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Impact of Corruption in Human Resource Development Programmes on the Productivity of Local Government Employees in Enugu-East Senatorial District, 2014 – 2024.

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[0223] Abstract
In the face of competitive business environment, it is pertinent that business entities should strive to create a cutting-edge human resource development in order to remain in the frontline of business. This can however be achieved with the effective utilization of its human capital. This study therefore examined human resource development and productivity of Local Government employees in Enugu state: a study of selected Local Government Areas in Enugu east senatorial district, 2014 – 2024. The study adopted descriptive survey research and utilized questionnaire as the instrument of data collection 346 Local Government employees/respondents were interviewed using the well-structured 5-point scale questionnaire. Collected data were presented using frequency tables and percentages while chi square was used to test the hypotheses and for data analysis. The findings of the study showed that staff training is not given higher priority and consideration in selected Local Government Areas in Enugu east senatorial district of Enugu state. Findings from the study also revealed that Corruption in the human resource development and training program of the Enugu state Local Government Service Commission (LGSC) undermined employees' productivity in selected Local Government Areas in Enugu east senatorial district between 2014 and 2024. In addition, the findings showed that Political interference in the selection of workers for training and development undermined employees' productivity in selected Local Government Areas in Enugu east senatorial district between 2014 and 2024. Against this backdrop, the study recommended that local governments and other organizations should strive towards training and retraining of workers from time to time as employees should not be blamed if they are not well trained.

Keywords: corruption, development, employees' productivity, human resource, local government, political interference.

1. Introduction

Human resource development is receiving broader consideration with the emergence of current globalization and unstable job market due to the present economic recession in Nigeria. Developed and developing countries in the world have placed emphases on human resource development as instrument geared towards improving employees' performance by devoting necessary organization resources towards manpower training and knowledge transfer. (Obi-Anike, Ofobruku & Okafor, 2017) In the local governments, it is the function of the Local Government Service Commission to cater for the staff training. On the other hand, the civil service commission caters for the staff training of different government ministries. These bodies carry out these activities by offering a variety of scheduled workshops in the areas of: leadership and management; interpersonal skills; oral and written communications skills; and personal development skills.

These workshops which are held in both urban and rural areas, provide customized and in-house group training to meet the specific needs of the program area, provide consulting and facilitation services in several areas, including but not limited to: planning, organizational change, team building, and work place restoration (Ohaeri & Chukwu 2016). Local government service commission, ever since the reform of local government in 1976 has been responsible for personnel management and development in local governments across the country, however, until recently there has been a general

resistance to investment in training and development of human resources or manpower because of the belief that "employees hired under a merit system must be presumed to be qualified, that they were already trained for their jobs, and that if this was not so it was evident that initial selection of personnel was at fault (Eneanya, 2010)." This assumption has been jettisoned as the need for workers training and development became obvious both in private and public sectors. Many organizations have come to recognize that workers' training and development offers a way of developing skills, enhancing productivity and quality of work and building workers loyalty to the firm" (Adebayo, 2014). The Local Government Service Commission (LGSC) plays a key role in enhancing the capacity of the local government workforce. LGSC is set up to control the local government personnel service, such as appointing, posting, transfer, discipline, training and retraining local government workers (Anam, 2020). The Commission makes decisions on the structure of local authorities and their electoral representation. The recruitment, conditions of service, as well as discipline, transfer, posting, promotion and simply put, the management of human resources in Local Governments in Nigeria is largely tied to the Local Government Service Commission (LGSC), a major stakeholder as regards personnel management in the local governments in Nigeria (Fajobi, 2010).

Harrison, (2009) sees training as a systematic process of altering the behavior, knowledge and motivation of employee in a direction to increase organizational goal achievement. Because of the importance of human resources as the most valuable asset of any organization, it is pertinent to look into the history of staff training in Nigeria. Staff training in Nigeria can be dated as far back as the late 19th century during the beginning of the colonial era. The British colonialists, trained most locals to work in the different grade level in the civil services and ministries that were established. Even after Nigeria's independence in 1960, the government established different training agencies to cater for the training needs of its different agencies (Ohaeri & Chukwu 2016). High organizational effectiveness has been as a result of the intensive training programs given to the workers. However, most organizations are not financially buoyant to carry out staff training exercises. According to Ukpabi (2016), American companies spend more than $60 billion dollars a year on staff training. In this era of organizational complexity, industrial sophistication and technological advancement, the need for manpower training and development program cannot be overemphasized, as the application of acquired skills will go a long way in ensuring effective productivity in a world of work (Harrison, 2009), Because of the crucial and strategic position of manpower development to any organization, no organization can thrive if the training and development needs are not met.

