

**AN EXAMINATION OF THE BENEFITS OF STAFF
REDEPLOYMENT IN FORMAL ORGANIZATIONS: A CASE
STUDY OF ALVAN IKOKU FEDERAL COLLEGE OF
EDUCATION, OWERRI**

Hillary I. Ekemam^{1*} & Charity Chinwe Okpara²

^{1,2}Department of Political Science, Imo State University, Owerri, Nigeria

*larryimsu@yahoo.com

ABSTRACT: There seem to be dearth of literature on the benefits of redeployment of staff in public organizations. Thus many organizations and their workers are shy on redeployments which are suppose to be done when necessary in order to maximize related benefits from the employees as well as the employers. This practice has the likelihood of affecting the growth of organizations and their workers in many negative ways. The aim of this study is therefore to examine the possible benefits realizable through staff redeployment or rotation. In addition the study will highlight the need for the right approach and response in the redeployment exercise thus serving as innovative solution to organizational inefficiency. The study was based on General system theory of Ludwig. It employed a stratified random sampling of senior and junior non-teaching staff as well as primary and secondary materials as sources of data collection while analysis is descriptive. The findings show that human capitals are strategically formed at AIFCE, Owerri. Redeployments are done but not regularly and the extent to which redeployments exercise is being carried out is not sufficient enough to achieve the desired goal of staff redeployments. The study also shows that redeployment benefits are enormous that if organizations and employees are well sensitized and redeployments strategically and routinely done, will not regret redeploying or being redeployed.

Keywords: Formal organization, personnel management, staff recruitment, staff redeployment and human resource development.

INTRODUCTION

Institutions are established by the people as well as governmental and non-governmental organizations. Their successes and failures are dependent on the human factor in those organizations. As a result, human capital is seen as the most crucial assets which have an overwhelming value when strategically managed by an organization. Ubeku (1975) cited in Nwachukwu et al (2011: 242) agrees that, “good management of people is paramount to the success of an organization” This shows the inevitability of personnel in organizations.

More so, they further argue that “every manager who depends on the productive efforts of others has a personnel responsibility.” This equally shows that every organization needs a well established personnel unit because the responsibility of human resource formation lies in the

schedule of the unit to strategically plan, recruit, employ, orientate, deploy and redeploy when the need arises. Effective management of human resources keeps the organization on the wheel.

Hence, the study will focus on the benefits of staff redeployment to reiterate and re-emphasize on the need for organizations and their staff to see it as an organizational culture that will benefit all in the system when strategically applied with particular reference to Alvan Ikoku Federal College of Education (AIFCE) Owerri.

Brief History of AIFCE Owerri

The information gathered on the brief history of the study area shows that, the college was established in 1963 as the Advanced Teachers Training College, Owerri by the Eastern Government. The college was located at old shell camp premises and through the Ashby Report on higher education in Nigeria was charged with the responsibility of producing teachers.

The institution became a college of education through the edict no 11 of 1973 and moved to its present permanent site opposite old shell camp. The college was named Alvan Ikoku College of Education (AICE) Owerri with multiple campuses, one at Umuahia in 1976 as Department of Agric. sciences and one at Orlu in 1981 but was closed down in 1987. The college reverted to one campus institution till date.

Professor B. O. Ukeje became the first appointed provost of the college in 1974. In 1984 the college was affiliated with the University of Nigeria Nsukka but was taken over by the federal government of Nigeria in 2007 and it became Alvan Ikoku Federal College of Education Owerri with Dr. H.C. Amadi as the acting provost from 2007 to 2009. Later, Dr. (Mrs.) Blessing C. Ijioma was appointed the substantive provost.

Problem Statement

The topicality of the problem under study stems from the fact that in recent years, staff redeployment in public organization has practically lost its focus, now done without qualitative approach to estimate the redistribution of resources and its benefits. Emphatically, redeployment as one of the strategies that constitute effective management has been highly neglected and seen as an insignificant function of personnel by scholars in the quest for knowledge. In view of this little or no attention has been paid on staff redeployment as one of the personnel functions. Emphasis was majorly on recruitment, appraisals, promotion, disciplines, dismissal or termination and manpower development.

Many organizations have lost sight of the importance of redeployment and the actual processes. Redeployments are not regularly carried out and sometimes indiscriminately done without focus in many organizations. Staff redeployments are also seen and used as an instrument of discipline, antagonism, hatred and favoritism instead of training and development. As a result, in recent years it does not serve the purpose it is meant for. The major reason for redeployment is to acquire experience, retain staff, skill, knowledge and for effective and efficient function of the organization but in institutions of higher learning such as Alvan Ikoku Federal College of

Education, workers were not routinely redeployed and sometimes redeployed severally within few months of their employment. This does not help them to acquire necessary experience as the little period will not make them to become conversant with the modus operandi of a particular office.

Sometimes redeployments are done based on cordial relationship between the boss and the worker. For instance when a staff has established good relationship with the head of unit or the boss has seen the capability of a staff; he would want to retain the staff in the office thereby denying the staff redeployment. When the organization necessarily redeploys such staff to another place, the boss will reject the transfer and request that the action be reversed. This will lead to another action of redeployment which will affect other workers.

