

Impact of Human Resources Development on Organizational Productivity in the Rivers State Civil Services Commission Between 2010-2022

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Abstract

Human resources development is undoubtedly a key aspect of an organization's drive for advancement and sustainability. This paper examined the impact of human resources development on organizational productivity in the Rivers State Civil Service Commission between 2010-2022. The Human Relations Theory was adopted as its analytical framework. The paper employed the survey research design as a strategy to generate and analyze data. The sample size of the paper is 159 which was purposively derived from a population of 264 representing the staff of the Rivers State Civil Service Commission (RSCSC). Data for the paper was mainly generated via a 4 point likert scale questionnaire administered and retrieved from the respondents. Information from documented materials complimented the needed information from the respondents. Generated data was arranged in tables and analyzed using the simple percentage statistical methods. Hypothesis was tested via the use of chi-square. The paper revealed inter-alia that; poor mobilization, lack of financial involvements, lack of commitment on the part of the commission as an organization, favouritism in staff selection process, inadequate training content, gross inefficiency in plan implementation and others were some of the challenges that impugn on human resources development. The paper concludes that human resources development has not impacted positively on organizational productivity on the RSCSC due to the presence of these factors. Accordingly, the paper recommends among others; that the commission should implement staff development policy to inculcate the right attitudes, values, skills and knowledge that will match specification with job requirements.

Keywords: *Development, Human, Organization, Productivity*

Introduction

Organization's performance represents the degree to which the organization has been able to achieve productivity, capability, build competitive advantage, and achieve corporate objectives. The measurements of productivity performance have evolved from the traditional financial measurements through the critical success factors and scorecard which included non-financial measurers, to its present strategic success factors/strategic scorecard development by the organization. The consideration of human resources development in an organization is a sine qua non for organizational performance and staff productivity measurement (ISMN, 2011, p.39).

In consonance with the above author, Onah (2015) opines that "the success of any organization is dependent on the quality of human resources development programmes implemented by management to increase staff productivity and improve organizational performance. The inexorable march of time and the ceaseless clamour for social change combine to make adaptability and continuing preparation of the workforce as inevitable as the initial acquisition of knowledge and skills". He stresses that this can only happen if staff development programmes do not occur in an enterprise. Furthermore, human resources development is a result of shortfall in organizational performance and staff productivity. The absence of adequate staff development can have adverse effect on staff morale which transcend to low productivity and profitability ratio of many industries in Nigeria. He states that every executive, manager and supervisor has the bounding duty to ensure staff development to maximise organizational efficiency and productivity.

This therefore gives credence to the fact that the hallmark of every organization's human resources policy is that at the end, it should be able to lead to positive workers' productivity as reflected in their performance. As fantastic as any human resources development policy may be, it will amount to nullity if at the end it does not improve workers productivity. "Workers' productivity is paramount because workers are the backbone of organizational activities. Thus, the success and failure of organizational activities highly depends on their productivity through performance" (Mbah, 2021).

Mbah (2021) stresses that "as human resource managers, organizational heads provide many forms of training and development, including workshops designed to help workers master the technical sides of their jobs and seminars to assist managers in developing human and conceptual skills. These workshops and seminars cover a wide area from succession planning and stress management to effective communication skills, motivating personnel, and ways to improve leadership styles, which leads to high staff morale and consequently efficiency and effectiveness.

Induction and orientation precisely, involves the introduction of the new worker to the organization and its norms, what he has to do, his co-staff and probably, the clients". In the organizational setting, induction in most cases is carried out by the Heads of Department or whichever is applicable.

However, as Onah (2015), reveals; even where the need for staff development is recognised and a lot of financial resources is committed to it, the exercise is often either inappropriate, haphazard or premised on a faulty diagnosis of organization needs. In other situations, where training happens to occur, deployment of staff so trained may be without regard to the skill the staff acquired, leading to frustration of personnel so trained and also general inefficiency and loss of productivity in the system. Public institutions in Nigeria are fond of this practice. The workforce is generally under-tapped, under-utilized and therefore falls short of its anticipated contributions to the realization of organizational productivity.