Any organization that neglects or fails to embark on manpower training and development may not eventually survive. It is a known fact that there are many factors that hinder manpower development or training needs, essential among them being funds, corruption, and inability to identify the appropriate development or training needs. It is presumed that most of the funds meant for human resource development and training of local government employees in Enugu state is embezzled by political office holders in corroboration with senior officers instead of using it for the meant purpose. The consequence of this has always been: ineffectiveness of workers, mediocrity, stagnation and poor performance of workers. Existing scholarship in this area of study such as Ezeani (2014), Olisa, Okoli & Nwabufo (2013), Owolabi & Amisu (2016), Onasanya (2015), Ukpabi (2013), ikeanyibe (2011) did not ascertain the effect of corruption in the human resource development programme of LGSC on productivity of employees and or the effect of political interference in the selection of employees for training and development on employees productivity in Enugu state Local Government Areas especially three selected Local Government Areas in Enugu East senatorial district of the state. It is against this backdrop that this research work will employ the use of both qualitative and quantitative approaches to gather both primary and secondary data so as to bridge the existing gap that this study intends to fill.

Statement of Problem

It has been observed that productivity of employees in the local government does not conform to the expectations of the public, because most employees of the local government appears to be inefficient in performing their job functions maybe due to lack of planned and systematic training, lack of well-

articulated policy guidelines and no parameter for identification of employees training needs, no definite job analysis and job description, and indiscriminate training of employees that have no relevance to their tasks and most essential is lack of funds for human resource development (Chineze, Agbodike & Nnaji, 2023).

Research Questions

The study attempted to provide answer to this research question: (a) Is there any positive relationship between human resource development and productivity of local government employees in the selected local government areas in Enugu East senatorial district?

Research Hypotheses

For the purpose of this study a null hypothesis was formulated to guide this study:

Ho_1; There is no positive relationship between manpower development and productivity of local government employees in the selected local government areas in Enugu East senatorial district.

2. Literature review

The aim of the literature review is to look at some salient literatures that have the views, ideas, submissions, opinions and definitions by renowned authorities on the subject matter under review. However, for clearer overview of the various literature on the study, the focus of the literature review is on examining whether corruption in and inadequate funding of human resource development hinder employee's productivity as well as whether selection of staff for training and development was based on the recruitment needs of the Local Government Areas.

Conceptual Discourse

Yusuf (2011) sees local government to imply legal and administrative decentralization of authority, power and personnel by a higher level of government with a will of its own and performing specific function within the national frame work. This definition as a matter of fact, lacks in capturing enough the grass root as this definition can also fit in for state definition. Ikeanyibe (2011) on the other hand, sees local government as a system of local administration under which local communities and towns are organized to maintain law and order, provide some limited range of social services and public amenities and encourage the cooperation and participation of the inhabitants in the joint endeavor towards improving the living condition. This definition of local government captures enough the grass root. However, it is always important to recognize the statutory status of the local government.

Employees' Productivity: According to Sels (2016), employees' productivity is based on the amount of time that a worker is physically present at his/ her job, besides the extent to which he/she is "mentally present" or efficiently working during the presence at the job. One of the key issues that most organizations, establishments, companies and local government areas faced nowadays is the need to improve workers effectiveness. Many studies have focused on one or two ways to measure workers effectiveness and since many different approaches are taken, it can be challenging to compare the results (Nollman, 2013). Ferreira & Plessis (2010) indicated that workers effectiveness can be evaluated in terms of the time spent by a worker actively executing the job he or she was hired to do, in order to produce the desired outcomes expected from a worker's job description. Importantly, it indicates that workers effectiveness is a key determinant of organizational profitability and success.

Human resource Development: Human resource development can be said to mean a system by which the management of an organization helps each staff or individual of the organization to realize his/her potential, develop it and bring it to bear for the growth of the organization (Owolabi & Amisu, 2016). By this definition, it follows to say that the system can involve activities such as indoctrination and training programmes, which could be conducted at various points, systematically performed in physical location and in the individual supervisor's performance appraisal, apprenticeship systematic coaching, sponsorship and other comparable activities in which a selected and group of young employees are groomed systematically for high level job performance. Human resource development

also according to Nedler, (2007), involves other specific educational devices, such as participation in conferences and training programmes and the likes. It also covers a range of elaborate schemes of selection approval and placement.