Not only that, sometimes it makes a worker to be at a place for a long time thereby stagnating or limiting the experience of such staff to the functioning of a particular office routine. The act will equally deny other offices the services of a diligent and highly intelligent worker that can equally contribute to the building, uplifting or organization of other offices for corporate existence of the institution.

Furthermore, sometimes there are incessant request for staff redeployment from heads of departments or units heads to redeploy staff under them especially the ones labelled as “incompetent hands and cannot work with them”. They frequently reject and request for staff posted to or to be transferred from them, persuading the personnel officer to remove and post staff of their choice; forgetting that all staff are recruited, screened and employed to serve the organization. More so, people learn by doing as well as by further exposure within organization of their employment.

Staff sometimes lobby for redeployment based on pecuniary interests. As a result some even lobby to be redeployed to the office they assume to be “juicy” or where they will be chanced for their private business without strict supervision. Unfortunately, not realizing the benefits of redeployment, some staff pays money or compromise with their Managers to allow them to stay at one place. It is unbecoming for staff to determine when, where and how to redeploy them.

Redeployment are now seen and used as an instrument of punishment, hatred, antagonism, racism, *godfatherism* and favouritism. Sometimes redeployments are done unjustly in form of punitive posting. A hard worker can be redeployed and dumped or made redundant by posting him/her where there is little or no responsibility to perform because of ills mentioned above and at the detriment of the organization. Such redeployment is a waste of resources and manpower.

Again employees are sometimes transferred to a place that does not fit in the worker’s qualification just because the place is regarded as more “greener” than others to show favouritism or *godfatherism* or as a disciplinary measure. It does not benefit the organization and the staff in question. These ills leads to irregular redeployment activities and negative reactions when transfers are made,

The above stated irregularities or negative activities and more that has bedevilled redeployment has become a matter of utmost concern to scholars in higher institution where it is often experienced, particularly in Alvan Ikoku Federal College of Education Owerri, as if redeployments are no longer beneficial. These prompted this research as it has become obvious that there is need to recap and re-emphasized that redeployment should not be seen as an ill-wind that does no one any good. It has a lot of benefits when it is done with the right approach, appropriately and without bias.

Objectives of the Study

The main objective of the study is to examine the benefits of redeployment to Formal Organizations. However, specifically, the study intends to:

1. Find out the process of human capital formation in the Institution.
2. Find out the extent of staff redeployment at Alvan Ikoku Federal College of Education, Owerri.
3. Ascertain and articulate the benefits of redeployments on workers and Organizations.

Research Questions

The following research questions guided the study:

1. What are the processes of human capital formation at AIFCE Owerri?
2. To what extent is staff redeployment being carried out in the institution?
3. Are there benefits that accrue from redeployment activities to workers and Organizations?

Significance of the Study

This work will be highly beneficial to all public organization especially to the following stakeholders in the following ways:

1. It will assist policy makers in public organization to realize the necessity of redeployment as one of the personnel functions and put it at the top of the program or agenda for productivity.
2. It will reduce fear within the management in case of sudden loss of employee that may lead to stagnation of needed activities in the affected sections of the Organization.
3. It may serve as an unintended training process for managerial skills within the organization.
4. The study will be useful for developing managerial decisions for the efficient deployment and redeployment of labour resources in all public organizations.
5. It will serve as a reference material for future researchers and also add to the existing body of knowledge.

METHODOLOGY

The study was guided as follows:

Descriptive research design was adopted as the study tends to examine the benefits of redeployment of human capital in AIFCE Owerri.

Our scope of study was limited to Alvan Ikoku Federal College of Education, Owerri. The College is one of the seven higher institutions in Imo state. It is located at the heart of the state capital, Owerri Municipal Council, precisely opposite Old Shell Camp, Owerri.

The population of study comprises the senior and junior non-teaching staff of the college while to achieve a detailed study and adequate representation of the population, a sample size of 168 people was employed using stratified random sampling technique to select from a population of 1684 non-teaching staff of the college.

For data collection, both primary and secondary instruments were employed. The primary sources constitute structured questionnaire and oral interviews while secondary sources involves information from various published and unpublished literature obtained from libraries, journals and online sources. As for the data analysis, descriptive method was adopted.

Theoretical Underpinning

This study is guided by a cumulative of organizational theories propounded by eminent scholars such as Ludwig Von Bertalanffy (1951), System Theory. George Elton Mayo (1933), Human Relation Theory and Henri Fayol (1949), Administrative Theory.

According to Ludwig (1951:306).”There is an interdependence of individuals in a group to help understand and optimize the achievements of the system and the behavior of the system is understood by examining the entire system not individual parts”.

Mayo postulates that, “People desire to be part of a supportive team that facilitates development and growth. More so, the output or the amount of work of a worker is not determined by his physical capacity only but also by his social capacity” (Sapru, 2013: 184).

While Fayol holds that, “the major task of organization is to develop the personnel so that they are able to carry out the essential functions of an enterprise and managers had the responsibility to ensure that the organizational structure is effective and fit for the purpose, by managing human capitals and other resources effectively” (Sapru, 2013:132).

