

## **Human Resource Development, A Catalyst for Economic Growth and Development: A Case Study of Industrial Training Fund, Yola Area Office. Adamawa State**

**Yusuf Isa**

Department of Public Administration, Adamawa State University, Mubi, Nigeria.  
Yusufisa2109@gmail.com 08138779965

**Abubakar Adamu**

Department of Public Administration, Adamawa State University, Mubi, Nigeria.  
adamu758@adsu.edu.ng ; adamuabubakar621@gmail.com 08069786560

**Zainul Abideen Jibril**

Department of Political Science, Adamawa State University, Mubi, Nigeria.  
Zajibril@hotmail.co.uk 08067998881

DOI: 10.56201/ijssmr.v10.no4.2024.pg201.215

---

### **Abstract**

*Human resource is invariably among 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 are 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. This necessitated why this research work assessed the importance of human resources as a catalyst for economic growth and development in Nigeria, using Industrial Training Fund, Yola area office as a case study. The study adopted the functionalist theory along with the Human resource management theory to make constructive analysis on the importance of human resources to the economic growth and development of a country. The researcher used primary source of data in order to acquire and obtain information about the study. Questionnaire was designed and distributed to the sample population drawn from the population of the study area using Tarro Yammane formula. The data collected were presented in tables and the results analysed. Chi-square was used to test the hypotheses formulated. At the end of this research, it was evidently proved that development of human resources contributed greatly to economic growth and development of Nigeria among other findings. Recommendations towards uplifting the stages of human resources development and encouraging the appropriate development and utilization of human resources in all facades of the nation's economic development was also made.*

**Key words:** *Economic Growth, Economic Development, Human Capital, Human Resource Development*

---

## Introduction

Nigeria is a dynamic country that is blessed with abundant human and natural resources. The country has a population of about 201,135,262 Million according to the 2020 population projection by National Population Commission.

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 are 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 interested 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 that this research is conceived using Adamawa State Civil Service commission, Yola as a case study. The research will investigate the importance of human resources for economic growth and development in Nigeria.

### Problem Statement

Human Resource Development is a linchpin in the process of economic development. It empowers individuals, enriches the workforce, and ultimately propels a nation toward higher levels of prosperity and sustainable growth.

Nigeria is blessed with different natural resources and in the midst of the wealthy resources. The leaders and the political class have failed in their primary assignment of developing the right persons that will harness the various natural resources in Nigeria. Human capital development hasn't been given due attention yet. Nigeria is acknowledged as one of the most heavily populated countries in Africa with its labour free with large and ample natural resources. Ironically, the nation has witnessed slow economic growth despite the presence of these resources. Observing this occurrence; Udabah (1999) stated that the fact that a country is blessed with natural resources does not mean it will do well in terms of growth and also it does not mean a country without natural resources will not excel. It is clear from the statement that human capital development is highly important for the government to adopt policies that are applicable to the development of human capital investments.

Human resource development problems in Nigeria appear to be on the increase. The unemployment phenomenon seems to be compounded with the absence and misplacement of human resource and inability 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 importance of human resources for economic growth and development of the country.

### **Objectives of the Study**

The main objective of this study is to ascertain how human resource development serves as a catalyst for economic growth and development. But more specifically, it has the following objectives;

- i. To assess how human resource development can promote economic growth and development.
- ii. To find out how the problems of human resources development affects economic growth and development.

### **Research Hypothesis**

**H<sub>01</sub>:** There is no relationship between human resource development and economic growth and development.

**H<sub>02</sub>:** Problems affecting human resource development does not affect economic growth and development.

### **Literature Review**

Resources according to the McMillan Dictionary (2000:125) 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 trademarks, good will, patents etc. As an accounting term it represents 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 become 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.

Bannock (2003) in his contribution sees human resources as the skills, capacities and abilities possessed by an individual that permit him to earn income. From the forging discussion, human resource differs from material resources, human resources have 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 resources 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 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.

