

**HUMAN RESOURCES AS A CATALYST FOR  
ECONOMIC GROWTH AND DEVELOPMENT IN  
NIGERIA**

**(A CASE STUDY OF ABUJA MUNICIPAL AREA COUNCIL)**

**By**

**ANI CHIOMA VICTORIA**

***PA/2008/193***

**DEPARTMENT OF PUBLIC ADMINISTRATION  
FACULTY OF MANAGEMENT AND SOCIAL SCIENCES  
CARITAS UNIVERSITY, AMORJI – NIKE  
EMENE ENUGU**

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**TITLE PAGE****HUMAN RESOURCES AS A CATALYST FOR ECONOMIC  
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**APPROVAL PAGE**

This Project has been approved as meeting the requirement in partial fulfillment for the award of Bachelor of Science (B.Sc) Degree in Public Administration of Caritas University.

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Mrs. Iloh Angela  
(Supervisor)

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Date

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Mr. Ugada Martin O.  
(Head of Department)

.....

Date

.....

External Examiner

.....

Date

## **DEDICATION**

I dedicate this research work to God Almighty, the Author and Finisher of our faith for His continuous love, mercy, kindness, guidance and wisdom which He has abundantly showered on me. For keeping me alive to this day and many days to come, despite the ups and downs passed throughout the course of my programme. Also thanking God for blessing me with parents who saw me through by giving me their total care, love and advice and also finance.

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## **ABSTRACT**

*This research work attempts to access the importance of human resources as a catalyst for economic growth development in Nigeria. In the first chapter, the researcher introduced topic and gave the importance of human resources in economic growth and development. This was followed by a detailed review of literature in which the importance of human resources in Economic development was discussed. The concept of human resources, human resources development and planning in Nigeria, how best to manage the human resources for economic growth and development, economic growth investment in human resources development, human resources Allocation and development in Nigeria, manpower problem, economic development in Nigeria and the enhancement and motivation of human resources in Nigeria. Data for the study was obtained by questionnaires which is the primary source of data. Findings from the sourced data showed that human resources have great importance in economic growth and development in Nigeria. Finally, it came to a conclusion that there is need to provide qualitative education and conducive environment for human resources development in Nigeria. Recommendation reveals that adequate attention and incentives should be accorded to human resources development in Nigeria.*

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## **CHAPTER ONE**

### **1.0 INTRODUCTION**

#### **1.1 BACKGROUND OF THE STUDY**

Nigeria is a dynamic country that is blessed with abundant human and natural resources. The country has a population of 140 million according to the 2006 census figures and high amongst the oil exporting countries.

Human resources is invariably the most important resources of Nigeria even when there are gigantic machines, sophisticated equipment and natural resources human resources still prevail. This therefore, calls for the need to adequately develop the human resources and then utilize human resources for the development of the Nigerian economy. The importance of the human resource development in the Nigeria civil services as well as other organizations is unique and cannot be underestimated. This is because; human resources is easily recognized as the most important of the resource requirement for the production of goods

and services. It is the master key to the rapid industrialization and socio-economic growth.

Nagga (2000) posited that a country that under-rates the critical roles and underplays the importance of people in goal achievement can neither be effective nor efficient. He stressed that, of all factors contributing to the growth and development of nation, the human resource is unquestionably the most crucial. This implied that we might have money. Highly sophisticated machine, high quality material and land with the most precious materials on it. Unless we have the right quality and quantity of human resources, real development and economic growth will be almost impossible.

The above view underscores the fundamental role which human labour play as one of the basic element of management in economic development in Nigeria. It is against this background that the researcher got interest in the field of human resources. Since no economy can function efficiently without skilled and adequately developed workforce.

It is in the light of the above background on the contribution of human resources development to economic growth in Abuja municipal area council. That this research is conceived. The research will investigate the importance of human resources for economic growth and development in Nigeria.

## **1.2 STATEMENT OF RESEARCH PROBLEM**

Human resource development problems in Nigeria appears to be on the increase. The unemployment phenomenon seems to be compounded with the absence and misplacement of human resource to capability of the public and private sectors of the economy to provide such opportunity for human resources at their disposal.

This problem of Nigeria under-employment lies primary with the neglect of its human resources potential. This study therefore, is aimed at finding out the important of human resources for economic growth and development of the country.

### **1.3 OBJECTIVE OF THE STUDY**

- i) To study the importance of human resources for economic growth and development
- ii) To study how best to manage the human resources for economic growth and development.
- iii) To ascertain, evaluate and examine the extent to which increase in investment of human resources development could serve to economic growth and development.
- iv) To find out the problem to the management of human resources

### **1.4 RESEARCH QUESTIONS**

- i What are the importance of human resources for economic growth and development?
- ii. How best can the human resource be managed for economic growth and development?

- iii. To what extent has the development of human resource contributed to the economic growth and development?
- iv. What are the problems involved in the management of human resources for economic growth and development?

### **1.5 SCOPE OF THE STUDY**

The study is based on the importance of human resources as a catalyst for economic growth and development in Nigeria. The research will cover three main organisations. Abuja Municipal Area (AMAC), Berger Nigeria Plc and Ministry of Foreign Affairs (MFA).

### **1.6 SIGNIFICANCE OF THE STUDY**

The importance of these research work is premised on finding how human resources development in Nigeria can be adequately mobilized for the benefit of the economic growth. It is hoped that it will give importance to the need for increased and more genuine investment opportunities on human resources in



Nigeria. Also enable the government and appropriate authorities to make adequate economic and educational provisions for enhancing the development of human resources.

## **1.7 DEFINITION OF TERMS**

**HUMAN RESOURCES:** - These are skill, capacities possessed by an individual that permits to turn income

**ECONOMIC GROWTH:** - A long term rise in capacity to supply increasingly diverse economic goods to its population, this growing capacity is based on advancing technology and its institutional and ideological adjustment that it demands.

**ECONOMIC DEVELOPMENT:** - This is a multi-Dimensional process involving the re-organisation and re-orientation of the entire economic and social system. It entails qualitative

transformation of society, leads to reduction of poverty  
unemployment and inequality.

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## **CHAPTER TWO**

### **2.0 LITERATURE REVIEW**

#### **2.1 THEORITICAL FOUNDATION OF THE STUDY**

The theoretical framework is basis of any political analysis to stipulate argument within in order to able bring out the realities it aimed at.

A theory is a set of ideas, which provide an explanation of something in depth that provides a particular and partial view of reality. The functionalist theory would be presented to explain more on the purpose of the research.