Further to this, the Rivers State Civil Service Commission as a public institution is a vehicle for enhancing social and economic development of the state and makes sure the human resources are fully utilised for the benefit of the organizational productivity. Unfortunately, the issue of public displeasure resurrects on the manners at which staff development were treated with mere lassitude organizational performance and productivity by officials. Ugben (2021) argues that “the activities of the Commission are fraught with red tapism, orderliness, division of labour, strict adherence to rules and regulations, without recourse to organizational productivity in staff training and development”.

This modest piece examines the impact of human resources development on organizational productivity on the Rivers State Civil Services Commission between 2010-2022. Accordingly, the paper is guided by the hypothesis that; there is no significant impact between human resources development and organizational productivity in the Rivers State Civil Commission between 2010-2022.

The paper is divided into five parts. Part one is the introduction; part two deals with the analytical frameworks, part three is the method; part four covers data presentation and analysis while part five is the conclusion/recommendations.

Analytical Framework

Human Relations Theory

Elton Mayo is regarded as the leader of the Hawthorne Studies/Research in 1927 that gave birth to the development of the Human Relations Theory and thus regarded as the Father of Human Relations”. The theory has been further initiated by John Dewey and Kurt Lewin to analyse industrial relations, staff performance and productivity in an organization. It has also been adopted by Mbah (2021) to explain work situation which involve management and employees relations in achieving organizational growth and productivity.

Ugocha and Uzoho (2005) claimed that the scientific management by Taylor misled many organizations and created more industrial tensions between management and employees. Taylor’s scientific approach was condemned on the ground of its mechanistic approach and enslavement of workers particularly when he viewed them as mere working machines. The unfriendly nature of the scientific notions gave room for the Elton Mayo’s Human Relations Movement.

According to Etzioni (1964), there exist a correlation between management and employees. The employees are significant assets of the organization. Management relies on the employees or staff performance to exert high level of productivity. Based on this, the procurement,

remuneration, and maintenance of the workforce become vital in the success of the organization. The scholar notes that Elton Mayo's experiment used other workplace variables such as rest periods, incentive, pay system, training, education, deployment, shorten work days to enhance a friendly work environment between management and workers so as to enhance productivity. The theory was to determine the relationship between physical working conditions and the productivity of the workers.

This theory proposes that sustainable competitive advantage is attained when a firm has a human resource pool that cannot be imitated or substituted by its rivals. Boxall (1996) refers to the situation as one that confers human resources advantage. Boxall also notes that a distinction should be made between "human resources advantage" and "human process advantage". The former is as a result of employing people with competitively valuable knowledge and skills. Hence, the human resources advantage result the superiority of one firm's management over another. Idakwoji and Stephen (2003) asserted that human resources development, staff performance and productivity are the centrepiece of the theory. They claimed that prior to Elton Mayo, there was absence of real management of workers which resulted in industrial disharmony between management and workers. The human economy was badly managed with low staff morale, poor performance and low productivity. It is based on this that Elton Mayo's human relations theory set out to address the followings:

- a. Output and productivity of workers are determined social norms but not real intelligence
- b. Informal organization exists and plays major roles within the framework of formal organization in determining the level of cooperation and output of workers.
- c. Economic incentives such as money are not the only motivator for a worker but rather, non-economic rewards such as social factors (development programmes), recognition, love, etc have a big impact on performance and productivity.
- d. Communications play very important role between ranks. Concerted participation in decision making between employers and employees is a necessary ingredient for policy acceptance and promote industrial harmony (Onwuka, 2008).

The application of the theory to this study stems from its relevance. The relevance of staff development and organizational productivity is based on the major premise that human resources are the assets of the organization. The model adequately furnishes this work with the theoretical assumption that staff training and development are inseparable aspects of human resources process, and that for the process to be complete these aspects are indispensable. The model also informs the study that the level of development attained by a staff influences their performance, reward, promotion, productivity, compensation, etc, while the level of staff development and motivation directly affects organizational development. Hence, they contribute to the realization of the development of career growth which improves employees' performance and advance the realization of organizational productivity (Onah, 2015).