According to Rao (1995) the scope of Human resource is extended, at one side, to developing competencies of human resource by enhancing knowledge, building skill, changing attitude and teaching values, and at other side, creation of conditions through public policy, programs and other interventions to help people to apply these competencies for their own and others' benefits and making things happen.

According to Rao (1995) the scope of human resource is extended, at one side, to developing competencies of human resource by enhancing knowledge, building skill, changing attitude and teaching values, and at other side, creation of conditions through public policy, programs and other interventions to help people to apply these competencies for their own and others' benefits and making things happen. Human resource management can in turn be defined as 'The process of analysing and managing an organisation's human resource needs to ensure satisfaction of its strategic objectives' (Jeffries and Richard, 2009) and 'The policies and practices involved in carrying out the "people" or human resources aspects of a management position, including recruitment, screening, training and appraising' (Dessler, 2007).

According to Rao, (1995) human resource development holds the key for economic development by enabling people to become more productive, because economic development depends upon level of industrial activity of production, which onward depends upon the productivity of human resource. And Yussof and Kasim (2003) asserted that the quality of human resources will determine the success or failure of any development effort, especially concerning industrialization, adopting technical change and global market response. Viewed from this perspective, human resource therefore requires special attention to complement changes in the economic profile of the proposed growth regions.

Human resource development is considered by scholars of Business Administration as a sub discipline of Human Resource Management (HRM), concerned with developing productive skills by imparting training. Human resource management scholars, Werner and DeSimone (2006 p.5) defined Human Resource Development (HRD) as: "*A set of systematic and planned activities designed by an organization to provide its members with the opportunities to learn necessary skills to meet current and future job demands*"

Haslinda (2009) expressed referring many studies that numerous attempts to define human resource development (HRD) by academics, researchers and practitioners have led to confusion in the literature, illustrating the elusive nature of this concept. The nature of defining human resource development is made still more difficult by the evolving nature of human resource development; for example, the term human resource development started out as simply "training", and then evolved into "training and development" (T&D), and then into human resource development. Confusion also arises over the "purpose", the "location" and the "intended beneficiary" of human resource development. This is further complicated by attempts to define human resource development from an international or global perspective. The emerging field of national human resource development (NHRD) have also been explored and debated and has had notable influence on the definition of human resource development. Haslinda-a (2009) further narrated that a disagreement arises, with some authors arguing that it is not possible or feasible to provide a single definition of this concept. In reviewing the literature surrounding the meaning and understanding of human resource development, a number of dimensions can be seen to be influencing the evolving and complicated nature of human resource development. Haslinda-a reported, that Harbison and Myers offered the first

definition of human resource development in 1964. This definition is very broad in perspective, as it elaborates human resource development in relation to culture, the economy, social and political contexts rather than individuals and organizations. They defined human resource development as:

Human resource development has traditionally focused on improving the professional skills of employees. It has targeted individuals, groups or the entire staff. Indeed, it is clear that such traditional human resource development activities remain a key means by which companies strive to implement their competence-based competitive strategies. Competence-based strategy sets the frame and direction for human resource development.

Human resource development is always about personal expertise, and therefore the individual viewpoint must be emphasised. It stresses the personal dimension in learning, i.e. that the individuals take responsibility for their learning and that organisation, especially expertise-oriented ones, base their operations on personal expertise. Though an organisation can steer personal development, indicate a desired trajectory for it, create possibilities for learning in practice, as well as foster motivation for learning, one must bear in mind that in the end everything comes down to personal expertise.

Human resource development has traditionally been mostly about the promotion of personal expertise through training. Such programmes have usually been weakly linked to the core competencies or the knowledge base, or at least have not explicitly expressed them. Conversely, a human resource development system that also develops a company's core competencies should begin with the company's vision. In such a case, it is important that those responsible for human resource development have internalised the company's vision. The vision must be broken down to the core competencies that will make the achievement of the vision possible.

The definition of the organisation's core competencies is to be done during top management's strategic planning and take into account the existing knowledge base, which will reveal the factors that have led to the company's successes in the past. The human resource development unit also plays an important role in this regard.

