



RESEARCH ARTICLE

IMPACT OF MANPOWER TRAINING AND UTILIZATION ON SUSTAINABLE DEVELOPMENT IN NIGERIA

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ABSTRACT

This paper examined staff training and utilization and enhancement of sustainable development of the Nigerian economy. It is evident that investments in manpower training and utilization is associated with long term benefits, and organizations (both private and public) that embraces it are better positioned for optimal success. This is because the manpower (staff) in an organization, not capital or income or natural resources that constitute the ultimate basis for the nation's capital as natural resources are passive factors of production. competent manpower are the agents that accumulates capital, exploit natural resources, build social, economic and political organizations that enhances national sustainable development. The purpose of this paper is therefore to examine staff training and utilization and how it impacts on the elusive sustainable development in many sections of the Nigerian economy. The paper adopted the qualitative and descriptive design and relied heavily on secondary sources of data such as textbooks, journals etc. Personnel proc model was adopted as the framework of analysis and content analysis which showed that there is inadequate attention given to staff training and thus have negative effects on sustainable development in the country. The paper therefore recommends among others the need for improvement on manpower training and utilization strategies in both public and private sectors of the economy in order to enhance sustainable development in Nigeria.

Keywords: Manpower, training, utilization, sustainable, development

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1.0. INTRODUCTION

Manpower (human resource) not capital or income or material resources constitute the ultimate basis for the wealth of nation capital and resources are passive factors of productions. Human beings are the most active agents who accumulate capital, exploit natural resources, build social, economic and political organization and carry forward notational development Habisen in Akor (2021). Manpower is about the highest asset of any country because no amount of capital invested programmes, policies formatted in the country, its success or failure depends on the quality of people who plan and execute the policies or programme. The Nigerian public sector responsible for good governance and even the private sectors are generally admitted by Nigerians as definitely not performing well or at optimum capacity. There are various lapses as in poor infrastructure, corruption, bad governance and what have you as Alozie (2017) rightly observed that government agencies contribute to poor governance and by extension underdevelopment. Nigeria is rated low in human capital development as according to Akor (2021) Nigeria is rated as the poverty headquarters of the world, taking over from India and grouped among the under-developed countries of the world.

Staff training and utilization come under the perceived personnel functions in most organizations, especially public or private organization. The importance of manpower is clear, if we recognize the fact that the structure that sustains it depends on the individuals that operates the structure. According to Apan in Akor (2021) training is to equip people with the knowledge required to qualify them for a particular position of employment or to improve their skills and efficiency in the position they already hold. Staff utilization on the hand implies the real and judicious application of those trained to benefit the enterprise. These enhances sustainable development. Manpower training is an essential activity, that management cannot afford to miss because not everything can be learned in the work situation; there is an important role for institutional basic training. Every organization should ask what is the institution doing to foster the development of individuals within its jurisdiction. Training is a purposeful development of the required skills, knowledge and attitudes



in employees. The specific advantages derived from training are varied but the common denominator is improvement of employee performance.

Training becomes meaningful only if trained staffs are effectively utilized where they can apply the knowledge and skills gathered during training in the work environment. Manpower training is like sharpening an existing skill in order to reflect the trends in technology and other socio-cultural environmental changes in an organization. Training is a costly exercise and the organization can only justify such expenditure by utilizing the training staff maximally towards the attainment of organizational goals which invariably culminated in improved productivity and sustainable development of the Nigerian economy. This paper therefore examined the training process in enhancing staff utilization and sustainable development as a result of improved productivity.

2.0. CONCEPTUAL DISCOURSE AND THEORETICAL FRAMEWORK

2.1. Conceptual Clarifications

2.1.1. Manpower (Staff/Human Capital) A number of scholarly work exists to explain what constitutes manpower (human capital or staff) of any organization be it private or public in any kind of economic set up, socialist, capitalist, mixed economy e.t.c. According to a Chinese proverb, if you are planning for some kindred years; plant men. The efficiency with which an organization can carry about its operation effusively with guaranteed success depends largely on how its human resources or human capital can be managed and utilized.