The knowledge and skills acquired through education, training and retraining, deployment, redeployment and transfer which is components of staff development makes workers more productive and employable. The emphasis is that since the acquired human skills, knowledge and dexterity of staff of the Commission increases their job productivity, it is considered a good investment to train them to consequently bridge skill gap and increase industrial relations/harmony between management and workers.

Dimensions and Approaches of Human Resources Development

One of the primary objectives of human resource management is the creation of conditions whereby the latent potentials of employees will be realized and their commitment to the cause of the organization secured. This latent potentials include, not merely the capacity to acquire and utilize new skills and knowledge, but also a hitherto, untapped wealth of ideas about how the organization's operations might be better. The development of human resources (resources) is particularly concerned with enhancing resource capability in accordance with the belief that a firm's human resources (resource) is a major source of competitive advantage. Armstrong (2003) posits that it is about developing the intellectual resources required by the organization, as well as ensuring that the right quality of people are available to meet present and future needs.

The acquisitions of knowledge, skills and abilities that will sustain economic productivity and enhanced organizational productivity have developmental approaches. This includes:

1. Organizing of expositions, seminars and conferences for employees.
2. Creation of conducive working climate, culture and attitudes.
3. Induction and orientation of new employees.
4. Giving of adequate compensation or rewards to productive employees.

Organizational Productivity

A cursory examination of the terms "organization" and "productivity" is imperative for an in-depth understanding of the concept of organizational productivity. All over the world, groups of people who share common interests tend to come together to plan and arrange for how they can actualize such interests. Any such group or groups of people working together in a coordinated manner to accomplish group results is known as an organization. Olawolu (2011) describes an organization as a collection of people with similar interests and purposes together to pursue common goals through collective efforts and pooling of resources together. Adepoju (2005) perceives an organization as a group of arrangements according to which work is divided up in order to achieve some single, or group of objectives. Sherlekar in Peretomode (2003) avers that organization denotes a conscious combination and a systematic arrangement of various economic resources (inputs) in the form of 5Ms (1) men, (2) money, (3) machines, (4) materials and (5) management caliber for the production of goods and or services.

Lippit, Watson and Westley in Olawolu (2011) posit that:

Organizations are dynamic entities constantly in states of flux, responding to different kinds of internal and external stimuli in many forms. From one point of view, organizations are seen as paralleling organisms, which tend to change over time through the process of evolution. Another view of organizational change, contrasting sharply with evolutionary view, is that of planned change, or purposeful decisions by professionals in collaboration with organizational power coalitions to effect improvements in organizational system through skillful application of scientific knowledge (p. 492).

According to Nwankwo in Adepoju (2005), organization implies three things viz:

- i. Group of persons working together for a common purpose, e.g. companies, schools, institutions.
- ii. A network of relationships among individuals and activities. This implies the structural and/or strategic arrangement of persons' positions and roles; and
- iii. A process of executive function aimed at ensuring that resources, activities and relationships are go coordinated to achieve specific goals.

The term “productivity” has to do with what have been achieved and how it has been achieved. Hornby (2010) asserts that productivity is how well or badly something works. Onah (2015) avers that productivity refers to the degree of accomplishment of the tasks that make up an employee's job. It reflects how well an employee is fulfilling the requirements of a job. Productivity is measured in terms of results. Armstrong (2009) posits that the most obvious way to measure what has been achieved is by referring to key productivity indicators which have to do with productivity. Thus, the productivity of organizational staffs are usually affected by the level of motivation they receive.

According to the Global Journal of Political Science and Administration, productivity is an economic measure of output per unit. Inputs include labour and capital, while output is typically measured in revenues and other gross domestic product (GDP) component such as business inventories. Productivity may be examined collectively (across the whole economy) or unused industry to examine trends in labor growth, usage levels and technological improvement. Peter F. Drucker opines, “Productivity means a balance between all factors of production that will give the maximum output with the smallest effort.” European Productivity Council holds, “Productivity is an attitude of mind. It is a mentality of progress, of the constant improvement of that which exists. It is the certainty of being able to do better than yesterday and continuously. It is constant adaptation of the economic and social life to changing conditions. It is the continual effort to apply new techniques and method. It is the faith in human progress. While considering an industry as a whole part, the productivity can be expressed in terms of the ratio between the value of the goods and services produced to the value of the resources utilised for this production. Evidently the productivity refers to efficient utilisation of the resources. The use of all these resources combined together determines the productivity of the enterprises. Since, higher productivity means more output from the same resources, it also means lower money costs and higher net money returns per unit of output.”