The functionalist theory is one of the easiest theories in the field of Public Administration. The major assumption of the functionalist theory is the interdatedness of the different part of society taken together to form a complete system. To understand any society therefore, it must be examined in relation to the society as a whole looking out to the contribution of such part to the maintenance of the society system structure, functionalist are guided by the ideal that societies have basic needs or requirement

which must be met, if they are to survive and they are the functional prerequisite since without them members of the society could not survive.

Manor, J. (1975: 59) argued that a society would have to exist if its members become extinct. Therefore, in order for a society to survive, it must have some means of preventing these events from occurring these means, any part of the society that is not functional properly for the survival of the whole system must be put on the rightful position.

Based on the above argument of the functionalist theory, this theory is adopted to explain the importance of human resources for economic growth and development in Nigeria.

## **2.2 THE HISTORY OF HUMAN RESOURCES DEVELOPMENT**

The history of human resources development engage from inter-related source which included conflict management associated with constrictions that are in the employee relationship and of the increased specialization labour growth in the scale of working organization.

Bolton and Gold (1995) history of human resources management has also reflect the benefits and attitude of the employee and the responses of the employee in public policy.

Mathew (2003) for example, in the early styles of industrial evaluation in Britain the explored or internal workers. However, in 1940's common humanity and political history combined with enlightenment widened the concept of human resource development. Further the personnel profession emerged stronger and its members and academics who study the field began to establish a new authority. For instance, in 1946 the institute of labour management argues that the name and changes from institute of industrial workers that the name changed to reflect a fenders dimension to discipline. The first changes from institute of industrial workers in 1924 was necessitated by the argument that the term "welfare project has fernier mage on the grouping and influential male membership.

Towele (2004) also, in most post secondary educational institutional personnel management courses for students in

explaining, (Digs 1999) makes a comment on the relationship between the use of workers bargain and personnel management productivity bargaining widely extended their functions into the business-implemented profitability. Toroneyay (1994) presented a convincing explanatory role; he argued that gender was a dominion in the relative employment opportunity in the workforce. To summarize personnel management takes place whether change its evaluation has been significantly influenced by both pressure of public political and use of works trade unionism and collective bargaining.

To change from personnel to human resource management is a reflection to ascendancy of a new political and global capitalism.

### **2.3 CONCEPT OF HUMAN RESOURCES**

Resources according to the McGraw-Hill Dictionary (1983:125) are the designation applied to all goods used in the production of other goods including plans and machinery. In economic sense resource is the total wealth or asset of a firm and

thus, includes not only capital good (tangible asset) but also trade marks, good will, patents etc. As an accounting term it represent all money secured from stock holders plus all earnings retained for use in the business.

The McGraw-Hills understanding of resources is in line with that given by Macmillan Dictionary of modern economics (1989:60). This sees resources as factors of production produced by the economics system. As measurement of resources has becomes such of controversy in economic theory from the proceeding definitions resources can be seen as a tool used for further production.

Lip say (1989:779) define resource as all those manmade aids to further production. Such as tools, machinery and factories used in the process of making other goods and services rather than for consumption.

The essence of human resource is the investment made in human resource so as to improve their productivity. Costs are incurred in the expectation of further benefits hence the term investment in human resources. 1



Bannock (2003) in his contribution sees human resources as the skills, capacities, abilities possessed by an individual that permit him to earn income.

From the forging discussion, human resource differs from material resources, human resources has to go through training formal or informal and this training leads to incurring cost with the expectation of future benefit and these benefits are usually in form of income. While material resources on the other hand only facilitate production without going through any training. The idea of resources has long had a strong materialistic bent that is evident in the dominance of materials resource in economic thinking.

The long basis of all inclusive (compressive) concept of resource which includes human resources was established by Fisher (1960:9). This concept treats all such of income streams as form of resources. This such include not only such materials form as natural resources and reproductive producers and consumers yet the core of entomic with respect to this issue, consecrate and inventories with little or no attention to the ability of human beings

even though human resources are much the larger source of income streams.

## **2.4 THE IMPORTANCE OF HUMAN RESOURCES IN ECONOMIC DEVELOPMENT AND HOW BEST TO MANAGE THE HUMAN RESOURCE FOR ECONOMIC GROWTH AND DEVELOPMENT.**

The importance of human resources cannot be over emphasized. The importance includes the following headings:

- i. Personnel recruitment and selection
- ii. Manpower training and development
- iii. Performance of Job evaluation
- iv. Reward management or salaries and wage Administration
- v. Performance appraisal.

Human resources management involves manpower planning amending to Smith (1980) manpower planning means the followings:

- a. Demand work of analyzing and attempting to predict the members by the land of manpower needed by the organization to achieve the objectives.
- b. Supply Work: This is attempting to protect what action is necessary to ensure that the manpower needed is available when required.
- c. Designing the interaction between demand and supply so that the time and money are utilized to the best possible advantage and to what logo type portions of the individuals are taken.

### Personnel Recruitment and Selection

Human being provides ideas, and intention that are wealth for employees and employers. It is significance of human resources that has made recruitment to receive attention Watson (2004) wages to recruitment and selection as the process by which organization get contact and interesting potentials appointees and establish whether it will be appropriated to appoint any of them.

Stomer and Wrinkle (2001) emulated the whole essence of starting a process to include human resource planning, recruitment, selection, indication, performance approval, transfer promotion and demotion that is the idea of staff procurement is to vent men and women in the right quality to accomplish organizational goal.

## **STAFF TRAINING AND DEVELOPMENT**

The analysis on staff training and development is based on the primes that, staff needs to be improved for the organization to grow. Staff training is required to meet the following objectives:

- i. Organizational Level: That is the organizational training in order to meet co-operate goals.
- ii. Individual Level: This is a situation where the organization recent best staff within its capabilities that are capable of providing goals leadership delegated duties and allow subordinate that study him.
- iii. Employee Level: This is concerned with improving the initiative and qualities of work of the employee. It is usually for incurring productivity.

## **2.5 HUMAN RESOURCES DEVELOPMENT AND PLANNING IN NIGERIA**

Human resources planning are the process of analyzing the staffing needs and identifying action to satisfy these needs overtime. Simply put, organization must have human resources development plans that operationally support the implementation of key objectives.