Human capital (staffs) are easily cognized as the most important out of the resources required for the production of goods and services and who equally are the greatest assets of that organization. In this regard and as an asset, the human resources should be well managed since they constitute an inestimable heritage. Therefore, the main reason for treating them as valuable assets is to ensure that they contribute maximally to the organization goal attainment. Frank (1974, Oginiyi (1992) to him human capital can be seen as those personnel without which the activities of any organization cannot function. They are the human beings who make sure the goals and objectives of any enterprise are reached. In this sense, without capital, material resources are of no use, because



human capitals are the ones who combine all the factors of production to give an estimated outcome which will to a large extent determine the success and or failure of any enterprise.

Deijamach (1978 in Akor (2021)), refers to human capital as representing the managerial scientific, engineer, technical craftsmen and other skills which are employed or could be employed in creating designing and developing organizations and in managing and operating procedures. For this perspective and in quantitative form, the human capital of any organization stands to represent the value or worth of the organization. This is why it is generally alluded to the fact that no organization can rise above the technical competence of its workforce (Osuji 1985).

To Barney (1995), human resources include all the experiences, skills judgement, abilities, knowledge, contacts, risk taking and wisdom of individuals and associations in an organization. Without an adequate skilled and well motivated workforce operating within a sound human resource management programme, development is not possible. A manager or an employee, whether in the private or public sector who underrates the critical role and under plays the importance of people in goal achievement, can neither be effective nor efficient.

Manpower Training in an Organization

Staff training or any development is very essential in the life of any organization as it enables the staffs to be acquainted with the new organizational trends. Any organization that fails to engage its workforce in optimal training is risking social failure and inefficiency in the organization of which the resultant effect will be firing and hiring in the case of private sectors where job security is not guaranteed and for public sector there will be rancor as the goals of the organization will be ultimately undermined. Human resource development is a purposeful action undertaken for purposes of efficiency in production that leads to sustainable development. Lokan (1969-1260) clearly captures this when he asserted that human resources development in any sector of the economy whether public or private has one purpose or goal which is that of improving the effectiveness of those manning the machinery of social, cultural and economic development process. It then stands to mean that of actual concern to any human capital development enterprise



is that of optimizing personnel use to the extent that inefficiencies can be removed, skills improved and applied judiciously so that the well being of either the people or the enterprise in question can be guaranteed. It then follows that human capital development is very essential rather than the maintenance of ordinary social, cultural and economic machineries which are most unlikely to man themselves or at least fix themselves in case of faulty operation or functioning.

According to Frank (1974), human resources development is the series of activities in which the job, the individuals and the organization all interact as each develops and changes. He further identifies two major activities within the human resource area. The first is concerned with recruitment, selection, placement, compensation and appraisal of human resource. This group of functions is usually referred to as personnel or human resource utilization. The other group of functions comprises those directed at working with the existing human resources in order to improve their efficiency and effectiveness. The activities are designed to enable the existing members of the organization to resume new roles and function through proper human capital development and trainings.

Cuming (1968) sees human capital development as concerned with obtaining the best possible staff for an organization and having got them, looking after them, training them contently to be in folk with globalization so that they will want to stay and give their best to their jobs. In other words getting the right caliber of people for an organization does not guarantee all round success but constant training and development will ensure that the calibers of persons so employed are always informed and skilled as the day goes by. That is to say that, getting professionals into a job through recruitment or selection to meet the organizations need is not just enough. Conditions have to be created which would make them stay on the job, happy on the job and cope with the ever increasing demands of the job. This is possible through staff training

Croft (1996) in contention opines that human capital development (training) has continued to be in today's managerial world. He went on to advance some virtual reasons why human capital development has become increasingly important which according to him are:



1. Human capital itself is becoming increasingly expensive to employ and as such, their management must be approached with utmost caution.
2. Social science research has emphasized the importance of increasing productivity and the benefits of having a satisfied work force and
3. Legislation and development of industrial relations have encouraged the emergence of specialist well able to interpret and apply their skills to this area of management.