Consequent upon the aforementioned facts therefore, organizational productivity can be viewed as the degree of accomplishment of the organization tasks that constitute employees' jobs. Armstrong (2006) notes that the productivity of an organization is the means of getting better results by understanding and managing productivity within an agreed framework of planned goals, standards and competency requirements. Processes exist for establishing shared understanding about what is to be achieved, and for managing and developing people in a way that increases the probability that it will be achieved in the short and longer term. Griffin in Inayabullah and Jehangir (2014) came up with the fact that the productivity of an organization is determined by factors like motivation, the work environment and the ability to do the work by staff. Chandrasekar (2011) avers that the work environment impacts on employee positively or negatively. When the work environment is characterized by destructive criticism, apathy poor remuneration and things like that, organizational productivity is affected negatively.

Method

This paper adopted the survey research design which allows for focus on a particular phenomenon and allows thoroughness in the bid to collate information and analyze data from a sample or group in which their responses were used for the purpose of generalization.

The population of the paper consists two hundred and sixty four (264) staff of the commission. The population was reduced to 159 representing the sample size for the paper via the purposive sampling.

The data collected for this paper were through questionnaires and textual documents. The questionnaire was administered to respondents on the following arrangements:

- The general understanding of respondents about human resources development and organizational productivity.
- The nexus between human resources development and organizational productivity, factors responsible for, challenges and impact of human resources development and organizational productivity in the Rivers State Civil Service Commission, 2010-2022.

Tables were employed to analyse data. The responses from the respondents are arranged, grouped, tabulated and analysed using the simple percentage statistical method. By this method, it means that the degree of percentage score of one response to another or others determined the acceptability or rejection of a particular statement.

Thus:

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

Where;

f = frequency of response

N = number of respondents

Data Presentation and Analysis

Data collected from the field were presented in tables with simple percentage (%). The sample size for the paper was one hundred and fifty-nine (159). However, the paper analyzed data based on the returned questionnaire by the respondents, as shown in table 1 below.

Table 1: Questionnaire Retrieval Rate

Categories of staff	No. of Ques. Distributed	No. of Ques. Returned	No. of Ques. Discarded	% of Response	% of Discarded
Management	36	34	2	21.3	1.3
Senior	35	32	3	20.1	1.8
Junior	51	43	8	27.0	5.0
Other staff	37	31	6	19.5	3.8
Total	159	140	19	88	12

Source: Field Work, 2022

The data on Table 1 showed that out of the one hundred and fifty-nine (159) copies of questionnaire distributed to the staff, one hundred and forty (140) returned copies of questionnaire representing eighty eight percent (88%) were accepted. Nineteen (19) copies of questionnaire representing twelve percent (12%) were discarded. This implied that, majority of the staff of the Commission systematically selected were able to complete and return their

copies of questionnaire. Sequel to the table, the analysis for this paper was based on the 140 returned copies of questionnaire.

Table 2: Distribution by Years of Service

Years of Service	Management Staff	Senior Staff	Junior Staff	Other Staff	Total	% of Response
1 – 5	10	8	12	9	39	27.8
6 – 10	20	14	20	6	60	42.9
10 & Above	4	10	11	16	41	29.3
Total	34	32	43	31	140	100

Source: Field Work, 2022.

The data on Table 2 revealed that 39 out of 140 staff representing 27.8% have worked or put in between 1 – 5 years of service. While 60 out of the 140 staff representing 42.9% have worked for about 6 – 10 years, 41 out of 140 staff representing 29.3% have put in above 10 years of service respectively. This implied that, a good number of staff under investigation have worked a longer period.