Having the right people available to do the required work is essential for the success of any strategies. In practical terms, this means that managers or head of departments must make sure that all jobs are staffed with people who can best perform them. To meet demand, Schemer Born suggests that, a manager must first understand three factors that significantly influence the performance potentials of every individual at work ability, support and efforts. He further summarized this relationship with an equation:

$$P = A \times S \times E$$

Where P = Performance

“ A = Ability

“ E = Effort.

When human resource development plan is properly harnessed, the benefit drive from it can be urged. According to Schema Born(1993:53) some of this benefit includes:

1. Maintaining co-operative culture, Good human resources planning focus staff effort of finding hiring and retaining the best available who feel the intended future.

This would also be extended to the public sector i.e. the government agencies should try to professionalize their work force rather than just employing any person to work in the ministries. For instance, bringing a quality surveyor to work in the ministry of works and housing a surveyor would not augur well in human resource output.

2. Implementation of Organizational Strategies.

Good human resources plans support strategies by targeting staffing efforts on the numbers and types of people needed to implement core strategies since is the targeted human resources that direct strategies towards

the targeted goals of the organization. It becomes imperative to plan the staffing efforts which should be directed towards some numbers and types of people needed to be pursued by the state goals.

3. Utilization of new technologies – Good human resources plan help develop the people “people policies” staffing strategies needed to create integrated socio-technical in the work place. This three benefits of maintaining co-operative culture, implementation of organizational strategies and utilization of new technologies are some human resources development planning that aim at hiring skilled and dedicated workers for the organization. A basis approach to human resources development planning process begins with a review of organizational strategies and objectives. This establishes a framework of references for forecasting human resources needs and labour supplied but, within and outside organization ultimately. The process should produce action plans to correct any actual or objected staffing surpluses or shortages.

Schema born (1999:53) said that the foundation for human resources development accepts by

**Job Analysis** – The orderly study is just what is done, when, where, how and by whom it is done exerting or potential new job. The Job Analysis provides useful information that can be used to write and update the job description.

**Job Description** – Written statement of job duties and responsibilities. The information can be used also to create job specialization.

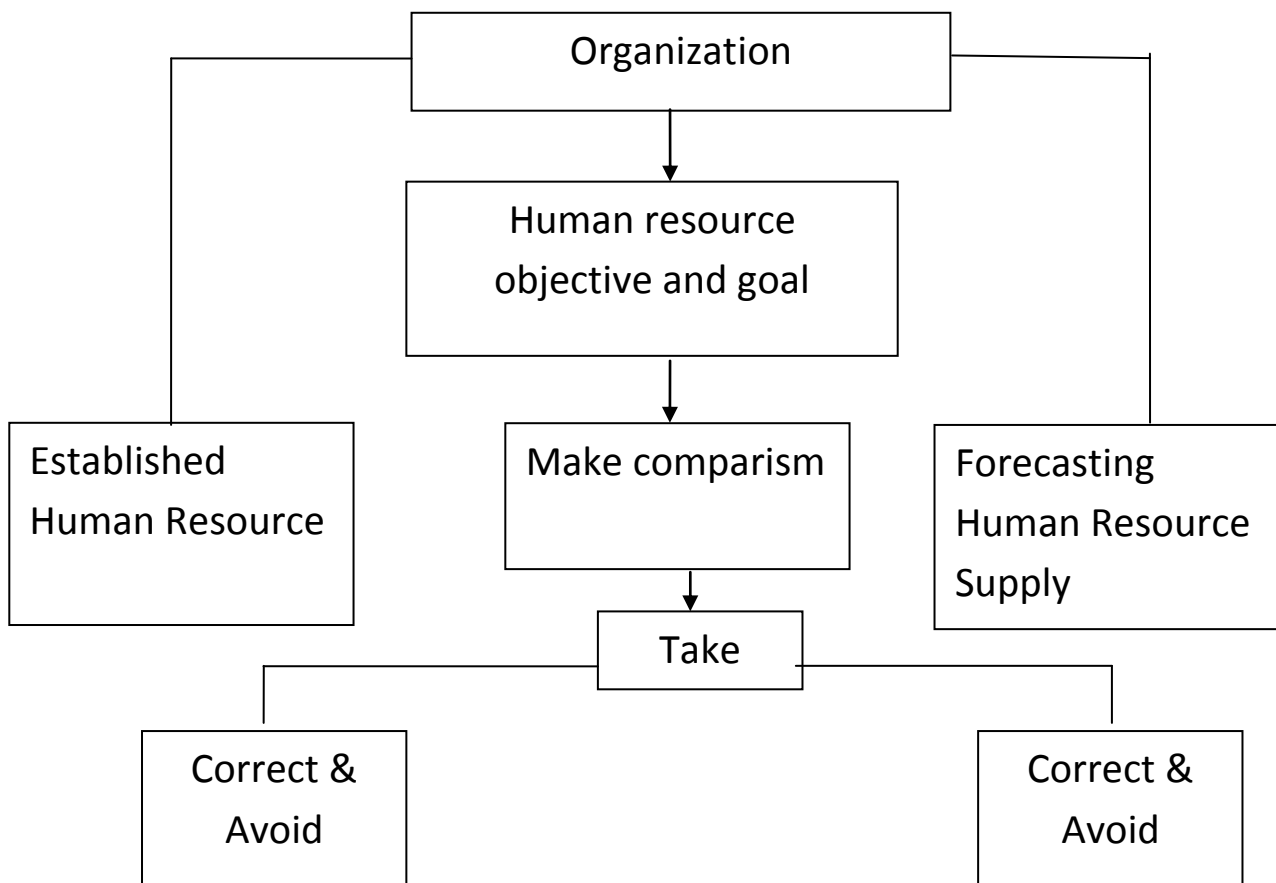
**Job Specialization** – These are list of the qualification i.e. education and experience and skill requirement that should be met by any person to be hired or placed in a given Job.

Given proper foundation set by job analysis, the human resources needs of an organization of work unit, can include careful human resource management units for systematic inventory of strength and weakness of existing personnel. This may include promoting,



transfer, training and development programme. The human resource development planning process is shown in the following diagram.

**Table 2.5 Human resource development planning process.**



By Evidence shown and above diagram, it is supported by Akor (1999:75) in his essay in reading contemporary economic issue, that conceptual manpower planning economic issue, that

conceptual manpower planning implied the specific direction and organization of human resources to achieve the broad objective of an organization and that manpower planning depends on educational planning which in turn cannot be separated from general human resource development plan.