There is no doubt that the above three factors shall ever remain basic to the practice, of personnel management more especially as we know that the most relevant technology today can become obsolete the next minute. Science of human resources engineering has today been shifting emphasis on the indispensability of human capital development to that of area of its utilization and appropriate determination of the reference of training content with that of need. However, Mbat (1992) maintains that human capital development provide the cardinal point at which any realistic economic development can be based. In this direction, man-development provides the best opportunity to guarantee workers improved skills, national economic development and labour continuity. Onah (2008) stated that staff development is the process whereby an employed is enabled to grow in the job through acquisition of wide experience, breadth and increasing confidence resulting from the exercise of trained and tested responsibilities. The aim is to enable him to reach the top or achieve in his profession. Such a position will be attained through action observation, study reflection, experiment and initiative. In this regard Onah (2008) is of the view that to ensure increased confidence and control over the position an employee is holding that there is need for the employee to be engaged in rigorous trainings that will help boost his confidence.

Wole (1988) maintains that human capital development especially that involving civil service commission personnel in Nigeria should not be seen just as a mere humanitarian gesture but rather, a practical reproach to improving efficiency of government officials which can return many times the cost if it is effectively administered. What is however not clear is the reason as to why public sector enterprises treat manpower development as a many passive factor which is why many of them cut



corners on matters of staff training to the detriment of their enterprises. The civil service commission is known to be involved in several shoddy deals ranging from generating fictitious names, cutting down approved budgets for training programmes for personal gains and nomination of unqualified personnel for training programmes on political ground (Neso, 2006).

Orewa (1991) in this regard argues that the entire human resources development process should be seen as an attempt at providing scope for the acquisition of knowledge which enables the trainee gain self improvement. The trainee is made to come out better than ever by been better positioned to perform satisfactorily on assigned job as well as equipped to undertake more complex jobs than his present commitment. Therefore, human capital development is not a largesse extended to staff as a good will. This should not be contemplated thus by any well meaning organization and in this regard, there is the urgent need to reposition the psyche of civil service commission since the interplay of paternalism and other primordial sentiments have watered down its overall essence of manpower training.

Allusion (1991) asserts that the objective of any development/training programme should aim at helping employees develop their potentials. To sustain this implies that the need for such development exercise should be accurately defined so as to bother especially on staff needs as against the needs of selected well-placed staff of the civil service commission.

Akpan (1979:13), for him an untrained staff is a liability to a dynamic organization as he not only applies the wrong skill but also imparts the wrong knowledge to others coming after him and those he happens to be supervising and he quotes:

An untrained man in the modern world may be a menace to the society. He is a quack, he knows only the laws of things, he has no idea of (their) why. Hence if there is any trouble anywhere breakdown in a machine or a mistake in a ledger all he can do is fumble and punch up trouble anyhow leading to a more serious break down or greater confusion. Really there is no place for the untrained worker or staff, or even the intelligent amateur, in these days of specialized work. Staff training tend to receive far less attention than other traditional personnel management functions of recruitment, placement, wages administration, employee welfare, discipline and industrial relation.



Ubeku (1975) notes that employees who have not received adequate training before being assigned responsibilities lack the necessary confidence with which to carry out their jobs. He then suggest that an employee should be helped to grow into more responsibility by systematic training and development so that he will be confident enough to carry out the responsibility of job.

2.1.2. Strategies or Forms of Training

There exist two major forms of training employees in an organizations be it private or public as the case may be. These are on the job and off the job training.

On-The-Job-Training

This is the method used to acquire specific skill while the individual is on the job. On-the-job-training is required to improve the staff who had inadequate academic qualification for his job performance when he was employed especially in a situation of acute manpower shortage.

