable. With the mixture of talents of diverse cultural backgrounds, genders, ages and lifestyles, the human resource manager no doubt has an uphill task of integrating the views and interests of organization members. If and where integration is done, enormous time may have elapsed or much time must have been spent on training to enable members respond to business opportunities more rapidly and creatively (Brewster,2015). Given the global nature of today's organizations, the international companies are

constantly faced with workplace diversity. Challenges sometimes result from changes, which organizations constantly undergo. These changes may be within and without the firm.

Flippo (2014) asserts “that among the many major changes that are occurring, the following four will illustrate the nature of the personnel challenge: “changing mix of the work force, changing values of the work force, changing demands of employers changing demands of government”. The major changes in the mix of the work force are increasing level of formal education for the entire workforce, more female employees especially in service organizations, more married female employees, more working mothers and steadily increasing majority of white collar employees in place of the blue collar. The type of education (grammar type), which graduates receive even in universities of technology has made more white-collar job seekers than blue collar. Chukwuemeka, (2020) noted, that the lack of interest in education by many males has left the bulk of graduates and job seekers as females. This has resulted in not only more female employees, but also increasing number of nursing mothers.

The consequences to productivity are obvious: loss of man-hours, absenteeism and outright increase in labour turnover and layoffs. Since white collar employees are less inclined toward labour organizations and have greater expectations in terms of more individual treatment by management (Sims, 2016), the design of personnel programme to capture this becomes another challenge. There is today, changing values of the work force. The work ethic, which sees work as having spiritual meaning, buttressed by such behavioural norms as punctuality, honesty, diligence and frugality is fast changing. Eze (2021) observes that one’s job is no longer seen as a central life interest that provides the dominant clue to interpersonal assessment. Prayer sessions in many organizations sampled hinged on making money and not doing the work. The argument is that job is in the village and money is in the town or city. Whoever wants to work should go to the village, while money and fun seekers should remain in the city. Quality of life is preferred to quantity, equity to efficiency, diversity to conformity and the individual to the organization (Kearns:2012). These changing values no doubt exert enormous pressure and challenge in human resource management in organizations. Changes also occur in internal environment of organizations in their attempt to respond to the external pressures of competition and technological changes. Two changes are apparent here. They are automation and Information Communication Technology and the growth of multinational corporations. These are no mean challenges.

Chukwu (2021) in accepting the foregoing information that they have swooping effects on personnel programmes, for example restructuring or redesign of jobs, upgrading of the workforce, structural unemployment, labour relations issues, adjustments in wage structures, human relations and selection and placement of key personnel in overseas plants. The information age that we are in today has kept everybody on his toes. Information has kept changing even on hourly basis. The challenge of installation of executive information system (EIS) has become imperative; there is the challenge of a good control system that would ensure the communication of the right information at the right time and relayed to the right people to take prompt decision. Information, it should be understood is the basis of decision-making in an organization. Also expounding on the four challenges of human resource management by Flippo (2014), the changing demand of government is apparent. Government in Nigeria has doubled as the highest employer of labour and the highest regulator of paid employment (Udeze, 2021).

2.2 Theoretical Framework

The Theoretical framework considered applicable to this study will be the Human Capital Development Theory. The first use of human capital as a term in modern economic literature was by Theodore Schultz (1961), who classified expenditures on human capital as investment rather than consumption. However, the first application of the theory in Economics accrues to Gary Becker (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” (Fleischhauer, 2017). Further contributions and refinements to the theory are traceable to these scholars: Mincer (1962); Denison (1962); Bowman (1969); Blaug (1976); Psacharopoulos and Woodhull (1985); Romer (1986, 1987, 1990); Becker, Murphy and Tamura (1990); Cohn and Geske (1990);