## **2.6 INVESTMENT IN HUMAN RESOURCES DEVELOPMENT**

The result of investment of human resources development is basically human resource. A nation's human resource is made up of two components, skilled labour and unskilled labour. As Hardison and Meyers (2004) put it that a key to development effort in Nigeria is the formation of human resources. That is the process of a curing and increasing their skill, education and experience when are crucial to the economic and social development of Nigeria which are still associated with investment in man for his development as creative and productive.

For a detailed analysis of investment in human resource development in Nigeria, this section will be further subdivided into two: Investment in human education and Investment in human

health. They include formal schooling on the job training migration etc. Formal schooling which is the most organized and highly structured way of impacting skill and knowledge will receive the most attention in this research.

The notion that education is a form of investment that yield returns to both individual and society at large is as old as economic science itself.

The researcher has argued extensively for the upliftment of investment in human resources to an enviable height where the contribution of human resource to economic growth and development will be high. This can hardly be accompanied by a situation where in the (1910-19), Nigeria experience how investment in education is her budget. The benefit of an investment in human resources is very enormous especially in developing economic country like Nigeria. A study of pscharopouous (1988) shows that the results of investment in human resource are immense. In his words, when he supported that the social returns to education in developing economics are at least as high as any reasonable major of the opportunity cost of

the capital or social discount rate. In other words, investment may be more conducive to economic growth than investment in machines. He concluded that contribution of education today, to economic growth and development in Nigeria is about just 17.5% hence Nigeria economy and technology depend on machines and equipment instead of human resources. A country like Nigeria by failing to invest in her people is allowing vast valuable resources to go waste.

In another contribution, Amaya and Abot (2001) in his book "personnel management Nigeria culture, show manpower development planning as a very important component of overall planning for an organization in which he believed that when objectives have been set for an organization the management should then take stock of the available manpower will be required to meet the new target. Thus, makes it imperative for the manpower planners to have a true knowledge of labour market.

Obet further supported that the right quality and number of manpower to be employed at any given period are the manpower resources, screening, procedure, transfer and promotion.

The success of manpower have been given special attention because organization realized that personnel obtained from specific areas or institution of learning or certain educational background given better service.

## **2.7 HUMAN RESOURCES ALLOCATION AND UTILIZATION IN NIGERIA**

Human resources just as many resources are employed where it will maximize returns. For efficient use of resources, we must put in to use, exerted yield or returns for exceeding the cost of maintaining it.

The efficiency utilization of human resources in Nigeria has been attributed to the fact that an advice by qualified Nigerians has been ignored by the government policy makes in formulating policies. Ndongko (2001) argued that in most developing countries including Nigeria, the advice of trained civil servants and

personnel is largely ignored by experience ministries whom are only interested in making their presence and authority felt rather than taking decisions that are in national interest. This has greatly reduced the productivity of trained manpower.

Brahman (2000) posited that available manpower and the manner in which the society utilize it. Thus employees on the private sector learned long ago that one way to increase investment in human resources as well as technological inputs through improve organization and management. But they have to be sure to devote adequate attention and resources to improving utilization of manpower and employees in the non-per-profit sectors have generally been showed.

For proper utilization of human resources in Nigeria, the system of education introduced in 1982, popularly known as 6-3-3-4 education system, holds a lot of potentials for it amelioration of the unemployment problem in the country among the youths. The first three years of secondary schools dedication emphasizes vocational training educational and it is most relevant here in Nigeria, with her immense natural resource and most especially

Petroleum, has been able to embark on huge expensive project during oil boom, but could not complete these projects when the Jos Steel Rolling Mill and other steel rolling mill at Ajaokuta, Oshogbo and which were abandoned at their present stages of development. This was attributed to a great part, on the absence of lower level technicians, which he did not state how, will go a long way in leading to a sustainable development of the economy of the country. This modification he said should be suitable to Nigeria's culture and should be relevant to our economic development needs. Among countries, there is no doubt that human resources stand out as the most capable of adequate putting of the economy forward. This assertion is further reported by Schulte (1998) who said that, economy has long shown that people are on important part of the wealth of nation.

Human resources from the bedrock from which development programme are initiated and human resources been the most active forms of resources is the implementer of such programmes for development but to effectively play this roles, the problem of its unemployment must be checked because the wastage of

human resources in form of unemployment is the great source of economic retardation.

In a related reviews Puri (1981) writing about the human resource problem in India who is of the view that the reason for the rate of growth of the India economy lies in the lacks of maintaining unemployment and improving continually the utilization of productivity of available manpower resources; with particular attention to those currently engaged in the unorganized sectors of the economy.

Thus, a more development of human resources should not be an end unto itself but a means of achieving an end. Therefore, education is seen as a private role in the economic development of Nigeria. For this to take place it therefore, means that investment in education for development of human resources must be followed with appropriate strategies without which a highly informed human potentials would be created instead of an educated and skilled human resource. A study carried by the World Bank showed that developing countries pay only a scanty attention to the role of education in economic development. As a



consequence therefore, little investment has been made in human resources development furthermore, the Universal Primary Education (UPE) and the Universal Basic Education (UBE) were launched in 1976 and year 2000 respectively in Nigeria, with the sole aim of giving every Nigerian the opportunity to develop intellectual and working capitalization for his/her own benefit and that of his community. In addition to the formal education, government involves a system of technical training also and at enabling young people to truly enter the technological spirit. The Industrial Training Fund (ITF) was also recognized to play a more dynamic role in providing training for industrial work Job and attached to establishment, for the acquisition of practical experience. Nigeria been a developing country is faced with two persistent human resources utilization and allocation problems. According to Meier (1975) in his book leading issue in economic development" identified these to be calls for two role aims with development of human resources. These aims would be (a) becoming still and (b) providing employment for utilized and industrialized manpower logically, it follows that for those trains

aims to be achieved, it is necessary for human resources development plans to be geared to be geared towards the national development plan objectives of the country which should in turn be relevant to the development needs of the economy.

The current trend of resource flight and rapid accumulation of physical resources in Nigeria shows the lack of understanding of the development problems of resource utilization could be attributed partly to the problem of debt and partly to the problem usually in hard currencies repatriated from Nigeria was about 973 million. It has become evident that the effective use of physical resources itself depends on human resources. If there is under investment in human resources, the rate at which additional physical resources can be productively utilized will be limited since technical professional and administrative personnel are needed to make effective use of material resources.