According to Khan and Khan (2011) this definition, too much broadens and integrate the concept of human resource development and makes it integrated human resource development. Haslinda-b (2009) also quoted definitions for human resource development, proposed by other researchers and writers (i.e. Nadler & Nadler, 1970 and Werner & DeSimone, 2006). These definitions varied from the perspectives of an individual researcher or theorists to definitions of human resource development by country.

In addition, theorists have even tried to define human resource development from a global and international perspective. Definitions from organizational point of view are listed below.

"A series of organized activities conducted within a specified time and designed to produce behavioral change" (by Nadler and Nadler 1970)

"A set of systematic and planned activities designed by an organization to provide its members with the opportunities to learn necessary skills to meet current and future job demands" (Werner and De Simone 2006).

Swanson and Holton, N.D has also quoted definitions of HRD offered by some authors (McLagan; Gilley & England and Smith) as:

"Human resource development is the integrated use of training and development, career development and organizational development to improve individual and organizational effectiveness" (McLagan). Human resource development is organized learning activities

arranged within an organization to improve performance and personal growth for the purpose of improving the job, the individual, and the organization.

“Human resource development is the process of determining the optimum methods of developing and improving the human resources of an organization and the systematic improvement of the performance of employees through training, education and development and leadership for the mutual attainment of organizational and personal goals” (Smith).

Byrne, (1999) is of the opinion that human resource development is a function in an organization that provides opportunities for an individual worker to improve current and future job performance, while simultaneously best utilizing human capital in order to improve the efficiency of the organization itself. Ideally, well-developed and well-implemented human resource development systems are integral to the company’s strategic plan and benefit both the employee and the company.

For Weightman (1993), HRM starts by recognizing that the human beings are the most important part of the organization. HRM is concerned with selection, training, rewarding, explaining expectations of management, and explaining the actions of management. Bratton and Gold (1999) point out that HRM is critical to achieving sustainable competitive advantage. Foot and Hook (1999) say that HRM identifies the importance of a strategic approach to management so that organizational policies are integrated and cohesive. However, people are different to the other organizational resources because they have varying skills, aptitudes, knowledge, experiences, perceptions, but mainly because they can evaluate and question manager's actions (Armstrong, 1998).

Bratton & Gold (1999) articulate as follows: “Human Resource Management activities aim to achieve two sets of objectives: improve employee performance and enhance organisational effectiveness.” Ulrich (1997) has divided human resource management tasks into four basic types, depending on whether the activity in question is operative or strategic and whether it involves people or processes. Human resource management understands that human capital can be considered the main source of competitive advantage. By considering a human as human, giving him satisfaction, education, motivation, reward, human resource strategies intend to optimize human capital.

### **Theoretical Framework**

The theoretical framework is basis of any political analysis to stipulate argument within, in order to 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. For the sake of this research work, the functionalist theory will be used in line with the Human resource management theory. Functionalism is one of the major theoretical developments of the twentieth century analytic philosophy, and provides the conceptual underpinnings of much work in social science. The unit of study in functionalism is society and the functionalist perspective attempts to explain social institutions as collective means to meet individual and societal needs. In the functionalist perspective, societies are thought to function like organisms, with various institutions working together like organs to maintain the society and achieve a common societal objective. According to functionalist theorists, institutions in a society come about and persist because they play a function in society, promoting stability and integration. Nevertheless, functionalism has been criticized as been conservatively biased and also attributing human like needs to society. The functionalist theory has been classified into different functions which includes; structural functionalism, manifest functionalism, social function.

The manifest functionalism is the element of a behaviour that is conscious and deliberate, invariably, the human resource utilised in an institution should be conscious and deliberate so that the employees will be conscious of their worth.