Systems Theory of Ludwig

Ludwig Von Bertalanffy (1951) as cited in Sapru (2013:395), was a biologist who saw a system as having interacting components as it is applicable to biology. He viewed every living organism as being essentially an open system which maintains itself in a continuous inflow and outflow,

building up and breaking down of components. He also conceived human being not as a robot or a moron that aims at reducing tensions by satisfying biological needs only but as an active personality system creating his own universe, who revels in accepting challenges, solving problems, and expressing his artistic inclinations.

A system is delineated by its spatial and temporal boundaries, surrounded and influenced by its environment, described by its structure and purpose or nature and expressed in its functioning, which all is applicable to an organization.

As a result he saw an organization as a system that focuses on the arrangements and relations between the parts which connects them into a whole, believing that in the organization, there is an interdependence of individuals in a group to help understand and optimize the achievements of the organization. Therefore should be regarded as a system with a cohesive conglomeration of inter-related and interdependent parts that is either natural or man-made as it is applicable in the institution.

Human Relation Theory of Mayo

George Elton Mayo (1933) cited in Sapru (2013:175.189) after his Hawthorne Plant Experiment in 1924 wrote a book titled, “The Human Problems of Industrialized Civilization” which hold the view that people desire to be part of a supportive team that facilitates development and growth, believing that a happy worker is an efficient worker which brings about more productivity. He is of the view that when more of the needs of a worker is provided, it makes the worker to have a sense of belonging and put more effort towards the progress of the organization.

That said therefore, the behaviour of people at work should be studied and well managed in order to promote the relationship between social factors and productivity. Having known that work satisfaction depends to a large extent on the informal social pattern of the work group, where the norms of cooperation and higher output were established as a result of a feeling of importance. This shows that productivity is not only the function of physiological aspects but also influenced by the social and psychological factors. It means that physical conditions of work have some influence on the workers morale and productivity. But their inter-personal relations, attitude of the supervisors and other social and psychological factors have a far greater influence. Also the effectiveness of any organization depends on the quality of relationships among the people working in the organization.

Administrative Theory of Fayol

Henri Fayol (1949) was among the proponents of organizational behaviour theory which seeks to describe, understand and predict human behaviour in formal organizations. In his work, “Administration industrielle at generale” of 1916. There he developed 14 management principles which he latter summarized as five (5) functions of a manager (Koontz et al 1980:46).

In this theory he observed that manager has a responsibility to ensure that the organization’s structure are effective and fit for the purpose and that they must manage human and other

resources effectively. Again, Fayol holds that specialization increases accuracy, speed, and productivity and promotes efficiency of workforce. It allows the individual to build up experience and to continuously improve skills to be more productive. More so, organization is a social system that consists of individuals who act together and share a mutual relationship in the same physical condition or environment in an attempt to achieve an established common goal. It is only the managerial practices that can be the key to predictability and efficiency, strategic planning and management in organizations which Fayol opted for.

In the light of the above theories, it shows that the three (3) organizational behaviour theories are linked to this study, as all dealt on the activities involved in public organizations.

But general system theory will be more appropriate because Organization has been seen as a system that involved all the systematic attributes of parts, whole, closed, open, environment, boundaries, steady state, dynamic, homeostasis, feedback, sub-systems, supra-system, growth, equifinality which workers are involved and must be conversant with for the Organization to survive. More so, system theory holds that, a system is a collection of interacting parts; that the behaviour of any part is influenced by the interaction with other parts, its boundary defines the set of parts that comprises a system which will interact with things outside of its boundary. Again, the external interaction is less influential on system behaviour than internal interaction and behaviour is understood by examining the entire system not individual parts. In other words, there exists interdependence of parts in a system, be they biological, political, and organizational.

In fact system theory offers a unique approach to problem solving and it views problems as part of an overall system.

Therefore it looks at the study in a holistic pattern and systematically discovers the system's dynamics, constraints, conditions and elucidating principles (purpose, measure, methods, tools etc.) that can be discerned and applied in the college environment. It also provides an enterprise wide approach for controlling multiple systems and networks. Its view on system problems and a unique approach it offers to problem solving is what redeployment in public organizations, particularly, Alvan Ikoku Federal College of Education Owerri, tends to achieve.

Related Literature Review

In the process of carrying out this study, there are concepts and emergent variables that needs to be conceptualized for easy comprehension.

Moreover, previous views on the topic need to be studied, examined and discussed to ensure agreement in opinions and for reference purposes.

Conceptual Clarifications

Formal Organization

Griffin and Moorhead (2007) cited in Ihenacho (2015: 42) opined that, “Organization is the collection of people working together to accomplish something or a goal”. Business encyclopaedia defined Organization as, “an assembly of people working together to achieve common objective through a division of labour” While Robbins and Judge (2013) defined organization as, “a consciously coordinated social units composed of two or more people that functions on a relatively basis to achieve a common goal or set of goals”. It shows that it takes two or more people to form an organization.

Organization can be regarded as formal when it is deliberately planned designed and duly functioned by competent authority. It has a clearly defined structure of activities and predetermined goals to achieve (Sharma & Sadana, 2012:198).