The definition also suggests that on-the-job method is a specific form of job instruction. It imparts only this skill needed by the worker to perform a particular job competently. This is why it is mostly done in plant. However, it can be done outside the plant too. This specific form of training can both be formal and informal. Formal in the sense that, what is to be instructed is organized, manned or structured sequentially. These forms of training are:

- Induction training and
- In-service training

Induction Training

This is given to newly appointed staff immediately they are employed. This type of course is highly essential for newly recruited staff for the following reasons:

- The new staff is projected from making costly mistake.
- It makes him understand the general objectives, scope, programmes, problems, policy and structure of the organization.

Induction course are also very necessary for newly employed officers to enable them gain self-confidence and perform better to meet the desired expectation. The period may vary from few days to a week depending on the situation and the organisation.



In-Service Training

This is the type of training which an officer or staff undertake while he is still in the employment of an establishment institution. It is intended to update the officer's activities at all levels. According to William (1984) or Donell and Garavan (1997) and Anao (1993) in-service training is necessary in such a dynamic field like modern education system in a developing country like Nigeria. He went further to say that it should be regarded as supplementary to rather than substitute for the formal study programme. This is particularly, when the formal training given will be getting outdated. It is usually impossible to learn all essential techniques required during the pre-services or induction-training period. The programme could be an informal education training lasting two or more years.

Off-the-Job-Training

This is the type of professional training given to individual before they are appointed. It is usually carried out on full-time basis, in schools, colleges and even universities lasting through a specific period.

There are (3) levels of this professional training for individuals in Nigeria.

- Non-Degree Training
- First-Degree and
- Postgraduate Training
- The Non-Degree Training is undertaken in two (2) stages. Firstly, the two (2) years certificate course leading to ordinary diploma course leading to national Diploma. In most cases a specific period of one or two or more years of practical field experience is required between the OND and HND.
- First degree course involved taking basic course in social, natural and educational area or course. Speculation increase speedily in a specific area until graduation in the last year.
- The postgraduate training that is undertaken at the postgraduate levels lead to higher degrees such as Masters of Science or Doctor of philosophy (Ph.D). This involved more intensive training and research in special problem areas. One of the major reasons advanced in favour of off-



the job training is on the promise that trainee requires a certain amount of vocational or technical knowledge before entering the organization or office being assigned special tasks. The view here is that a sort of preliminary instruction is deemed necessary in order to prevent injury to the trainees, damage to equipment or waste of materials. It also prepares the work for the additional training he may get on the job.

Furthermore, this form of training is more appropriate for imparting complex skill. It produces broadly-based training worker who can apply their skills in a variety of work setting. Equally important is the fact that the method is goods for a large number of trainees and is offered at all timed during the day or week and on part time and fulltime bases. All these advantages cannot be obtained from on-the job form of training. Finally, it is a versatile worker who can perform many different tasks for the organization. It is also describable to combine the two forms because the disadvantage of one can be compensated by the other.

2.1.3. Manpower Utilization

At the heart of staff training in any enterprise is its corresponding utilization. Quite a number of scholars have pointed out the fact that the development of human capital can only make enough sense and meaning when the trained personnel are properly utilized.

Udo-aka (1992) sees it as a sequence in the relationship between training and utilization of human resources as emphasized in their relevance to the manpower requirements and their actual deployment in the appropriate mix to meet national needs and sustainability.

Ndioko (1992) notes that for the fact that it takes time to recruit, train and develop human resources in organizations, it is important to ensure their effective utilization. The inability to abide by this fact can obviously lead to what Udoaka refers to as manpower paradox. The paradox reflects a situation where unemployment exists side by side with many unfilled vacancies because the available manpowers do not match the requirement of the available job vacancies. This is where it is very regrettable to note the fact that there is no definite governmental policy on manpower utilization in Nigeria and this explains why the overall Nigeria public sector can afford to have redundancies until wherever fished out in a personnel audit exercise. It is the contention of



Simmons (1979) that the structure of human resources needs to be clearly ascertained in the above structure in the words of Edwards (1974) can lead to a redefinition of development strategies, which of course calls for a balance in the relationship between expansion in the educational system and that of the economic system.