Functionalism argues that society should be understood as a system of interdependent parts. They believe that there are specific requirements, functionalist prerequisite, that must be met in all social systems and that these can provide the basis for the comparative analysis of social institutions. Proponents of functionalist theory includes but not limited to the following Talcott parsons, Robert Merton and Emile Durkheim (1858-1917) a French sociologist. (McClelland 1971)

A central methodological precept of these writers was that the actions of individuals are not to be explained by the immediate meanings they have for actors. They are to be explained by the function they serve for the wider social group (society). On these arguments, individuals meaning cannot be understood independently of a wider system of collective practice and beliefs within which it is embedded. These collective practices in turn, are to be explained by the functions they serve for the system of social life as a whole. Different elements of social life depend on each other and fulfil functions that contribute to the maintenance of social order and development overtime. 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 inter-relatedness of the different part of society taken together to form a complete system. Some of the major meanings ascribed to functionalist theory include:

- i. A mathematical conception;
- ii. Function as activities necessary to fulfil needs or purpose;
- iii. Function as appropriate activity; and
- iv. Function produced by the system in order to maintain the system and activities.

Most of what we identify as functionalism and those related to this research work is derived from the combination of number 2, 3, and 4 above.

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, functionalism 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.

Jacoby. (1997: 59) argued that a society would cease 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 and assertions on the functionalist theory, this theory is adopted to explain the importance of human resources for economic growth and development in Nigeria. This theory further buttresses the fact that when the various ministries, agencies and departments function as they ought to or as expected, the resultant effect will be felt in the economy.

Furthermore, the Human resource management theory was originally proposed by Sisson (2001). First and foremost, Miles' human resource theory posits that all workers are reservoir of untapped resources when utilized judiciously. Miles believed that each and every worker comes into an organization with variety of resources that management can tap into, "These

resources includes not only physical skills and energy, but also creative ability and the capacity for responsible, self-directed, self-controlled behavior.” Sisson. (2001). Under this perspective according to Miles, managers should not be focused on controlling employees or getting them to “buy in” to decisions, which are hallmarks of scientific management and human relations. Instead, the primary task of management should be the creation of working environment that fosters creativity and risk taking in an effort to maximize and tap into resources employees bring to the job. As such, communication in this perspective must be constant and bi-directional and participation in decision-making must include both management and employees.

Additionally, Miles explains that his human resources model “recognized the untapped potential of most organizational members and advocated participation as means of achieving direct improvement in individual and organizational performance”.

Literature has documented that effective government requires good people must be hired, trained and rewarded along with a properly designed system for managing people Berman et al. (2010). Given that the decision regarding the abilities and quality of people hired are critical to the performance and achievement of organizational goals.

It is from this background that this research work adopted the functionalist and the human resource management theory to make constructive analysis on the importance of human resource to the economic growth and development of a country. If all sectors will perform their expected functions without compromise, coupled with the fact that the right people are fixed in the right place, the difference will be tremendous on the economy which is the driving force of every nation. Every sector must contribute its quota for the overall interest and objective of the state.

### **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 analysed. It provides the procedural outline for the conduct of a given investigation.

### **Study Area**

The study area for this research is the Industrial Trust Fund, Yola area office. The Industrial Trust Fund was established in 1971. The Industrial Training Fund has operated consistently and painstakingly within the context of its enabling laws Decree 47 of 1971 as Amended in the 2011 ITF ACT. The objective for which the Fund was established has been pursued vigorously and efficaciously. In the four decades of its existence, the ITF has not only raised training consciousness in the economy, but has also helped in generating a corps of skilled indigenous manpower which has been manning and managing various sectors of the national economy.

Over the years, pursuant to its statutory responsibility, the ITF has expanded its structures, developed training programmes, reviewed its strategies, operations and services in order to meet the expanding, and changing demands for skilled manpower in the economy. Beginning as a Parastatal “B” in 1971, headed by a Director, the ITF became a Parastatal “A” in 1981, with a Director-General as the Chief Executive under the aegis of the Ministry of Industry. The Fund has a 13-member Governing Council and operates with 14 Departments and 2 Units at the Headquarters, 40 Area Offices, 4 Skills Training Centres, and a Centre for Industrial



Training Excellence. The Yola area office is located at Abba Plaza, No. 77 Olusegun Obasanjo, Up NEPA Jimeta, Yola, Adamawa State.