The Human Capital theory developed as a negation to the naïve conception of some earlier economists that labour is constant or given, and its performance cannot be increased. The illuminating analysis of celebrated scholars like Adam Smith; Milton Friedman and Alfred Marshall on investments in education and training as positive correlates of productivity were not integrated into discussions on this argument (Krasniqi and Topxhiu, 2016). This situation pervaded until early 1960s when the growth of US economy became in-explainable by the traditional (four) factors of production. The lacuna created by this development is known as the “residual factor” which was identified as “human capital” (Schultz, 1961 cited in Nafukho et al, 2014). To be sure, human capital refers to knowledge, skills, attitudes, aptitudes and other traits that contribute to production (Goode in Fleischhauer 2017). This later author, building on other scholars identified two main complimentary components of human capital as early ability and skills acquired through formal education or training on the job. It is particularly noteworthy that this is a restatement of the original treatise by Schultz (1961) who conceptualized human capital as “the knowledge and skills that people acquire through education and training being a form of capital is a product of deliberate investment that yields returns (Nafukho et al, 2014).

Olaniyan and Okemakinde (2020) affirm that human capital represents the investment that people make in themselves which enhance their economic productivity. Krasniqi and Topxhiu (2016) invigorated by the writings of Kenneth Arrow posit that these investments in training and education must inform the perfection of work through better use of available technology which ultimately increases productivity. Albrecht (1976:2) infers from the works of Becker, Mincer and Porath that the Human Capital theory (HCT) is pivoted on these (three) basic assumptions: Labour skills are durable and malleable. Current productivity contributes to current earnings and affects future productivity. There is a positive association between amounts of schooling and individual earnings. Olaniyan and Okemakinde (2020) summarized the above tenets or assumptions of HCT based on the submissions of

the human capital theorists as follows: human capital theory rests on the assumption that formal education is highly instrumental and even necessary to improve the production capacity of a population.

Human capital theory emphasizes how education increases the productivity and efficiency of workers by increasing the level of cognitive stock of economically productive human capability which is a product of innate abilities and investment in human beings. A thorough scrutiny and understanding of the above averments reveal that there is a manifest convergence on this issue. The common denominator is that education and training should facilitate workers productivity through appropriate skill acquisition. It is pertinent to note, that human capital accumulation can be achieved through formal schooling; on-the-job training; and off-the-job training of the civil servants in Delta State. These three approaches underscore the very essence and focus of this study. A distinction between general and specific human capitals is that General human capital are skills, knowledge, aptitudes and traits that are useful and applicable beyond the current employment, while specific human capital increases employees productivity on his current job only.

It is evident from this and other studies conducted on performance in the Nigerian public bureaucracy that there is a preponderance of low productivity. This issue has given rise to the inauguration of several reform committees from 1934 to 2012. Apart from wage reviews and incentive packages to boost workers' morale and productivity, it is observable that the Adebo Commission of 1970; Udoji Committee of 1974; and Ayida Review Panel of 1995 emphasized insufficiency in training incentives and programmes in the civil service.

To reiterate, the various tiers of government are not oblivious of the fact that labour skills are essential/requisite for improving productivity in the Civil service, or that there is a positive association between training or education and workers' remuneration (as tenets of the Human Capital theory). However, the value attached to education by successive Nigerian governments leaves much to be desired as reflected in the dismal allocation of less than 26% UNESCO benchmark for education in national budgets. This has been a thorny issue between several Teachers Union and various tiers of government and administrations in Nigeria. It is perhaps predicated on these, Delta State Civil Service suggests that capacity development through skills development and upgrading, which are achievable through robust and impactful on-the-job; off-the-job; and other forms of training/education.

The point underscores the establishment of various universities and tertiary training centres for civil servants in Nigeria. The type of training that can revolutionize the mindset of civil servants for improved productivity in the Civil service, especially Delta state civil service commission must be anchored on specific human capital that is capable of invigorating civil servants on their current jobs as canvassed. Therefore, the human capital theory captured the essence of the study because, training and development are veritable instrument for human resources development and productivity in the civil service. Civil servants in Delta State must undergo training and development to enhance the existing skills and knowledge for efficient service delivery by extension contribution to the overall development of Delta state.