Ojo (1983) posits on the inability to link adequately human resources training on one hand and that of utilization and warns that such can lead to frustration, unemployment and even misemployment. For clarity of this purpose, enterprise has to note that both human capital development and its utilization are inter woven and as rightly noted by Ajileye (1992) whenever trained manpower are not deployed to perform the duties for which they are trained. For, it often results in a grand financial loss to the organization we then have to admit here that the reason why there has existed. Cases of job mismatch in civil service commission is that more often than not, it is seen as no man's business or job since in illusive belief of so many Nigerians, government investment is nobody's investment.

2.1.4. Sustainable Development

Sustainable development has been described as development that meets the needs of the present without compromising the ability of future generations to meet their own needs (UNO, 1973). This means that sustainable development entails meeting the needs of the present generations and making provision for or ensuring that the future generations will not be jeopardized. Sustainable development according to Uzuegbu (2014) sees the world as a system made up of various components – continents, specie, human beings etc and what happens at a particular point in times affects the later. Hence to ensure a sustainable development, a nation has to plan for the future generations. The Concept of sustainable development to Ihugba (2012) can be seen as the facilitator for balancing the conservation of nation's reserve with the needs for development. This means improving the quality of human life while living within the carrying capacity of supporting ecosystems. Sustainable development according to the author depends on the following four areas; Health and environmental sustainability, conflict mitigation and institutional governance. Hence



sustainable development can be broadly defined as a system approach to growth, development and to manage natural, produced and social capital for the welfare of their own and future generations. The effectiveness of this is obtainable via staff training.

Sustainable development was initially thought to have three components: environment, society and economy. The well-being of these three areas is intertwined, not separate. For example, a healthy, prosperous society relies on a healthy environment to provide food and resources, safe drinking water, and clean air for its citizens. The sustainability paradigm rejects the contention that causalities in the environmental and social realms are inevitable and acceptable consequences of economic development. Thus sustainability is considered to be a paradigm for thinking about a future in which environmental, societal, and economic considerations are balanced in the pursuit of development and improved quality of life (Awu, Aguwamba, and Ihellu, 2018). However, the three components of sustainable development have been expanded by authors as we have earlier seen to include ecology, economics, politics and culture.

2.1.5. Principles of Sustainable Development

Many governments and individuals have pondered what sustainable development means beyond a simple one-sentence definition. The Rio Declaration on Environment and Development according to Ukoneba (2018) fleshes out the definition by listing some principles of sustainability.

1. People are entitled to a healthy and productive life in harmony with nature.
2. Development today must not undermine the development and environment needs of present and future generations.
3. Nations have the sovereign right to exploit their own resources, but without causing environmental damage beyond their borders.
4. Nations shall develop international laws to provide compensation for damage that activities under their control cause to areas beyond their borders.
5. Nations shall use the precautionary approach to protect the environment. Where there are threats of serious or irreversible damage, scientific uncertainty shall not be used to postpone cost-effective measures to prevent environmental degradation.



6. In order to achieve sustainable development, environmental protection shall constitute an integral part of the development process, and cannot be considered in isolation from it. Eradicating poverty and reducing disparities in living standards in different parts of the world are essential to achieve sustainable development and meet the needs of the majority of people.
7. Nations shall cooperate to conserve, protect and restore the health and integrity of the Earth's ecosystem. The developed countries acknowledge the responsibility that they bear in the international pursuit of sustainable development in view of the pressures their societies place on the global environment and of the technologies and financial resources they command.

Relatedly, in September 2015, the United Nations general Assembly adopted the universal, integrated and transformative, 2030 Agenda for sustainable development, a set of 17 Sustainable Development Goals (SDGs) . The goals are to be implemented and achieved in every country from the year 2016-2030.