### Method of Data Collection

The study has utilized primary method of data collection. The primary source of data used is the questionnaire. Close-ended questions was used. The close ended questions helped the researcher to ensure a level of restriction bearing in mind the major focus of the study.

### Population and Sample size

The population of this study is the entire staff of ITF Yola area office. ITF yola Area office consist of 105 staff which consist of 37 permanent and pensionable staff, and 68 casual staff. The entire staff of the organisation was used as a sample size. This gave all the respondents equal chance to be part of the study.

### Instrumentation

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.

### Administration of Instrument

Questionnaires was administered to respondent by the researcher along with the other two research assistants. For the purpose of this study, a total number of 105 questionnaires were administered to respondents.

### Rate of Return

Out of the 105 questionnaires administered to the respondents, 100 were retrieved and used for analysis. This represents 95% of the questionnaires distributed.

### Method of Data Analysis

In this study, data was analysed quantitatively through the use of tables and percentages as well as use of Chi-Squire to test the hypotheses.

### Test of Hypotheses

Hypothesis one

**H<sub>01</sub>:** There is no relationship between human resource development and economic growth and development.

Frequency observed

| Response | Q2  | Q3  | Q4  | Q5  | Total |
|----------|-----|-----|-----|-----|-------|
| Yes      | 68  | 43  | 54  | 64  | 229   |
| No       | 34  | 59  | 48  | 38  | 179   |
| Total    | 102 | 102 | 102 | 102 | 408   |

Source: field survey, 2024

Frequency expected

| Response | Q2    | Q3    | Q4    | Q5    | Total |
|----------|-------|-------|-------|-------|-------|
| Yes      | 57.25 | 57.25 | 57.25 | 57.25 | 229   |
| No       | 44.75 | 44.75 | 44.75 | 44.75 | 179   |
| Total    | 102   | 102   | 102   | 102   | 408   |

Source: field survey, 2024

Note: The calculated frequency expected (Fe) in the table above is calculated using the formula below:

$$Fe = \sum \frac{fo}{n}$$

Therefore, to calculate the chi-square ( $x^2$ ) for both frequency, that is yes and No, the chi-square ( $x^2$ ) is used.

Where;

( $x^2$ ) = chi square

Fo = Frequency observed

Fe = frequency expected

$\sum$  = summation

| Fo | Fe    | (fo - fe) | (fo - fe) <sup>2</sup> | $\frac{(fo - fe)^2}{fe}$ |
|----|-------|-----------|------------------------|--------------------------|
| 68 | 57.25 | -10.75    | 115.56                 | 2.09                     |
| 43 | 57.25 | 14.25     | 203.06                 | 3.55                     |
| 54 | 57.25 | 3.25      | 10.56                  | 0.18                     |
| 64 | 57.25 | -6.75     | 45.56                  | 0.80                     |
| 34 | 44.75 | 10.75     | 115.56                 | 2.58                     |
| 59 | 44.75 | -14.25    | 203.06                 | 4.54                     |
| 48 | 44.75 | -3.25     | 10.56                  | 0.24                     |
| 38 | 44.75 | 6.75      | 45.56                  | 1.02                     |
|    |       |           |                        | $x^2$ 15                 |

Source: field survey, 2024

To find the chi square ( $x^2$ ) critical value, we need to find the degree of degree of freedom (df) first as;

$$Df = (r-1)(c-1)$$

$$(4-1)(2-1)$$

$$(3) (1)$$

$$3$$

Note: r = rows

c = column

Critical value at 0.05 is 7.815

### Decision rule

Chi-square rule states that, when the calculated chi-square value is greater than the critical table value, the alternate hypothesis (Hi) will be accepted and the null hypothesis (Ho) rejected. However, when the critical table value is greater than the calculated chi-square value, the alternate hypothesis (Hi) will be rejected while the null hypothesis (Ho) will be accepted.