The seeming contradiction about human capabilities falling to match the accumulation of physical resources while it is a reality of life that unemployment exist side by side with abandoned projects, is only a mirage. The issue is that, these physical

resources were stated in the first place without taking into consideration the availability of funds for such project and also without taking into consideration the availability of manpower for the execution of such project. A typical example for such project is the earth satellite station in Shinoro. The Olan sufficient and qualified space Engineers and experts before starting the project so that, such project do not stand abandoned; while graduates will walk in the streets unemployed because, of irrelevant paper qualification they acquire.

Another reason why physical accumulation of outstripped human capabilities is the teaching of courses that are totally irrelevant to our development needs and of course; refusal of political authorities to take expert advice from development economists and other relevant professionals. Nigeria misuse human resources. Allocation and utilization of human resources is bounds to set in motion in the Nigeria economic development. For example, one noted that how to "use" people. We must give people sufficient responsibility one of the easiest ways to destroy a person is to give him a job too big for his capacity no matter how

high his pay, he is been destroyed psychologically. This may later adversely affect his health physical after he might have developed some psychometric illness. Therefore, besides treating people and using them effectively, it must be relevant to the training needs of individuals of this department and of his organization and of this community and nation.

## **2.8 MANPOWER PROBLEM AND ECONOMIC DEVELOPMENT IN NIGERIA**

One of the most significant deficiencies in manpower development policies in Nigeria arises from apparent misplacement of emphasis. This is manpower in several structural unbalance in the educational system.

Especially, the problem of manpower development relating to the shortage of qualified teachers imbalance in the educational structural become alarming rate of high drop outs failure in the educations system: irrelevant curricula to the demand of the economy and lack of adequate incentive. The neglect of rural sector in the human resources development compounds these

problems that are intricately linked with social economic and political feature of Nigeria. As Harrison and Meyers(1999) put it, that the major manpower problem in Nigeria include the high growth rate of population, unemployment, underdevelopment, shortage of critical skills, due to lack of incentive to attract such good skills to areas necessary for nations development and that of underdeveloped organizations for mobilizing human efforts particularly in the rural areas.

In another related issues, an unknown but yet a services factors responsible for public factor personnel problem in Nigeria is religious it does not matter if one is a Christian or a Muslim or a pagan. The usual advertisement qualification for a job do not include one's Religion affiliation but, religion is in a salient subtle way becoming a sector in the holding of appointment. This manpower problem has led to some significant observation in the Nigeria economy in the recent past. Some establishment in some states prefer expatriate to preserve position for the undergraduate indigenes of other states. And in such states where job are made

available for indigenes of other states, they are equally placed on contract appointment like their expatriate counterparts.

This is done simply to preserve jobs for yet qualified indigenes of the states. This has led to the argument that the Nigeria economy is highly dominated by foreign firms and expatriates workers. One fact is obvious; there is a dearth of indigenous professionals. It then follows that these expatriate at a cost above what they will naturally earn; alternatively, they are second rates. Whichever is the case, the phenomenon does not augur well for Nigerians technological development and economic growth.

From the above therefore, it appears that the shortages of manpower problem is sometimes according to Olanwaju, he posted that 30% rate of vacancy was declared in July 1970 while practical realities on the ground shows that well qualified Nigerians went without work. This waste of labour manifest in under employment. This is one of the problems of Nigeria manpower development. Under achievement resulted from different factors of course. A graduate Engineer in Nigeria is commonly found

doing clerical work rather than practicing his specialization. The unemployment factors are most noticeable in public sector. A large number of skilled manpower wastes in the ministries and corporations under the weight of the names and small jobs. The result is that most of these skilled labour drifts to the private sector leave high and high proportion of professional in Nigeria are found in the private sector.

## **2.9 ENHANCEMENT OF MOTIVATION OF HUMAN RESOURCES IN NIGERIA**

The enhancement of human resources development implies that upgrading of human resources through continuous training and sharpening of skills training is such as educational strategy that entails expenses and thus, could be said to be an investment on human resource development.

Human resource enhancement or upgrading of skill is conceptualized as an outcome of long range planning i.e. planning with the future in mind so as to satisfy both short term

requirements. It also implies the allocation of additional resource i.e. increasing the level of investment in training and development programme. And approved human resource resulting from training, has an influence on income. According to Cohn and Gaske(2000), the basic promise of human resources development approach is that variation in labour income are due impacts to different on labour quality in terms of the amounts of resources acquired by the workers. Therefore, if wishes to reduce income inequality in the investments people make in human resource development approach is that variation in labour income are due impacts to different in labour quality in terms of the amounts of resources acquired by the workers. Therefore, if wishes to reduce income inequality, one method to achieve this would be to reduce inequality in the investment people make in human resource development i.e. health, education, on the job training and other vocational training. Meghan (1997) in his book "equal opportunity and equal pay, supported by "simple Description of the process of method to reduce inequality" A-B-C



where     A     =     Investment in human resources, leads to  
              B     =     Higher productivity which in turn causes  
              C     =     Higher earnings.

Meghan's support is consistent with orthodox economic theory better known as Marginal Productivity Theory, which argues that wages are determined according to the workers Marginal Contributions to the revenue of the firms implying that more productive workers will be paid more, all things being equal. Cohn and Gaske (1990:34) also supported that with increase investment on human resources development therefore, increase higher productivity is expected from human resource. This leads to higher level of earnings. In other words, improvement in human resource development has the capacity to increase the natural income.

Another area of human resource improvement according to Cohn and Gaske (1990:34) deal with investment in job training and such criteria determines who will pay such training and who will benefit there from. He gave two distinctions, "General" and specific training. General training refers to training that provide

valuable knowledge and skill to workers usable both within the present employment and its totally relevant to the workers productivity in other firm.

Fargerling and Saha(2002:58) observed that, improvement in human resource are more than just inculcations of skills and knowledge, but include having values, attitudes and motives consistent with

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## **CHAPTER THREE**

### **3.1 RESEARCH DESIGN AND METHODOLOGY**

In conducting this research, certain methods and procedures were adopted.

These research adopted descriptive survey design for this research work. This design facility is the collection of data from large samples.

To advance in this actual field of study, research design will be defined. A research design is a plan or blue print which specifies how data relating to a given problem should be collected and analyzed. It provides the procedural outline for the conduct of a given investigation.

### **3.2 AREA OF THE STUDY**

The research work is based on the importance of human resources for economic growth and development in Nigeria. The researcher restricted her research work to Abuja Municipal Area

Council Office, Julius Berger Nigeria Plc and Ministry of Foreign Affairs to affect a valid and authentic result.

### **3.3 POPULATION OF THE STUDY**

Odo quotes Silver Throne defined population as the totality of any group, persons, objects which is defined by some attributes i.e. population of any group of beings. The researcher has focused her attention on, and chosen at her approved topic of study.