RESEARCH METHODOLOGY

The study adopted the cross sectional research design. The basic reason for adopting this design is to allow all respondents to have equal opportunity of being selected. It also enables the researcher to gather wide range of data. The targeted population for this study was Two Thousand five Hundred (2,500) civil servants in which Ministry of Education had One Thousand (1000) Civil Servants. Local Government Affairs Four Hundred (400) Civil Servants, Finance Five Hundred (500) Civil Servants and Labour and Employment Six Hundred (600) Civil Servants. Junior Staff are One Thousand Five Hundred (1500), while Senior Staff are One Thousand (1000), making it a total population of Two Thousand five Hundred Civil Servants in the civil Service Commission. The sample size of the study was Two Hundred and fifty (250) civil Servants. This sample frame was derived from 10% of the total population of the study. The simple random sampling technique was used to pick One Hundred and fifty (150) junior civil Servants and One hundred (100) Senior Civil Servants across Ministry of Education, Local Government Affairs, finance and Labour and Employment in the Delta State Civil Service Commission. The reason behind the adoption of this technique is to enable all the respondents equal representation within the population considered for this study.

ANALYSIS OF RESULTS

TESTING OF HYPOTHESES

HYPOTHESIS 1

H₀: There is no significant relationship between Human Resources Development and Workers Productivity in Delta State Civil Service Commission

Table 1: A Chi-square (χ^2) Summary Table of relationship between human resource Development and Workers Productivity in Delta State Civil Service commission

Source of Variation	Responses		Df	X ² -Cal	X ² -Crit.	Alpha Level	Decision
	Observed	Expected					
Agree (A)	450	200	16	316.80	26.30	0.05	Significant
Strongly Agree (SA)	320	200					
Disagree (D)	140	200					

Strongly Disagree (SD)	65	200					
Undecided(UD)	23	200					

As presented in the chi-square (χ^2) summary Table above, the calculated chi-square (χ^2) value of 316.80 is greater than the chi-square (χ^2) table value of 26.30. The null hypothesis which stated that there is no significant relationship between human resource development and Workers Productivity in Delta State Civil Service commission is rejected. This implies that there is a significant relationship between human resource development and Workers Productivity in Delta State Civil Service commission

HYPOTHESIS 2

Ho₂: There is no significant Relationship between the Challenges of Human Resources Development and Efficiency of Service Delivery in Delta State Civil Service Commission

Table 2: A Chi-square (χ^2) Summary Table of relationship between the Challenges of Human Resource Development and worker's Productivity in Delta State Civil Service Commission

Source of Variation	Responses		Df	X ² -Cal	X ² -Crit.	Alpha Level	Decision
	Observed	Expected					
Agree (A)	660	200	16	996.33	26.30	0.05	Significant
Strongly Agree (SA)	240	200					
Disagree (D)	71	200					
Strongly Disagree (SD)	20	200					
Undecided (UD)	9	200					

As presented in the chi-square (χ^2) summary Table above, the calculated chi-square (χ^2) value of 996.33 is greater than the chi-square (χ^2) table value of 26.30. The null hypothesis which stated that there is no significant Relationship between the Challenges of Human Resource Development and Efficiency of Service Delivery in Delta State Civil Service Commission is rejected. This implies that there is a significant relationship between the Challenges of Human Resource Development and Efficiency of Service Delivery in Delta State Civil Service Commission

DISCUSSION OF FININGS

The result shows that human resources development in the civil service deals with the acquisition of basic skills and knowledge that are relevant to employee job situation, human resources management in the civil service also deals with employee work safety, health and welfare to retain competent and efficient workforce and human resources development equally deals with training and development of civil servants. This findings is in line with the study of Lagge (2015), who noted that recruitment is a process of attracting qualified applicants in sufficient and adequate skills to meet the manpower needs of the civil service while selection is a process of collecting information from applicants about their qualification that an employment decisions can be reached. The findings was also in collaboration with the study of Wall (2018) in agreement of Bratton and Gold, noted that to rebuild these employees through further training in order to increase their competencies and capabilities for maximum productivity in the civil service. Meggision (2014) also agree with the findings that employee training helps to prepare them to climb the organizational ladder.