Table 3: Distribution by Sex

Sex	Management Staff	Senior Staff	Junior Staff	Other Staff	Total	% of Response
Male	21	19	32	21	93	66.4
Female	13	13	11	10	47	33.6
Total	34	32	43	31	140	100

Source: Field Work, 2022.

The data on Table 3 showed that 93 out of the 140 respondents representing 66.4% respondents were males while 47 out of 140 of them, representing 33.6% respondents were females. This implied that majority of the respondents of the Commission were males.

Distribution by Educational Qualification

The respondents of the Commission of study were also distributed in such a way that their educational qualifications were known.

Table 4: Showing Distribution by Educational Qualification

Educational Qualification	Management Staff	Senior Staff	Junior Staff	Other Staff	Total	% of Response
FSLC, SSCE	7	6	15	7	35	25.0
NCE, ND	9	7	12	7	35	25.0
HND, BSC	14	14	10	14	52	37.1
PGD, MSC, PHD	4	5	6	3	18	12.9
Total	34	32	43	31	140	100

Source: Field Work, 2022

The data on Table 4 revealed that 35 out of the 140 respondents of the Service, representing 25.0% respondents under study had First School Leaving Certificates (FSLC) and Ordinary Level (SSCE) certificates. 35 out of 140 respondents representing 25.0% under study had National Diploma (ND), National Certificate in Education (NCE) or its equivalent. 52 out of

the 140 respondents, representing 42.1% of the staff under study were graduates and 18 out of the 140 respondents, representing 12.9% of the staff have their postgraduate degrees and above. This implied that majority of the respondents of the Commission were graduates.

Distribution by Designation

The respondents under study were equally distributed by designation.

Table 5 showing staff distribution by designation

Designation	Management Staff	Senior Staff	Junior Staff	Other Staff	Total	% of Response
Management	5	6	9	6	26	18.6
Senior Staff	10	10	13	9	42	30.0
Junior Staff	16	13	17	13	59	42.1
Security Guard	3	3	4	3	13	9.3
Total	34	32	43	31	140	100

Source: Field Work, 2022.

The data on table 5 showed that 26 out of the 140 respondents, representing 18.6% of the staff under study were management staff. 42 out of the 140 respondents, representing 30.0% were senior staff. 59 out of the 140 respondents, representing 42.1% of were junior staff, and 13 out of the 140 respondents, representing 9.3% were support staff of the Commission.

Table 6 showing the impacts of human resources development on organizational productivity in the Commission, between 2010 – 2022

Questionnaires	Strongly Agreed f (%)	Agreed f (%)	Strongly Disagreed f (%)	Disagreed f (%)	Total
Human resources development been able to boost staff confidence and improve performance in organizational productivity in the Commission.	100 (71%)	30 (22%)	5 (4%)	5 (4%)	140 (100%)
Human resources development has provided better leadership and focus on flexibility, change and capability in organizational productivity in the Commission.	60 (42%)	40 (29%)	30 (21%)	10 (7%)	140 (100%)
Human resources development increases productivity and stability in staff performance in the Commission.	50 (37%)	50 (37%)	20 (14%)	20 (14%)	140 (100%)
Human resources development been able to reduce wastages, labour turnover and provide direction for innovativeness and creativity in organizational productivity in the Commission.	70 (50%)	30 (21%)	25 (18%)	15 (11%)	140 (100%)

Human resources development has positively impacted on the overall success in organizational productivity in the Commission.	15 (11%)	30 (21%)	15 (11%)	80 (57%)	140 (100%)
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Source: Field Work, 2022

The table above reveals that 100 respondents representing 71% “strongly agreed” with 30 representing 21% “agreed” while 5 respondents representing 4% “strongly disagreed” and “disagreed” respectively on the claims that human resources development have been able to boost staff confidence and improve performance in organizational productivity in the Commission. This implies that human resources development have been able to boost staff confidence and improve performance in organizational productivity in the Commission.