It represents a system which in itself operates within a politico-administration system that are interconnected with various other systems and each has within it a number of subsystems. Organization as a system depends upon the effective functioning of its parts called subsystem which performs series of needed activities. No wonder Barnard (1938) view Formal Organization as, “a system of consciously coordinated activities or forces of two or more persons and he stressed the need for cooperative action in organizations which is the only way to achieve efficient, effective and high productivity for the survival of the organization”.

In view of the above opinions, it shows that Formal Organization is deliberately planned and it is a consciously coordinated social unit with collection of people that are working together as a system. It needs a regular or periodic rotation of its staff for effective functioning, efficient coordination and productivity. This shows the inevitability of redeployment in an Organization.

Human Capital Planning

On establishment of an organization, human resources planning follows in order to recruit, select and appoint individuals in the organization and they are regarded as human capital because, it is one of the important factors of production or fixed asset of the organization whose current value can be improved for future value through its development.

Onah (2015;187) defined human capital as, “the stock of competencies, knowledge and personality attributes embodied in the ability to perform labour so as to produce economic value”. While Bontis et al (1999) viewed human capital as, “the combined intelligent, skills and experience that gives the organization its distinctive character”.

To acquire the above bundle of attributes required, it needs strategic planning in order to meet the needs of the time and that of the organization. Kotler and Murphy (1981) have the view that strategic planning is, “the process of developing and maintaining a strategic fit between the organization and its changing marketing opportunities”. While Njoku (2017: 13) defined human

capital planning as, “the process by which an organization establishes and determines the means by which it could raise the present human capital or human resources from the present level of performance or productivity to a higher level of efficiency and effectiveness”.

The above views signals the unavoidable nature of human capital planning as it is through it that the organization acquires the right number of staff with the right skill, competence and qualification. It also shows that lack of human capital planning in an organization may result to acquiring the wrong set of human capital, low productivity, job dislocation, dissatisfactions and other consequences that may not be remedied even with training, development or capacity building of the human capital by the organization.

In fact, the purpose and main aim of human capital planning is to improve and sustain the organizational ability to attain and achieve the corporate goals of the organization by devising and designing the best method that will make human capital cost effective, efficient and contribute maximally to the production of goods and service delivery or performance. Redeployment is one of the best planned strategies through which Organizations can achieve effective performance from human capital.

Staff Recruitment

The above concepts are used to describe the function of personnel in a Formal Organization Obikeze and Obi (2004: 277) defined Staff Recruitment as, “the process of attracting job candidate to apply for vacant positions in organization”.

Ivancevich et al (1994) cited in Nwachukwu et al (2011: 243) noted staff recruitment as “the set of activities an organization uses to attract job candidates with the abilities and attitudes needed to help the organization achieve its objectives.

Iheanacho (2015: 429) described Staff Recruitment as “the process of searching for prospective employees and stimulating them to apply for jobs in an organization”. Sharma et al (2012: 457) noted that “Staff Recruitment is the act of attracting the proper and suitable type of candidate for post to be filled”.

Hellriegel and Slocum (1996) cited in Nwachukwu et al (2011: 243) opined that Staff Recruitment is “the process of searching both inside and outside the organization for people to fill vacant positions.” Ezeali et al (2009:41) defined Staff Recruitment as “ the process of attracting a sufficient number of individuals with the right profile in terms of qualifications, experience, skills and other relevant attributes to indicate their interest in working for the organization while Etomi (2002) cited in Ezeali et al (2009: 41) also defined Staff Recruitment as, “ the array of organizational practices and decisions used to affect the number and types of individuals who are willing to apply for or accept employment in an organization”.

Staff recruitment in its entirety can be referred to as, “the overall processes of attracting, short-listing, selecting, and appointing suitable candidates for jobs within an organization”.

All the above views on staff recruitment centred on organization and people that will achieve the predetermined objectives for the benefits of Organization, workers and the development of the society at large. More so, it is the recruited workers that are to be redeployed for the benefit of the Organization.

Staff Selection

Different authors defined staff selection in different ways. According to Ezeani (2004: 162) staff selection is “a human resource management tool which seeks to assess candidates in order to choose the most suitable person and describe a smaller part of the total process of recruitment”. In the view of Onah (2014: 104) Staff selection is the processing and rank ordering of the applications and interviewing applicants in order to determine the offer of job. It is the act of sorting out or elimination of those considered unqualified to meet the job and organizations requirements (Iheanacho, 2015: 430).

Staff Selection can be seen as the use of employment criteria to sort and determine the qualified and unqualified job applicants by the organization. It is also the process of picking or choosing the right candidate who is most suitable for a vacant job position or rejecting the unqualified candidate in an organization. The process of interviewing the candidates and evaluating them are required for a specific job to choose the suitable candidate for the position.

It should be known that Staff Recruitment and Staff Selection goes hand in gloves, as Selection cannot take place without Recruitment and both play vital role in the growth of an organization.

It is only through good Selection process that organizations are assured of appointing the right set of employees with the right qualification and attitudes. Those selected and appointed were the ones that can be deployed and redeployed for the benefit of the organization and staff in general.