Therefore, the computed or calculated chi-square value ( $x^2$ ) is 15 and the critical value at 0.05 level of significance is 7.815. The rule of the game implies therefore that we reject the null hypothesis which states that there is no relationship between human resource development and economic growth and development and accept the alternate hypothesis which states that there is relationship between human resource development and economic growth and development.

## Hypotheses two

**H<sub>02</sub>:** Problems affecting human resource development does not affect economic growth and development.

### Frequency observed

| Response | Q12 | Q14 | Q15 | Total |
|----------|-----|-----|-----|-------|
| Yes      | 71  | 82  | 74  | 227   |
| No       | 31  | 20  | 28  | 79    |
| Total    | 102 | 102 | 102 | 306   |

Source: field survey, 2024

### Frequency expected

| Response | Q12   | Q14   | Q15   | Total |
|----------|-------|-------|-------|-------|
| Yes      | 75.67 | 75.67 | 75.67 | 227   |
| No       | 26.33 | 26.33 | 26.33 | 79    |
| Total    | 102   | 102   | 102   | 306   |

Source: field survey, 2024

Note: the calculated frequency expected (Fe) in the table above is calculated using the formula below:

$$Fe = \sum \frac{fo}{n}$$

Therefore, to calculate the chi-square ( $x^2$ ) for both frequency, that is yes and No, the chi-square ( $x^2$ ) is used.

Where;

( $x^2$ ) = chi square

Fo = Frequency observed

Fe = frequency expected

$\sum$  = summation

| Fo | Fe    | (fo - fe) | (fo - fe) <sup>2</sup> | $\frac{(fo - fe)^2}{fe}$ |
|----|-------|-----------|------------------------|--------------------------|
| 71 | 75.67 | -4.67     | 21.81                  | 0.29                     |
| 82 | 75.67 | 6.33      | 40.07                  | 0.53                     |
| 74 | 75.67 | -1.67     | 2.79                   | 0.04                     |
| 31 | 26.33 | 4.67      | 21.81                  | 0.83                     |
| 20 | 26.33 | -6.33     | 40.07                  | 1.52                     |
| 28 | 26.33 | 1.67      | 2.79                   | 0.11                     |
|    |       |           |                        | $x^2$ 3.32               |

Source: field survey, 2024

To find the chi square ( $x^2$ ) critical value, we need to find the degree of degree of freedom (df) first as;

$$Df = (r-1)(c-1)$$

$$(3-1)(2-1)$$

$$(2) (1)$$

Note: r = rows

c = column

Critical value at 0.05 is 5.991

### **Decision rule**

Chi-square rule states that, when the calculated chi-square value is greater than the critical table value, the alternate hypothesis ( $H_1$ ) will be accepted and the null hypothesis ( $H_0$ ) rejected. However, when the critical table value is greater than the calculated chi-square value, the alternate hypothesis ( $H_1$ ) will be rejected while the null hypothesis ( $H_0$ ) will be accepted.

Therefore, the computed or calculated chi-square value ( $\chi^2$ ) is 3.32 and the critical value at 0.05 level of significance is 5.991. The rule of the game implies therefore that we reject the alternate hypothesis which states that Problems affecting human resource development does not affect economic growth and development and accept the null hypothesis which states that problems affecting human resource development affect economic growth and development.

### **Research findings**

From the findings above, it was clearly indicated that development of human resources will contribute to a great extent to the economic growth and development of Adamawa and Nigeria at large. The findings also indicated that human resource development has also promoted efficiency and effectiveness of workers which in turn leads to economic growth and development in the area council. The findings also posited that development of human resource development has created various opportunities for career development in the ITF.

From the findings made, despite the great impact of human resource development in the area council, there are some factors hindering the impact of human resource development to the economic growth and development of the area council. Respondents reacted that administrative corruption serves as a major impediment to the development of human resources. Ignorance, lack of funds and favouritism were some of the threats noted by respondents as problems militating against the development of human resources. Lack of induction courses or programmes also affects human resource development.