For the purpose of this study, a sample population of 240 was cast in the three organizations. This was Abuja Municipal Area Council Office 64, Julius Berger Nigeria Plc 76 and Ministry of Foreign Affairs 100.

**Table 3.4 1 (A)**

S/NO	Organization	Population	Percent Age %
1	Abuja Municipal Area Council Office	64	26.6

2	Julius Berger Nigeria Plc	76	31.6
3	Ministry of Foreign Affairs	100	41.6

### 3.4 SAMPLE AND SAMPLING TECHNIQUES

Stratified sampling was adopted for this research work. The purpose of stratification of the population into subgroups or subsets is due to the heterogeneous nature of the entire population. The three (3) organizations have their total number of 240.

Yaro Yemeni's formula thus:

$$n = \frac{N}{1+N(e)^2}$$

When  $n$  = sample size =?

$N$  = population = 240

$E$  = Tolerable error = 5%



$$\begin{aligned}
 n &= \frac{240}{1+240} (0.05)^2 \\
 &= \frac{240}{1+240} (0.0025) \\
 &= \frac{240}{1+0.6} \\
 &= \frac{240}{1.6} = 150
 \end{aligned}$$

Thus, the sample size is One hundred and fifty (150). One hundred and fifty questionnaires were distributed but one hundred and forty was returned (150). Therefore, analysis of the data was based on the response of the one hundred and forty respondents (140).

### **3.5 SOURCES OF DATA COLLECTION**

Data collection of this study was through primary and secondary Data. In the primary data collection, the researcher used written questionnaires together information from respondents. This technique is preferred to the observation and

experimental technique because of the difficulties inherent in them, matching the importance of human resources for economic growth and development.

In secondary data collection techniques, focused on extensive and length review of periodicals, journals, textbooks, interact and other publications gotten from Abuja Municipal Area Council. This article is assumed to be more relevant to the research.

### **3.6 INSTRUMENT USED FOR DATA COLLECTION**

Owing to the area covered by the study, questionnaire was designed and used for data collection. Data was also collected from publication of education, resources centre, Industrial Training Fund, National Directorate of Employment, newspaper, magazine, home records available at the selected organization and existing literatures in the field of human resources.

### **3.7 ESTABLISHING THE VALIDITY OF THE INSTRUMENT**

Osondu (2004) defined validity as the procedure adopted in ensuring that the instrument used had measured what it was designed to measure. It is important to establish and report one form of validity or the other for the instrument so as to enhance the strength of the work. The researcher employed the pilot test techniques in order to establish the validity of the instrument. The same questionnaire so designed was distributed to twenty workers in governmental organization near her residence for responses however the same response was given on the survey. That is to say the validity of the questionnaire is traced to the reaction gotten from the people that responded.

### **3.8 ESTABLISHING THE REALIABILITY OF THE INSTRUMENT**

Osondu (2004) said that reliability concerns the consistency with which an instrument measures whatever it measures. The test and retest process is used to establish the reliability of the instrument.

The reliability of the study can be traced to the response and result given by the 20 (twenty) persons and supportive literature by human resources and importance of human resources as a catalyst for economic growth and development reference to Abuja Municipal Area Council.

Test-retest is a process of retesting an already analyzed data in order to examine the reliability of the data or research.

### **3.9 METHOD OF DATA PRESENTATION AND ANALYSIS**

The method of data presentation and analysis employed by the research was through the use of simple percentages due to the fact that the research is a quantitative one.

Data analysis formula used:

$$N \times \frac{100}{1}$$

N = Number of respondents

% = percentage.

## **CHAPTER FOUR**

### **4.1 DATA PRESENTATION AND ANALYSIS**

In this chapter, efforts were made to present and analyze the facts gathered from the respondents. The data presentation and description were guided by research questions, which were first stated (chapter 1) after which the data collected with regards to each of the questions were descriptively analyzed in tabular form, one hundred and fifty. The researcher was able to retrieve one hundred and forty. The researcher used simple percentage.

#### **RESEARCH QUESTION 1**

To what extent has the development of human resources contributed to the economic growth and development of the area council?

<b>OPTIONS</b>	<b>RESPONDENTS</b>	<b>PERCENTAGES %</b>
To a great extent	50	35.7
Very little extent	40	28.6
Don't know	50	35.7

Total	140	100
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Source Survey Research 2012

From the above table, it revealed that 50 respondents as 35.7% agreed that development of human resources has to a great extent contributed to the economic growth and development.

Also 40 respondents as 28.6% said Human resources has to a very little extent contributed to the economic growth and development of the area council. While 50 respondents as 35.7% said they don't know.

### **RESEARCH QUESTION 1(i)**

Do you have adequate training facilities?

<b>OPTION</b>	<b>NO OF RESPONDENTS</b>	<b>PERCENTAGE %</b>
YES	36	25.7
NO	60	42.8
DON'T KNOW	44	31.5
TOTAL	140	100

Source Survey Research 2012

The above table revealed that 36 respondents which is representing 25.7% were of the opinion that they don't have adequate training facilities. 60 respondents as 42.8% said, they have adequate training facilities while 44 as 31.5% said they don't know.

### **RESEARCH QUESTION 1(ii)**

Do you have enough trained teachers and trained officers?

<b>OPTIONS</b>	<b>RESPONDENTS</b>	<b>PERCENTAGES %</b>
YES	32	22.8
NO	48	34.4
DON'T KNOW	60	42.8
TOTAL	140	100

Source Survey Research 2012

In the above table, 32 respondents as 22.8% said they have enough trained teachers and trained officers. 48 respondents as 34.4% said they don't have enough trained teachers and trained officers, while 60 representing 42.8% said they don't know.

### RESEARCH QUESTION 1(iii)

Have you received any form of training in your place of work?

<b>OPTIONS</b>	<b>RESPONDENTS</b>	<b>PERCENTAGES %</b>
YES	34	24.4%
NO	58	41.4%
DON'T KNOW	48	32.2%
TOTAL	140	100

Source Survey Research 2012

The above table revealed that 34 respondents as 24.4% were of the opinion that they have never received any form of training in their places of work. 58 respondents as 41.4% said they have received some form of training in their places of work. Finally, 48 respondents as 32.2% said they don't know.

From the questions asked and the responses given, it was discovered that human resources development and growth are not satisfied due to lack of motivational strategy and training facilities, and finally, a lot of them have never received any form of training in their places of work.