Stressing further, the table shows that 60 respondents representing 42% strongly agreed as 40 (29%) confirmed to it. While 30 respondents representing 21% strongly disagreed while 10 respondents representing 7% disagreed. This indicates that human resources development has provided better leadership and focus on flexibility, change and capability in organizational productivity in the Commission

Furthermore, investigation reveals that 50 (37%) of the respondents strongly agreed and “agreed” respectively while 20 (14%) “strongly disagreed” and “disagreed” respectively that human resources development increases productivity and stability in staff performance in the Commission. Of course, human resources development increases productivity and stability in staff performance in the Commission

On whether human resources development have been able to reduce wastages, labour turnover and provide direction for innovativeness and creativity in organizational productivity in the Commission, information shows that 70 respondents representing 50% “strongly agreed” with 30 respondents representing 21% “agreed” while 25 respondents representing 18% “strongly disagreed” and 15 respondents representing 11% “disagreed” respectively. This implies that human resources development been able to reduce wastages, labour turnover and provide direction for innovativeness and creativity in organizational productivity in the Commission.

On question whether human resources development has positively impacted on the overall success in organizational productivity in the Commission, 15 respondents representing 11% “strongly agreed”, 30 representing 21% of the respondents “agreed” while 15 (11%) respondents “strongly disagreed” and 80 (57%) “disagreed” respectively. This implies that human resources development has not positively impacted on the overall success in organizational productivity in the Commission.

There is no impact responsible for human resources development and organizational productivity in the Commission from 2010 – 2022

Table 7: Expected frequency and chi-square

Options	Management Staff	Senior Staff	Junior Staff	Support/Casual Staff	Total
Strongly Agreed	9(12.4)	10(11.7)	21(15.7)	11(11.3)	51
Agreed	5(4.9)	3(4.6)	4(6.1)	8(4.4)	20
Strongly Disagreed	10(8.5)	10(8)	9(10.8)	6(7.8)	35
Disagreed	10(8.3)	9(7.8)	9(10.4)	6(7.5)	34
Total	34	32	43	31	140

Source: *Field Work, 2022.*

$$f_e = \frac{\text{Column total} \times \text{Roll total}}{\text{Grand total}}$$

Table 8: Computation of Chi-Square Test Statistics 4

Fo	Fe	fo – fe	(fo – fe) ²	(fo – fe) ² /fe
9	12.4	-3.4	11.56	0.93
10	11.7	-1.7	2.89	0.25
21	15.7	5.3	28.09	1.8
11	11.3	-0.3	0.09	0.01
5	4.9	0.1	0.01	0
3	4.6	-1.6	2.56	0.6
4	6.1	-1.5	2.25	0.4
8	4.4	4.0	16.0	4.0
10	8.5	1.5	2.25	0.3
10	8	2	4	0.5
9	10.8	-1.8	3.24	0.3
6	7.8	-1.8	3.24	0.4
10	8.3	1.7	2.89	0.35
9	7.8	1.2	1.44	0.19
9	10.4	-1.4	1.96	0.19
6	7.5	-1.5	2.25	0.3
140	140	0		10.52

Source: X²Statistical Calculation

Tabulated at 0.05 level of significance

Hence, df = (R – 1) (C – 1)

Where R – number of rolls, C = number of column

$$= (4 - 1) (4 - 1)$$

$$= (3) (3) = 9$$

The critical value for 4 degrees of freedom (df) and an α of 0.05 = 9.49. Given an alpha (α) of 0.05 with the critical value of 9.49 and the chi-square (χ^2) computed of 10.52, the computed or calculated value of 10.52 is higher than the table value of 9.49. Hence, the null hypothesis was rejected. This implied that there is impacts of human resources development on organizational productivity in the Commission from 2010 – 2022.

The strength of the hypothesis: The test of hypothesis revealed that there were notable impacts of human resources development on organizational productivity in the Commission. This is further strengthened by Ugwu (2008), who noted that utilization of human resources in areas in which they have received appropriate background training leads to efficiency and improved productivity and implicitly induce economic development, and induces effective and efficient performance of their functions. By appropriate utilization of human resources, time and effort wastage in learning skill development on the job will be minimized.