Finally, the findings from the questionnaire also proffered some suggestions that will go a long way in the development of human resource towards enhancing economic growth and development. Frequent organization of seminars, workshops and conferences helps in improving the quality of human resources. Employee motivation and on-the-job training are also best ways to improve human resources which will improve economic growth and development.

### **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 Bourgeoisie 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 staffs 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.

### **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. With its large reserves and continued production of both human and natural resources, Nigeria has the potential to build a prosperous economy, reduce poverty significantly, and provide health, education, and infrastructural services that its population needs. Nigeria as a developing country can develop its human and natural resources to realize aspiration of the citizenry if education sector can be given adequate budgetary consideration, economic potentials of the country be tapped and utilized, human resources training be enhanced to meet the requirement of the economy, political corruption, many social amenities (potable water supply, health care, infrastructures, etc.) are put in place, entrepreneurship training is improved and instituted in all tertiary institutions and structures to eradicate the endemic corruption are in place, Nigeria can compete favourably with the developed countries world over.

### **Recommendations**

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

- i. Employees should be provided with constant challenges for anticipated growth and development and increase job requirement responsibilities for economic growth and development.
- ii. 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.
- iii. Government should encourage other sectors of the economy like agricultural sector that employs about 80% of the population by providing credit facilities, subsidies and modern farming equipment.
- iv. when sending workers for human resource training, it should not be selective or restricted to the senior officers or upper cadre, the lower cadre or the junior staffs should be given a just consideration too as their virtue of employment is a neutral ground for learning and development.
- v. To contribute significantly to economic growth and development, education must be of high priority and quality and also meet the skill-demand needs of the economy. Educational curricula should be reviewed to ensure relevance in order to produce skilful manpower that will fit into the labour market to raise the economy of the nation.
- vi. Similarly, government must as matter of urgency generate and provide electricity, portable water supply, adequate shelter, qualitative and entrepreneurial skills to unemployed, enlightenment programmes through electronic and print media. For government to achieve these objectives, the issue of corruption must be tackled in its totality. Because the presence

of adequate electricity boost industrial activities and also attract investors from within and without.

#### ACKNOWLEDGEMENT

The research team will like to acknowledge the financial support of the Tertiary Education Trust Fund (TETFund) through the Institutional Based Research (IBR) grant with grant number TEFT/DR&D/UNI/MUBI/RG/2023/VOL.1. We also thank the Adamawa State University, Mubi and the Research and Innovation Directorate for their support.

#### REFERENCES

- Akoh, M.E. (1999). *Manpower planning for strategic manpower* in Akoh M.E. (ed). Reading in *Contemporary Economics Issues*. Jos: Department of Economics and Mono Expressions
- Armstrong, M. (2012). *A Handbook of Personnel Management*. London: Kogan Publishers.
- Bannock, G. (1975). *A Dictionary of Economics. Second Edition*. London: Penguin Books
- Bratton, J. and J., Gold, *Human Resource Management-Theory and Practice*, MacMillan Business, London (1999).
- Braham, H. (2000). *Practical manpower planning, First Edition*. 1994. Chelmsford Essex: Hilling Hook and Sons.
- Cook, C. (1989). *Macmillan Dictionary of Historical Terms*. New York: Macmillan Reference.
- Dessler, Gary. *Organization Theory, Integrating Structure and Behavior. Second Edition*, Englewood Cliffs, New Jersey: Prentice-Hall, Inc.
- DeSimone, L. & Popoff, F. (1997). *Eco-efficiency: The business link to sustainable development*. Cambridge: MIT Press.
- D. Narayan, R. Patel, K. Schafft, A. Rademacher, and S. Koch-Schulte. *Voices of the Poor: Can Anyone Hear Us?* Washington D.C.: The World Bank 2000.
- Fisher, Colin (2005) *HRD Attitudes: Or the Roles and Ethical Stances of Human Resource Developers*, *Human Resource Development International*, Vol. 8, No. 2, June 2005, pp. 239 – 255.
- Lipsay, R.G. (1989). *Introduction to Positive Economics*. 7th Edition. London: Wied Efeld and Nicholson.
- Foot, M. and C., Hook, *Introducing Human Resource Management*, Addison Wesley Longman Ltd., Essex (1999).
- Harold J. Berman, *Law and Revolution: The Formation of the Western Legal Tradition*.
- Harrison, F.H. and May, C.A. (2004). *From Achebe to Reconstruction. A Report on Investment in Post-Secondary Education* Lagos: Federal Ministry of Education.
- Haslinda A.-a (2009) *“Evolving Terms of Human Resource Management and Development”* *The Journal of International Social Research* Volume 2 / 9 Fall 2009
- Haslinda A.-b (2009) *“Definitions of HRD: Key Concepts from a National and International Context”*, *European Journal of Social Sciences – Volume 10, Number 4 (2009)*
- Jacoby, s. (1997) *Modern Manors: Welfare Capitalism since the New Deal*. New Jersey: Princeton University Press
- Khan, Dr. M. T. and Khan, Dr. N. A. (2011) *“Integrated Concept of Human Resource Development - Proposing New Model of HRD”*, *Far East Journal of Psychology and Business*,