## RESEARCH QUESTION 2

Do human resources play any role in economic growth and development?

<b>OPTIONS</b>	<b>RESPONDENTS</b>	<b>PERCENTAGES %</b>
YES	57	40.7
NO	37	26.5
DON'T KNOW	46	32.8
TOTAL	140	100

Source Survey research 2012

The above table shows that the greatest percentage 40.7% representing 57 respondents said that human resources play some roles in economic development at all. 37 respondents disagreed that human resources does not play roles in economic growth and development. 46 respondents as 32.8% said, human resources do not play any role in economic growth and development.

**RESEARCH 2(i).** If yes, how effective are the human resources?

<b>OPTIONS</b>	<b>RESPONDENTS</b>	<b>PERCENTAGES %</b>
Very Effective	47	33.5%

Not Very Effective	38	27.1%
Not Effective At All	55	39.4%
Total	140	100

Source Survey Research 2012

The above table shows that the greatest percentage 35.4% representing 47 respondents agreed that human resources are very effective in economic growth and development. 38 respondents representing 27.1% agreed that human resources are not very effective in economic growth and development. Finally, 55 respondents as 39.4% disagreed that it is not very effective.

### **RESEARCH 2(ii).**

Have you received any form of promotion since you joined their establishment?

<b>OPTIONS</b>	<b>RESPONDENTS</b>	<b>PERCENTAGES %</b>
YES	40	28.6%
NO	54	38.6%
DON'T KNOW	46	32.8%
TOTAL	140	100

Source Survey Research 2012

From the above table, 40 respondents as 28.6% said they have not received any form of promotion since they joined the establishment. 54 respondents as 38.6% said they have received some form of promotion, while 46 respondents as 32.8% said they don't know.

### **RESEARCH QUESTION 3**

Can the human resources be managed for economic growth and development?

<b>OPTIONS</b>	<b>RESPONDENTS</b>	<b>PERCENTAGES %</b>
YES	80	57.2
NO	25	17.8
DON'T KNOW	35	25
TOTAL	140	100

Source Survey Research 2012

From the above table, the greatest percentage 57.2% representing 80 agreed that human resources can be managed for economic growth and development. 25 respondents representing 17.8% said human resources cannot be managed for economic

growth and development. While 35 respondents representing 25% said they don't know.

### **RESEARCH 3(i)**

In the management of human resources in your establishment, do you think it can lead to economic growth?

<b>OPTIONS</b>	<b>RESPONDENTS</b>	<b>PERCENTAGES %</b>
YES	30	21.5
NO	60	35.7
DON'T KNOW	50	42.8
TOTAL	140	100

Source Survey Research 2012

From the table above, 30 respondents out of 140 respondents which represent 21.5% said that management of human resources in their establishment can lead to economic growth. 60 respondents as 35.7% said the management of human resources in their establishment cannot lead to economic growth. While 50 respondents representing 42.8% said they don't know.

**RESEARCH 3(ii)**

Was your income increased after your in-service training?

<b>OPTIONS</b>	<b>RESPONDENTS</b>	<b>PERCENTAGES %</b>
YES	40	28.5
NO	30	21.5
DON'T KNOW	70	50
TOTAL	140	100

Source Survey Research 2012

From the above table, 40 out of 140 respondents which represent 28.5% said that their income increased after their in-service training. While 30 respondents as 21.5% said their income decreased after their in-service, then 70 respondents as 50% said they don't know.

**RESEARCH 3 (iii)**

Do you enjoy good administration from your Head of Department?

<b>OPTIONS</b>	<b>RESPONDENTS</b>	<b>PERCENTAGES %</b>
YES	35	25
NO	60	42.8

DON'T KNOW	45	32.2
TOTAL	140	100

Source Survey Research 2012

From the table above, 35 respondents representing 25% said that they enjoy good administration from their Heads of Department. 60 respondents as 42.8% said they don't enjoy good administration from their Heads of Department. While 45 respondents as 32.2% said they don't know.

From the questions asked, and the responses given, it was discovered that the highest or greatest percentage were of the opinion that human resources can be managed for economic growth and development. It was also discovered that a greater percentage were of the view that human resources in their establishments cannot lead to economic growth and finally they don't enjoy good administration from their Heads of Department.

#### RESEARCH QUESTION 4

What are the problems in the management of human resources for economic growth and development?

<b>OPTIONS</b>	<b>RESPONDENTS</b>	<b>PERCENTAGES %</b>
YES	50	35.7
NO	65	46.5
DON'T LIKE	25	17.8
TOTAL	140	100

Source Survey Research 2012

From the table above, 50 respondents as 35.7% said that the problems involved in the management of human resources for economic growth and development is educational factor and lack of capital. 65 respondents representing 46.5% said the problems involved in the management of human resources for economic growth and development is favouritism and ignorance. 25 respondents out of 140 said they don't know.

**RESEARCH 4 (i)**

Do you benefit from Vehicle Loans etc?

<b>OPTIONS</b>	<b>RESPONDENTS</b>	<b>PERCENTAGES %</b>
YES	85	60.7
NO	30	21.5
DON'T KNOW	25	17.8
TOTAL	140	100

Source Survey Research 2012

**RESEARCH 4 (ii)**

Do you have Staff Development Scheme in your establishment?

<b>OPTIONS</b>	<b>RESPONDENTS</b>	<b>PERCENTAGES %</b>
YES	85	60.7
NO	30	21.5
DON'T KNOW	25	17.8
TOTAL	140	100

Source Survey Research 2012

From the above table, out of the total respondents, 85 respondents as 60.7 said they have not received any form of



promotion since they joined the establishment. 30 respondents as 21.5% said they have received some form of promotion, while 25 respondents as 17.8% said they don't know.

### **RESEARCH 4(iii)**

In giving appointment, promotion, and discipline, the council is

<b>OPTIONS</b>	<b>RESPONDENTS</b>	<b>PERCENTAGES %</b>
YES	30	21.5
NO	85	60.7
DON'T KNOW	25	17.8
TOTAL	140	100

Source Survey Research 2012

From the above table, the highest percentage 60.7% representing respondents 85 said the establishment is unfair. Out of 30 representing 21.5% said the establishment is fair. While 25 respondents representing 17.8% said they don't know.

## **4.2 DISCUSSION OF FINDINGS**

From the analysis of data collected from different respondents, the researcher made the following conclusions:

It was discovered that there is room for improvement, if only the establishment/Area Council can raise fund, create awareness, and eliminate ignorance and favouritism in the system.