Staff Redeployment

Staff Redeployment is one of the management strategies towards training, retraining, development and retention of the employees for the success of the organization. Words such as transfer, posting, reassignment, rotation, relocation, reorganization, rearrangement, redistribution, reformation, redeployment, movements, and change are normally used to represent redeployment. In its facial meaning, it is the act of moving an employee from the deployed post to another. In the view of Gibson et al (1994:520); Staff Redeployment also known as job rotation is, “the practice of moving individuals from job to job to reduce potential boredom and increase potential motivation and performance. It is also an act of rotating managers and non-managers alike from one job to another. An Organizations idea to give individuals near complete control of the condition that govern work, place and quality to ensure every person in the Organization were to be and act like a manager”

Collins English Dictionary (1979) defined Staff Redeployment as, “the Redeployment of forces, troops, workers or resources. It involves putting them in a different place from where they were before or using them for a different task or purpose”. Cambridge English dictionary (1995)

defined staff redeployment as, “a process of moving employees to a different place”. In the work of Klay (2014) Staff redeployment was viewed as, “the assignment of troops, employees or resources to a new place or task. Also broadly defined as, the transfer of an employee to another job within the same organization or an associated entity. The process of moving people within the Organizations and from units where there are excess employees to the departments where there is shortage of manpower”.

When an employee’s position has been made redundant, an employer will consider transferring the employee to a different position within the organization when this happens it is regarded as Staff redeployment. According to Bration and Gold (1999:106) it is done to reduce repetition and monotony of work. This shows that employees are transferred from one area of activity to another for the sole benefit of the staff and the institution. Also the above views of scholars were in agreement that staff redeployment has a lot of benefits in an Organization.

Human Capital Development

When organizations are established, staff are formed to become the human capital of the organizations that must be redeployed for further development in order to achieve effective and efficient performance.

In the view of Onah (2015:187) human capital development is, “a process that relates to training, education and other professional initiatives in order to increase the level of knowledge, skills, abilities, values and social assets of an employee which will lead to an employee’s satisfaction and performance and eventually on the organization high performance”.

According to Sharma et al (2012:29), “Human Capital Development is an effort to develop capabilities and competencies among employees as well as to create an organizational environment conducive to the employees’ development”. While Aina (1992:74) opined that, “Human Capital Development is a systematic action which causes people to acquire new skills, knowledge and predetermined behaviour”.

The above views shows that, planned effort, the purpose and the process are all geared towards improving on the existing capabilities and acquiring new ones for effective performance.

Therefore Human Capital Development relates to redeployment as it helps in training workers, developing capabilities, competence that leads to the acquisition of new skills and knowledge by the workers which will in-turn benefits the workers and Organizations in terms of its effectiveness and productivity.

Effective Performance

Effective performance according to Wikipedia “is the completion of a task with application of knowledge, skills and abilities, an action or process of performing a task or function”.

The Business Dictionary (2009) defined effective performance as, “the accomplishment of a given task measured against preset known standard of accuracy, completeness, cost and speed”.

The above definition shows that effective performance has a degree or speed in the process of accomplishing a task. Even the standard or quality of the task performed is also considered effective. Effectiveness therefore is a measurement of quality because when the degree of accomplishment and the quality of the task performed is high, it is termed as effective performance. The degree or speed of performance, its standard or quality are all determined by the level of knowledge, skills, abilities or potentials possessed by the individual worker which was acquired through education and experiences. This also shows that the employee’s effective performance is dependent on two variables - professional and technical competence of the workers obtained from education and experiences which are sometimes acquired through redeployments.

Data Presentation and Analysis

Human Capital Formation in AIFCE, Owerri

Public Organizations have different procedures through which human capital are formed and the recruitment policies should be geared towards attracting the right people in order to select the right employees to be retained and also develop the right skill and knowledge that will achieve the organizational aims and objectives.

Information gathered from Registry Department of AIFCE Owerri shows that the college always recruits staff accordingly and due processes are normally followed. Their procedures are recorded as follows: The College reflects on its human resource planning unit to find out if vacancies do exist or if vacancies were created as a result of staff deaths, resignations, terminations, insufficient or shortage of staff. Then there will be need to fill those vacancies. The college will do the job analysis, description and specification that will lead to the recruitment of staff.

Although information from the Deputy Registrar personnel shows that before recruitment, advertisement will be done. The College must write to Federal Ministry of Education, Federal Character Commission (FCC), National Commission for Colleges of Education (NCCE) and budget office or the office of accountant general to seek for the approval to fill the vacant positions. Sometimes the College seeks for a waiver for employment from the federal character commission which on approval will be done through mostly internal advertisement through which replacement will be done.

In the event of full employment, all the above ministries must approve before advertisement for internal and external vacancies were made. On collection and collation of applications from the applicants, then follows long listing and short-listing of the applications and scheduling of interview date for selection, appointment, and placement of qualified candidates. According to the information gathered, Alvan Ikoku Federal College of Education recent recruitment was done in 2010, 2011, 2012, 2013 and 2018 respectively. Any application for employment that was

received outside the processes written above will be kept in view until window opens. More so, out of the distributed one hundred and sixty eight (168) copies of questionnaire that treated research questions with five statements each, one hundred and fifty eight (158) copies were returned.