- McClelland, D. (1971). *The Achievement Motive in Economic Growth: Development and Social Change*. New York: John Wiley and Sons.
- Misra, S. K. & Puri, V. K. (2003). *Growth And Development*. (Mumbai: Himalaya Publishing House.
- Ndogko, W.A. (2001), *Technical know-how and Industrialization in Nigeria*. The utilization of skilled manpower in mobilization of human resources for National Development, NASA, Zaria.
- Olarewaju, W.F. (2002). *Characteristics of unemployment people in Nigeria*. Lagos: Human Resources Research Unit Incomplete.
- Peace, D.W. (2000). *Mc-millan Dictionary of Modern Economics. 3rd Edition*. Mc-Millian Publishers Jeffries,
- Rao, S. (2013). Civil Service Reform: Topic Guide, Birmingham, UK: *Governance and Social Development Resource Centre (GSDRC)*, University of Birmingham. Available from <http://www.gsdr.org/go/topic-guides/civil-service-reform>.
- Richard. 2009. The State, Structural Adjustment and Good Government in Africa. *Journal of Commonwealth and Comparative Politics* 31 (1):20-35.
- Schemer born, J.R. (1999). *Manpower for productivity*, 4th Edition.
- Sisson, K. (2001) 'Human resource management and the personnel function: a case of partial impact?' in Storey, J (ed.) *Human resource management, A Critical Text* 2<sup>nd</sup> edition. London: Thomson Learning.
- Swanson, R. A. and Holton, E. F. III (n.d) "*Foundations of Human Resource Development*", 2nd edition, Published by Berrett-Koehler Publishers
- Udabah, S.I. (1999) '*Basic economics theory and practice*' Enugu, Linco Press Nigeria Limited
- Ulrich's Periodicals Directory, Journal TOCS, PKP Open Archives Harvester, *Bielefeld Academic Search Engine*, Cambridge MA: Harvard University Press 1983,
- Ward, R.J. (1992). *The Challenge of Development*. London: Atten an Union.
- Werner J. M. and DeSimone R. L. (2006) *Human Resource Development* 4e Published by Thomson South-western, Indian Edition Akash Press Delhi India
- Weightman, J., *Managing Human Resources*, Institute of Personnel Management (1993).
- Wraith, R.D. (1992), *Local Government in West Africa*. London. Attenanun win.
- Yussof, Ishak and Kasim, Mohd Yusof 2003) "*Human Resource Development and Regional Cooperation Within BIMP-EAGA: Issues and Future Directions*", *Asia-Pacific Development Journal* Vol. 10, No. 2, December 2003.
- Zack, M.H. 1999. *Managing codified knowledge*. Sloan Management Review Vol. 40, No.4, 45–61.