The result revealed that human resources development in the civil service deal with acquiring relevant professional skills and knowledge needed for effective performance, Human resource development in civil service also deal with the development of intellectual capital and promote organizational team work and create a learning culture in the civil service, human resource development in the civil service deals with introducing, eliminating, modifying, directing, guiding and organizing skills and knowledge, competencies required for effective performance and it also deals with the development of employee that increases efficiency by reducing spoil work. This finding are in agreement the study of Ajibade (2017), who noted that, the notion of human resources development is very crucial issues in organizational productivity. He further stated that human resources development is centered on the inestimable value of training and development; it is the avenue to acquire additional new knowledge and further develop the skills and techniques to function effectively in this dynamic world. Griffin (2018), also agree that the usefulness of training and development in the civil service increases productivity, improves the quality of works, enhances employee skills, knowledge and it engenders the use of tools and machine which reduces waste, accidents and a lot more.

The result shows that human resources management and workers productivity in the civil service deals with effective and efficient recruitment and selection of competent workforce for performance, human resources management and workers productivity in the civil service deal with adequate employee promotion that improves work performance, human resources managements and workers productivity in the civil service deals with adequate compensation / rewards to employee for performance, human resources management and workers productivity also deal with training and development of workers for effective performance and it deals with the provision of adequate and efficient staff welfare system to encourage employee performance.

These findings are in agreement with the study of Colby and Alkon (2018), who noted that human resources management as a management process that involves the mechanism of organizational efficiency and workers productivity in the civil service such as recruitment and selection, promotion, training/development compensation/rewards and staff welfare. Susan (2019) in her account agree with the findings that human resources management is seen as the organizational functions that deals with the issues of people such as compensation, hiring, performance management, organizational development, safety, benefits, employee motivation, communication, administration and training.

CONCLUSION

The Delta State Civil Service is the engine room that pilots its administrative apparatus. The promotion of sustainable human resource development and management have been critically appraised, with the conclusion that the civil service is still characterized by unambiguous aptitude of contradictory systemic malfunctions and profound character of administrative ineptitude, bureaucratic apathy and, personality decay. To this end, actualization of sustainable human resource development and management in the context of contemporary civil service in Delta State is a fundamental illusion.

The Delta State civil service truly needs bold and far reaching reforms in area of human resource management, not unenthusiastic, and illogical changes. Government need to fashion a lean, energetic, and ingenious service. Delta State Government needs to recruit the uppermost eminence of persons to the service, and above all, instrumentalize the service as the delivery arm of government. Government need to remove quota as a condition for the recruitment of the Administrative cadre of the service, and base both recruitment and advancement on merit.

The problem of Delta State Civil Service is not essentially managerial reforms and their implementations, but how to incorporate and employ the able-bodied manpower, competent individuals to man some relevant position of the civil service in order to attain productivity and efficient service delivery in the civil service. Based on the analysis of data derived from both structured-questionnaire and Focus Group Discussion, the following conclusion was drawn: there is significant relationship between human resource management and workers efficiency in Delta state Civil Service, there is significant relationship between Human Resources development and workers efficiency in Delta State Civil Service, there is significant relationship between Human Resource management and workers productivity in Delta State civil Service.

RECOMMENDATIONS

Based on the findings and conclusion drawn, the following recommendations were made:

- Human resource department which is the strength of the civil service should be empowered with the necessary support to deliver its mandate of staff management and development
- Human resource department should carry out reforms that are capable of boosting workers morale for improved productivity.
- Absenteeism by civil servants should be discouraged with appropriate human resource management practices in order to improve productivity.
- Staff promotion exercises should be carried out promptly in order to boost the workers' morale for increased productivity.
- Staff welfare and the working environment should be given particular attention for improved job performance.

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