It was observed that the statements on human capital formation in Alvan Ikoku Federal college of education, one hundred and twenty six (126) respondents strongly agreed that human capital are strategically formed in the college, thirty two (32) agreed, seven (7) disagreed while three (3) strongly disagreed. The result shows that almost all the respondents were on the positive side. It implies that human capitals of the institution are formed procedurally and strategically. The few negative respondents were insignificant and obviously are those on causal basis that are yet to be fully employed.

Extent of Redeployments in AIFCE, Owerri

Normally when human capital is formed, they will be posted or deployed to duty post according to the job description and specification. Then it is the duty of the organization to redeploy staff when and where necessary, either for the reason of shortage of staff in one area or the other. Sometimes the organization creates vacancies through redeployment as Howe (1995) also noted that organizations may even reduce the number of workers to be recruited so that vacancy could be provided or opportunity created to transfer another employee from one over-staffed area to the place where there is shortage of staff.

Information gathered from the Deputy Registrar personnel of the college shows that procedurally, there suppose to be movement of non-teaching staff at various levels within the college at three (3) years interval but it is in principle. In practice, there is no standard or stipulated time for redeployment. Majority of the staff have been on their duty post from 5-10 years and some are redeployed from 5-8 times in a year. Even when this is done it is either by the request of the provost, the Registrar, the HODS or Staff demands. There is no appropriate or sufficient method of executing redeployment exercise in the institution. As a result workers have negative view on redeployments in the college.

Information shows that majority of the staff react negatively to redeployments. Whenever transfers are to be carried out or there are rumours that personnel section will redeploy or carry out postings. There will be shock, disbelief or anger, having a feeling of uncertainty of their future within the college. Staff normally run helter-skelter either to make sure their names were not included or that they will be transferred to a place they termed to be "juicy". Some seek a redundant placement where no one will supervise them to enable them do their private businesses. Sometimes, on receipt of redeployment letter many become aggrieved for transferring them from where they refer to as "greener place" to a "dry place". Some even complain that redeployments are done out of hatred and some find it difficult to leave their boss because of established ties or relationships. There exist series of complaints from either the staff or the head of department to repost or return a staff in a particular office leading to stagnation of such staff in one office for a long period which is not in the interest of the staff and the institution.

Sometimes redeployed staff resist and do not report to the new place of posting and some will move without proper handover note which also hinders the taking over and continuity of the routine job in the office.

However, few have positive view and react positively in their attitude towards redeployment, especially when they think that it will favour them. Again when posted where they wish to or where they want to be removed from. When some staff that could have been ordinarily terminated or withdrawn their appointment as a result of offences they committed or labour surplus. Such ones wear happy faces and shows positive attitude to redeployments.

The above findings were also confirmed from the result of the research question on redeployment and its extent. It was evident that out of one hundred and fifty-eight (158) copies that was returned to the researcher, one hundred and twenty three (123) respondents strongly agreed and nineteen (19) agreed that redeployment are not regularly carried out even when it is done it not sufficiently executed and it affects the staff and the institution negatively. While thirteen (13) respondents disagreed and three (3) strongly disagreed.

As a result of the insignificant number of those that disagreed and strongly disagreed. The researcher inferred that, they are the few favoured ones that always exhibit positive attitude towards redeployment in the college.

Benefit of Redeployment on Workers and Organizations

Words Such as change, transfer, postings, reassignment or redeployments sometimes incite fear within the work place, while actually they are words that can benefit workers and organizations in a number of ways.

The research findings of this study shows that redeployment has numerous benefits which workers and organizations are insensitive about and they are recorded as follows:

It is a strategy for orientation, environmental awareness and development of workers in an Organization. Redeployments help workers to acquire much experience.

Phil Klay (2014) was in agreement because he believed that redeployment to each officer in the military created an experience and benefit when he said, “..... each person has such a small piece of the war experience and that piece will be powerfully shaped not only by when they were there and where in Iraq they were but also by what job they did”. He is of the view that real life experience is the best teacher and it is also acquired through movements or redeployments. Therefore redeployment helps in developing workers.

Redeployment helps to identify and develop high potentials capable of meeting up with the present and future roles. Thereby establishing a highly skilled work force that are ready to adapt for future challenges, which will in turn help to provide better services to the society.

Redeployment has clear positive implications for employees' morale and production, performance, image, corporate responsibility, conservation of institutional knowledge and retention of increasing scarce talent.

It is an investigative resource of an Organization. Instead of outright suspension from duty, the offended Staff is redeployed from the present duty post to another to enable the Organization to investigate serious offences. This also will relieve the offender of financial hardship and the institution will still benefit from the services of such staff.

Redeployments when strategically done avoid redundancy and strengthens policy compliance. That is where staff are not implementing or carrying out the institution policy. Through redeployment a more compliant staff replaces such staff.

It discourages management from building a strong and viable production department at the expense of the other. Sometimes departments are given incentives to allow their human talent to leave to redeployed area where higher returns are expected from the talent.