In addition, it was revealed that the attitude of workers will change if their respondents after in-service training because, from the respondents after in-service training of workers and also that there should be increment in their salaries after the training.

## **4.3 LIMITATIONS OF THE STUDY**

This research work is an investigative type and will cover three (3) organizations viz Abuja Municipal Area Council(AMAC), Berger Nigeria Plc and Ministry of Foreign Affairs(MFA) on the area of human resources development as it affects economic growth in 3 organizations.

The subject of the study is for economic growth and development in Nigeria.

## **CHAPTER FIVE**

### **5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION**

#### **5.1 SUMMARY OF FINDINGS**

In the course of this research, the researcher discovered from the responses to questionnaire that, human resources are the major source of the wealth of Nigeria. It was discovered that, Government do not set up industries and employed for economic growth and development.

It was also discovered that the Bourgeois or the wealthy men were not encouraged to establish industries and firms for economic growth and development. Instead, they Bank their money which will not lead to Economic growth and Development.

I was also meant to understand in the course of this research that, employees were not provided with constant challenges for anticipated growth and Development.

Management has no concern for Staff Development as such, numerous staff are not sent on training courses, seminars and workshops.

The Government did not provide credit facilities, subsidies and modern farming equipment to farmers for Economic growth and development. I discovered that the government does not encourage other sectors of the economy for Economic growth and development.

Finally, it was further found that the problem of Nigeria economic development is generally the shortage of trained manpower. The job training has not been encouraged adequately. If a person is employed, this person will need further training to increase his/her knowledge and skills. The economic grow or develop without human resources to train human being in order for them to contribute their own quota to the economic growth and development.

## **5.2 CONCLUSIONS**

From the study so far, it has been revealed that human resources development is a very vital tool in effecting changes in the entire structure of development of the Nigerian economy. Yet this has not been given the required adequate attention.

As such efforts ought to be geared towards uplifting the stages of human resources development and hence encouraging the appropriate development and utilization of human resources in all facades of the nation's economic development.

## **5.3 RECOMMENDATION**

In order to achieve the importance of human resources in economic growth and development, these following recommendations should be put into considerations;

1. For effective human resource management in Nigeria, there should be need for the Government to set up industries and firms employed for economic growth and development.

2. The roles of motivation on human resources development should not be over sighted for economic growth and development.
3. Employees should be provided with constant challenges for anticipated growth and development and increase job requirement responsibilities for economic growth and development.
4. The Government's policy towards economic growth and development should be reviewed. There is need for Government to re-adjust policy, economic system, to change with changing circumstances so as to be able to be in line with the change in technology and skills.
5. Government should encourage other sectors of the economy  
E.g., Agricultural sector that employs about 80% of the population by providing credit facilities, subsidies and modern farming equipments.
6. There is need for stabilization of currencies. When the currency is stabilized, the economy will equally be stable. Therefore, our currency needs to be stabilized for economic growth and development.

Another important recommendation is the quota system adopted by the nation. This is destroying the human resources utilization for economic growth and development in the nation's economy. Such quota system should be implemented with care to areas of needs of the economy.

In selection and recruitment of workers, those that are qualified for the job should be employed and recruited. There is need to recruit people that have expert knowledge for economic growth and development.

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## **APPENDIX**

Department of Public Administration  
Faculty of Management and Social Sciences  
Caritas University  
Amorji-Nike  
Enugu.  
30<sup>th</sup> July, 2012.

Dear Respondent,

I am a final year student of the above department; I am carrying out a research work on the topic "Human Resources as a Catalyst for Economic Growth and Development in Nigeria". A case study of Abuja Municipal Area Council.

This information requested is for the purpose of research study alone, and your opinion shall be treated with strict confidence and shall be given the secrecy it deserves.

Thanks for your cooperation.

Yours faithfully,

**ANI CHIOMA VICTORIA**

*Researcher.*

## RESEARCH QUESTIONNAIRE

PLEASE TICK THE ANSWER YOU CONSIDER MOST APPROPRIATE  
TO EACH QUESTION AND FILL IN THE GAP WHERE NECESSARY.

### SECTION A

#### Personal Profile

1. Name:.....

Address: .....

.....

2. Sex:

(a) Male  (b) Female

3. Marital Status:

(a) Married  (b) Single

4. Age: (a) Below 20 years  (b) 21 – 20 years

5. Educational Qualification:

W.A.S.C. / GCE

OND

HND/BSc/MSc

6. Working Experience:

(a) 1 – 10 years                      (b) 11 – 20 years

7. Level occupied:

(a) 01 – 06 years               (b) 07 – 013 years

8. Is the establishment or company located in Rural/Urban area?

Yes                       (b) No               c) Don't know

## **SECTION B**

9. To what extent has the development of human resources contributed to the economic growth and development of the Area Council?

To a great extent

Very Little Extent

Don't know

i. Do you have adequate training facilities?

a) Yes               (b) No               c) Don't know

ii. Do you have enough trained teachers and trained officers?

a) Yes                      (b) No               c) Don't know

- iii. Have you received any form of training in your place of work?
- a) Yes  (b) No  c) Don't know
2. Do human resources play any role in economic growth and development?
- a) Yes  (b) No  c) Don't know
- i. If yes, how effective are the human resources?
- a) Very effective  b) Not very effective
- c) Not effective at all
- ii. Have you received any form of promotion since you joined their establishment?
- a) Yes  (b) No  c) Don't know
3. Can the human resources be managed for economic growth and development?
- a) Yes  (b) No  c) Don't know
- i. Was your income increased after your in-services training?
- a) Yes  (b) No  c) Don't know
- ii. In the management of human resources in your establishment, do you think it can lead to economic growth?

a) Yes  (b) No  c) Don't know

iii. Do you enjoy good administration from your head of department?

a) Yes  (b) No  c) Don't know

4. What are the problems involved in the management of human resources for economic growth and development

a) Educational factor and lack of capital

b) Favouritism and ignorance

c) Don't know

i. Do you benefit vehicle loans etc

a) Yes  (b) No  c) Don't know

ii. Do you have staff development scheme in your establishment?

a) Yes  (b) No  c) Don't know

iii) In giving appointment, promotion, and discipline, the council is

a) Fair b) unfair

b) Don't know



What may be your possible suggestions to enhance staff contribution to economic growth in Nigeria, and the Abuja municipal area council in particular working back at the development problem of the municipal?

Suggest two ways please:-

i. ....

ii. ....