Organization that has invested or is investing in developing the human resources is investing towards enhanced productivity (Babashola, 1999). Jones (2005) and Nwachukwu (2008) posit that, developing human resources is a tedious exercise, but very effective to the proper utilization of available manpower. It is only through embarking on this exercise, that the organization can identify the hidden skills, knowledge and abilities that will assume more challenging tasks or responsibilities in the organization.

Discussion

Impact of human resources development on organizational productivity in the Commission between 2010-2022: The study revealed that the staff of the Commission is familiar with the concept of human resources development, which organizes expositions, seminars or conferences for employees and creation of good organizational culture and attitudes, and assessment or evaluation of employees' productivity in the organization constitute human resources development. The hypothesis tested revealed that there are impacts that constituted human resources development in the Commission from 2010–2022. This discovery is in tandem with the assertion of Armstrong (2003), that the acquisition of knowledge, skills and abilities that will sustain economic productivity and enhanced organizational productivity have developmental approaches which conduce to working climate, culture and attitudes; and induction and orientation of employees.

On efforts made by the Commission to attract, develop and retain workers at workplace, it was revealed that:

Some of the staff who were selected did excellently well, others sent on courses, seminars or conferences appreciate the opportunity as they claimed they were given responsibilities and allowed free-hand or encourage joint participation in decision making; and staff were compensated with good reward system (A. Kelechi, personal communication, August 17, 2021).

In collaboration with these findings, Jack (2004) posited that companies that attract, retain and develop the most competent productive employees are likely to enjoy a real competitive advantage over companies that do not. Bontis (1999) and Barney (1991) maintained that such an organization has distinguished itself and made an effort towards long-term survival, efficiency and gained competitive advantage over her competitors. Babashola (1991) averred that organization that has invested or is investing in developing the human resources is investing towards enhanced productivity. Similarly, Jones (2005) and Nwachukwu (2008) posited that, developing human resources is a tedious exercise, but very effective to the proper utilization of available manpower. It is only through embarking on this exercise, that the

organization can identify the hidden skills, knowledge and abilities that will assume more challenging tasks or responsibilities in the organization. It was also observed that the acquisition of new knowledge and skills lead to increase in the productivity and reduction in wastage of organizational resources. In agreement with these findings, Tamunomiebi (2002), Armstrong (2003), Jack (2004), Jones (2005), and Agabi (2014) asserted that skill advancement, knowledge and ability increase the technical competence for present job demands and human resources development makes it necessary to meet the changes in labour and products technology and industrial structure thereby, reducing wastages and makes for the optimal utilization of organizational resources.

Conclusion/Recommendations

The Rivers State Civil Service Commission is a statutorily constituted executive body authorized to oversee the development and administration of the state's civil service system. It also has power to make appointments, exercise disciplinary control and remove persons holding or acting in offices within the civil service. The onus of this paper lies on the fact that the Commission is bedevilled with certain challenges which impeded organizational productivity. To examine this the paper adopted a survey design and used primary and secondary sources of data. The Simple Percentage Statistical Method was used for data analysis while Chi-Square (X^2) was adopted for test of hypotheses.

Findings showed that there is a nexus between human resources development development and organizational productivity, particularly in the areas of capacity building, staff motivation, and decision making. Poor performance, bureaucratic bottlenecks, low productivity, administrative and operational boredom and ineffectual administrator are some of the factors that are responsible for human resources development in the Service. The study also holds that poor mobilization, lack of financial involvement, lack of commitment, favouritism in staff selection process, inadequate training content, gross inefficiency in plan implementation, insufficient skills, abilities and knowledge as well as lack of communication feedback were some of the challenges. It concludes that human resources development has not impacted positively on organizational productivity due to the presence of these factors.

The paper thus recommend that the Commission should ensure that staff are adequately prepared, mobilized and drafted for development programmes and demonstrate the benefit of their new skills and abilities.

The paper also recommends that the Commission should adhere to the staff development policy in staff selection for training and development in other to enhance organizational productivity.

Also, the commission should implement staff development policy to inculcate the right attitudes, values, skills and knowledge that will match specification with job requirements.

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