Change is an inevitable part of running an organization through which workforce are reshuffled or reshaped to support and meet the needs of the organization. Therefore through it obsolete, dead wood and redundant staff are removed in order to create new roles for the development of the institution.

It also helps the employees that has identified and articulated the transferable skills, knowledge and experience they have to build their cvs, which will eventually be an added advantage in case of application for internal or external vacancies for higher positions.

It is sometimes a source of encouragement which boosts staff commitment to duty. With redeployment, employees are no longer passive objects of workforce restructuring rather it makes both the employers and the employees to be an active partners in the organization's drive for strategic change.

The employees that have learnt all the modus operandi of the entire environment of the work place through redeployment will present themselves, their experiences and transferable skills effectively in person, if the workers happen to find another job.

Redeployments protect the employer brand during times of uncertainty. It is an alternative to layoffs, loss of talent, more importantly it solidifies employer- employee relations.

Redeployments are seen as a standard workplace management programme that helps the institution to establish an internal culture of mobility. This will equally assists in retaining key talents and maintain morale to ensure that productivity does not suffer when more competent ones are redeployed to handle a weak place in order to bring it up to standard.

It mitigates projected staffing shortages. Through redeployment, rate of recruitments are reduced thereby saving cost for the institution.

Redeployment promotes goal congruency among departments and reduces conflict between heads of department over the college resources.

It creates a culture of engagement that recognizes and rewards high performers to keep them performing at their best.

These benefits of redeployment were equally confirmed through the result of the second research question, which indicates a very strong positive response on the benefits of redeployment. Surprisingly, no negative response was recorded. All the respondent of one hundred and fifty-eight (158) strongly agreed and agreed that despite irregularities that beclouded Staff redeployment exercise in the institution, numerous benefits still accrue from redeployments but the approach has been affecting the exercise negatively.

Now considering that redeployment is highly beneficial, it should be adopted as an organizational culture which must be done strategically. Moreover, when organization includes a meaningful redeployment program as part of their restructuring efforts, it signals a firm commitment to the security and welfare of their workforce, the organization and the communities in which they operate.

Summary and Conclusion

This study has been successfully carried out and it confirmed that the management of Alvan Ikoku federal college of education forms human capital strategically. Newly recruited staff are normally deployed to their duty post according to the job description and specification. Redeployments are done but not regularly. The routine staff redeployments to shortage areas or for relief duty are sparingly done and its extent is not yielding the desired result.

The study also shows that numerous benefits are in staff redeployment especially in an ideal situation. That is, where it is culturally adopted and carried out for excellence. It was observed that redeployment benefits cannot be overemphasized as it is the strategy to ensure that institutions have the right people in the right roles. It is also a strategy for staff orientation, induction, training, development, retention and specialization, saving time and finance for the college.

In conclusion therefore, Staff redeployment holistically is highly beneficial to both the organizations and workers. At such, leadership of every public organization must recognize the strategic benefits of redeployment and ensure the commitment of its personnel unit to meet the redeployment objectives through regular redeployment exercise which must be done strategically. This will provide the employees the opportunity for training, retraining, transfer of skills, acquisition of new skills, knowledge and experience.

Moreover, employees should stop resisting and reacting negatively to Staff redeployments and be aware that redeployment helps in their career options and opportunities. They should be motivated to accept change and adapt to new roles when redeployed and be willing to accept responsibilities in order to be accountable for managing their careers within the organization. It

will help them to assess accurately their talent, skills, and potentials and also be equipped to evaluate offers and make the transition to a new role a reality.

Recommendations

On completion of the investigation, examination and discussion on the subject matter under study. It has been realized that Staff redeployments in Formal Organization yields much benefits on workers and organization and many Organizations are insensitive of this fact. Also its positive impact on both the organization and the workers was on the high side.

These findings imputed new ideas into the researcher that the following recommendations were made.

Formal organizations should acknowledge the necessity of Staff redeployment and include it as one of the top priorities on their program agenda. It should be culturally and regularly carried out for it to yield the desired result.

To achieve excellence on redeployment activities, organizations should adopt the right management redeployment model which must be set as new criteria that will achieve advanced technological and innovative approach that will create a highly customized and personalized solution. This will ensure that organizations have the right people in the right positions. It will equally help to successfully meet the organizational aims and objectives.

The rationale for redeployment and the actual process of redeploying talents from one role to another is a meticulous one; therefore organizations should know that it requires thoughtful planning and management in order to succeed.

Right redeployment should consist of series of modules and most crucially, a powerful interactive web portal which will be delivered to the employees in three distinct phases by means of briefing sessions, workshops and one-to-one coaching.

To achieve a successful redeployment, organization should adopt a structure and systematic approach which will encourage and support the retention of talented and high-performing employees.

Organizations should develop a flexible and strategic solution which can be executed on a global, regional or local scale to help organizations effectively manage the redeployment process from self discovery to on-boarding.

Having known that re-training talents, key skill, knowledge and acquisition of experience is vital and also making workers redundant is expensive, therefore redeployment should be the necessary option or a means to an end.

Organizations should identify redeployment champions within the organization to act as mentors and coaches to employees that are to be redeployed and for those seeking for redeployment opportunities.