2.2. Theoretical Framework of Analysis: Personnel Process Model

Concepts or paradigms can never be properly analyzed in the field of social sciences without linking them to or understanding them from some theoretical view point or orientation has led the researcher to scramble for appropriate theoretical foundation which will be a guide post in this research. The personnel process model by Wandell French (1978) will be most appropriate while also combining it with the systems approach of G.A Eckstrand (1964). French views personnel functions as an operational process and a facilitating system within the organization. The model brings to light the interdependence of the various human resources management process in organizations, with human resources management process in organizations, with human resources management being presented as the diagnosis of planning and coordination controlling of a network of organization -wide process and facilitating systems presented as the diagnosis of planning and coordination and controlling of a network of organization -wide process facilitating systems pertaining to leadership, performance appraisal, staffing, training, development, utilization,



compensation and reward, collective bargaining and organization development.

This model, applied to the research at hand, staff training and utilization in organization views training as a process involving a complex amalgamation of many sub-process aimed at increasing the capability of individuals and groups to contribute to organizational goal attainment. The model adequately furnishes this work with the theoretical assumptions that staff training and utilization are inseparable aspects of personnel process, and that for the process to be complete these aspects are indispensable. The model also informs us that the level of training attend by staff influences their compensation reward, problems, on etc while the level of utilization and motivation directly affects organizational development and subsequently sustainable development

3.0. METHODOLOGY

The study focused on staff training and utilization and enhancement of sustainable development of the Nigerian economy. It is evident that investments in manpower training and utilization is associated with long term benefits, and organizations (both private and public) that embraces it are better positioned for optimal success. The primary objective of this paper is therefore to examine staff training and utilization and how it impacts on the elusive sustainable development in many sections of the Nigerian economy. Data was collected through documentary method. The paper adopted the qualitative and descriptive design and relied heavily on secondary sources of data such as textbooks, journals etc. Personnel process model was adopted as the framework of analysis and content analysis which showed that there is inadequate attention given to staff training and thus have negative effects on sustainable development in the country.

4. 0. DISCOURSES

4.1. Manpower Training, Utilization and Sustainable Development

Indeed, the importance of manpower training and its corresponding utilization in organization has become more obvious given the growing complexity of the work environment, the rapid change in organizations and technological advancement which further necessitates the need for training and development of personnel to meet the trend challenges. Manpower development helps to ensure that organizational members possess the knowledge and skills they need to perform their jobs effectively, take on new responsibilities, and adapt to changing conditions. It is important to note when properly utilized; i.e. ensuring that skills developed are place in



exactly in areas of specialty will consequently help in improving quality of work performance, customer satisfaction, productivity, morale, management succession, business development, profitability, and sustainable development of all sectors of the economy.

Training is a vital aspect of organizational needs. Appropriate and regular training equips the staff with organizational values, goals and norms, impart new skills, techniques and knowledge of one's jobs, increases problem-solving capabilities, and hence raises the level of workers performance. Above all, training keeps the staff abreast with the demands of a fast changing society.

Ozigbo (2010) noted that the issue of utilization of developed manpower is aptly and unavoidably important if the sole objective of manpower development is to be achieved. To him, there is need for an optimum utilization of developed manpower in organizations (private or public) for the benefit of the stakeholders – the organisation , - the staff and – the economy at large.

Ubeku (1985) in Akor (2021), pointed out that training is a continuous process in any organization. He wrote that investment on training and development are wise investments. Osiyi (1985) made it clear that no organization rises above the technical competence of its personnel, therefore any organization that does not take the development of her staff through training seriously must be heading for some problems.

Human resource development and utilization in both public and private organization has become extra ordinarily important, especially in the changing world, that one (an employee) who was productive sometime in the past may loose meaning (become unproductive) sometime in the future due to the changing time and/or environment. Sometimes, it happens that the changes that occur in an organization or the job, which an employee may be required to carry, demands a kind of knowledge so strange that the employee could not produce. In other to change, with the changing environment and work requirements, organizations must develop their manpower very well so that right person is at the right place at the right time in order to meet organizational goals and changes. One serious problem according to Chukwuemeka (2003) confronting public personnel managers is



the most effective method of matching people with job. Experts, over the period have grappled with the problem of whether job should be designed to suit the individual or get the individual to fit into a job position. This calls for taking strategic steps or actions and this action is manpower training for development. Effective human resources according to Ojo (1997) are central and vital to organization effectiveness. It requires an understanding of a range of factors involved in the manpower planning processes and specific roles of the various factors involved in the planning in line with the organizational goals and objectives.