Time and resources should be invested in redeployment to support the employees during periods of organizational change as it will help them to engage fully with the process, to retain the key skills and know that they need to move forward.

To take full advantage of redeployment, organizations should also help the employees to understand their values, skills and options using a clearly thought out redeployment strategy. It will mitigate any potential risk that may arise when change is announced.

The process of redeployment should be handled sensitively and also viewed as a collaborative effort between the organization and the employees knowing that redeployment is more than creating new roles and making them available to staff. It is not just for transfer of skills from one area to another but also involved other numerous outcomes that will benefit both the organization and the employees.

The offer of suitable alternative work through redeployment should have similar status and should be within the capabilities of the employees; it should not cause unreasonable inconveniences to the employee but should provide similar earnings to the workers.

Employers should notify and educate employees on the importance of being redeployed in high need areas to avoid negative or cold attitude towards the duties of such redeployed staff.

Workers should be retrained and sometimes be re-equipped for new position before redeployment.

There should be an assessment process developed to see how the employees are doing in their new assignment or deployed areas.

Workers that react negatively to redeployment should desist from such actions for it is not in the interest, progress and development of the organization and the employees. Where there is a strong redeployment strategy in place, it ensures that change will achieve a positive experience which will benefit the staff, the institution and the society in general.

I believe if all these recommendations are properly implemented. Staff redeployment will yield appropriate benefits that will positively impact on organizations and the employees at large.

REFERENCES

- Alvan Ikoku Federal College of Education Regular Degree Students' Handbook (2014) Owerri: Neke Associates.
- Benefits of Redeployment* – City of Oakland, Retrieved from PDF www. Oakland net.com.Oak 030137, 27th December, 2018.
- Bratton, J. and Gold, J. (1999) Human Resource Management: Theory and Practice (2nd eds) London: Macmillan Press Ltd.
- Chester, I.B. (1938). The Functions of the Executive; Cambridge: Harvard University Press.
- Ezeali, B.O. and Esiagu, L.N. (2009). Public Personnel Management: Human Management Strategy in the 21st Century. Onitsha: chambers books ltd.
- Ezeani O.E. (2004) Local Government Administration. Enugu.: Zik Chuks Printing Press.
- Gibson, J.L. et al (1994). Organizations: Behavior-Structure-Processes (8th ed) USA: Richard D. Irwin. Inc.
- How Redeployment Can Help in Retaining Employees – Entrepreneur*. Retrieved from <https://www.entrepreneur.com>.>..... 27th December, 2018
- Howe, S. (1995) Essentials of Human Resource Management. London: DP publications Ltd.
- Hr. Advance/redeployment*: retrieved from [https:// hradvance.com.au>resources> re-----](https://hradvance.com.au/resources/re-) 27th December, 2018.
- Iheanacho, E.N. (2015). Organizational Behavior and Contemporary Issues in Administration: Owerri: Career Publishers.
- Koontiz, H.D. and Weihrich H. (1980). New Zealand Management; Auckland: McGraw-Hill International Book Company.
- Ludwig, U.B. (1950). *An Outline of General System Theory*. *British Journal for the philosophy of Science* I. P.114 – 129
- Ludwig, U.B. (1951). *Problems of General System Theory: A New Approach to the Unity of Science*. *Symposium on Human Biology*. (VOL. 23, PP 303-361).
- Ludwig, U.B. (1968) General System Theory: Foundations, Development, Applications. New York: George Braziller.

- Mamleeva et al (2018). *Deployment and Redeployment of Labour of the Region: (The Case of the Republic of Bashkortosan)* Journal of Fundamental and Applied sciences (Vol. 10 No. 6s).
- Njoku, D. (2017). Human Capital Management and Corporate Ethics: Theories and Practices, Owerri: Kriscona publishers
- Nwachukwu, L.C. et al (2011). Readings on the Nigerian Public Services. Onitsha: Book Print Educational Ltd.
- Nwizu, G. (2002). Studies in Modern Public Administration. Enugu: NGIB Publishers.
- Obikeze, S.O. and Obi, E.A (2004). Public Administration in Nigeria: A Developmental Approach. Onitsha: Book point Ltd.
- Onah, F.O. (2014). Human Resources Management; (3rd ed) Nsukka: University of Nigeria Press Ltd.
- Phil, Klay (2014). "Redeployment" (short story collection); USA: Penguin Press.
- Recognizing the True Value of Redeployment – Renovo U.K.* Retrieved from <https://renovo.ukr.com>recognizing-the-t...27th> December, 2018.
- Robbins, S.P. and Judge, T.A. (2013). Organizational Behavior; Boston: Pearson Education Limited.
- Sapru, R.K. (2013). Administrative theories and Management Thought; (3rd ed) Delhi: Asoke K. Ghosh PHI learning private Ltd.
- Sharma, M.P. et al (2012). Public administration in theory and practice; (48th ed) Delhi: Kitab Mahal New Delhi-11002.
- Singh, K.J. (2011). *What is redeployment? MBA officially, An article published in India.* (Retrieved from <https://www.mgbaofficial.com>what-is-re.-23rd> January 2019