More so, human resource development and utilization should be a critical concern of organizational managers, particularly, the personnel officers, who should bear in mind while planning for human resource, that only intelligent, capable hands could successfully achieve the organizational goals. Furthermore, according to Chukwuemeka, the onus is for them to ensure that at each point in time, their organization must have the right caliber of employee, in the right number and quality to perform the appropriate tasks for the purpose of achieving the overall organizational goals.

As far as personnel function is concerned, for effective use of human resources, its training and utilization, few people would argue against the importance of training as a major influence on the success of an organization.

Staff training are crucial and expensive resources. Training is necessary to ensure an adequate supply of staff who are technically and socially competent and capable of career advancement into specialist department of management positions. The personnel management must create and organize where individuals work and develop themselves with the ambition of the work. Training can either be formal or informal. In civil services formal training may be basic specialists, induction or conversion training while informal training consists of practice on the job seminars, conferences and workshops. Officers may be sponsored for higher designers in a professional field where direct recruitment of qualified postgraduates is difficult (Dike, 1995).

Staff utilization relates to decisions and actions taken to employ -the staff of an organization to achieve its objectives. Manpower (staff) utilization has also been defined by Egungwu (1992) as a gradual and Systematized continuous job-related education, training and job assignments during



working life, which in itself, is a process of ensuring improvement in the performance ability on the job. Staff utilization implies maximum use of competent staff, their employment at strategic places and creation of enabling environment for the practice of acquired skills. It is pertinent to point out that all staff utilization activities are directed towards improving staff productivity and hence, achieving organizational objectives and sustainable development.

There is a direct correlation between high commitment to work and high development. Through the reduction of complaints, absenteeism and staff turnover, training helps to create a conducive work environment. This is necessary for effective staff utilization and enhanced productivity. Training saves time because it makes the employee proficient. There is no gainsaying that a speed in performance will enhance productivity. Through the reduction of accidents, spoiled work, and damage to machinery and equipment, training enhances organizational efficiency. This in turn will lead to increase in productivity.

No nation in the world can carry out any of its development programs without adequate and competent manpower. The important roles of manpower come into focus both in peace time and when the nation is at war (Oguniyi, 1992). Adequate and qualified manpower is the measure of an organization's strength, security and well being. The human resources of any organization or government hold the keys to its survival, advancement and sustainable development. Manpower training and utilization is however constrained by problems as summarized by Nwankwo in Akor (2023) to include but not limited to; organizational politics, problems associated with institutional framework and staff utilization, poor awareness of the significance of training among political leadership and civil servants, inadequate funding, reluctance on the part of management and government to release many officers for training; poor placement of staff after training, shortage of staff among others, frustrate training and utilization and retards sustainable development in the country.

5.0. CONCLUSION AND RECOMMENDATIONS

5.1. Conclusion

The paper has exhaustively discussed manpower training and utilization for sustainable



development in an organization, be it private or public institution. Government and private organizations are therefore advised to ensure adequate continuous training and retraining of its manpower and effectively utilized them to enhance better performance that culminate in sustainable development of all sectors of the Nigerian economy.

5.2. Recommendations

In perspective of this exposition the following recommendations are made:

1. There is urgent need for both public and private sectors (organizations) in the country to improve and sustain manpower training and utilization to enhance sustainable development of all sectors of the economy.
2. On the issue of utilization, trained workforce should be appropriately deployed after their training to enhance derivation of the benefits of training received.
3. Funding for manpower training should be improved upon for more staff to benefit. This should include overseas training where necessary.
4. Manpower utilization evaluation strategies be constituted to monitor performance of staff and advise on areas of needs or underutilization.

Competing Interest

The authors had declared that no conflicting interest existed regarding this paper.

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