The provisions of employees training and development programs in Enugu State local government system is the sole responsibility of the state Local Government Service Commission. However, the personnel management and human resource training and Development Department, oversees the arrangement for employee training and development in the selected Local Government Areas in Enugu East senatorial district of Enugu state. In addition, the commission equally organizes seminars, conferences and workshops in conjunction with the consultancy firms. It is important to note that the type of training provided by the personnel management and human resource development department varies. Among them are productivity/improvement training, moral conduct training, resource management training and revenue management training. The commission mostly uses its training centers at the commission's headquarters for training of staff.

Constraints to Human Resource Development: According to Ikeanyibe (2011) he opined that it has been necessary to highlight that because of some bottlenecks and bureaucracies, training and development programs in this country and more particularly the fact that it exists in government and private sectors is an effect made to explain some of the reasons for the current decline in quality of service all over the country. On this note, some constraints have hindered the employee training and development in the Nigeria local government system. Ikeanyibe (2011) have identified the following constraints: **(a)** Poor selection of staff for training and inadequate training need assessment. (b) Inadequate funding level. According to Nwachukwu (2013) "another major constraint to the effective realization of objectives of local government employee training program is the funding level. Ikeanyibe (2011) noted that there is inadequate support from the executive in terms of budgetary provisions and other logistics. For instance, the one percent deduction from federal allocation to local government for training and development purposes is in-adequate owing to the higher rate of inflation in the country we all realize that no local government or any organization can function adequately without funds. In the same manner, local government employee training programs cannot succeed if they are not adequately funded. It is usually quite frustrating for an employee undergoing training outside his/her local government to be without money. As stated by Eneanya, (2010) more often, the employees who are sent for training programs by the local government do not receive incentives to motivate them. On the other hand, many local governments hide under the problem of fiscal crises to deny their employees the benefit of training. **(c)** Lack of opportunity to implement the newly acquired skills. (d) Organizational ignorance/personal insensitivity: few local governments do not fill up their training quota because the management staff see training as an avenue to waste the meager local government revenue. They believe that such monies could be better used in awarding contracts.

3. Research Methodology

Research Design: The study used the descriptive survey research design. The design was adopted to enable the researcher gather wide range of data on how human resource development affects the productivity of Local Government employees in Enugu state: a study of the selected Local Government Areas in Enugu east senatorial district of Enugu state between 2014 – 2024.

Area of the study: The area of this study includes the three local government areas in Enugu East senatorial district of Enugu state. These local governments are: Enugu North LGA with headquarters at Okpara Avenue in the heart of the commercial heartbeat of the city, Nkanu West LGA with headquarters at Agbani and Nkanu East LGA with headquarters at Amagunze. The researcher selected these three local governments because they are strategic enough for the generalization of the study. Enugu North LGA is an urban situated local government area, Nkanu West LGA is a semi-urban local government area while the Nkanu East LGA is a rural local government area.

Population of the study: The population of the study comprised all the 911 workers in Enugu North, 851 in Nkanu West and 814 workers in Nkanu East local Government Areas of Enugu state, making a total population of 2576 workers.

S/N	LGA	Administrative	Personnel mgt.	Finance & supply	Research & planning	Internal audit	Information	Total
1	ENUGU NORTH	170	145	162	151	165	118	911
2	NKANU EAST	129	107	136	162	133	147	814
3	NKANU WEST	160	135	152	141	155	108	851
	Total							**2576**

Source: Enugu State Local Government Service Commission 1999 – 2020 year Book.

Sample and Sampling Technique

The sample for this study consists of three hundred and forty-six (346) employees from different Departments of Enugu North, Nkanu West and Nkanu East Local Government Areas. The sample size was statistically estimated and generated, using the Taro Yamane formula. The formula was employed to statistically estimate and generate the sample size and it is given as thus:

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

Where:

n=sample size
N=entire population
1=constant
e=level of precision which is assumed 0.05

Therefore

$$n = \frac{2576}{1+2576(0.05)^2}$$

$$n = \frac{2576}{1+2576(0.0025)}$$

$$n = \frac{2576}{1+6.44}$$

$$n = 2576/7.44$$

$$\mathbf{n = 346.236}$$

The figure was approximated to three hundred and forty-six (346). Therefore, the sample size of this study was 346. The sample population will be distributed based on the ratio of the population of the three selected local governments as tabulated in the population section. Since the sample size is three hundred and forty-six (346)**,** the researcher therefore used Bowley proportional allocation technique to determine the sample size to be allocated to each of the three local governments. The allocation was based on the ratio of the population of the various selected local governments. The said populations include: Enugu North – 911, Nkanu West – 851 and Nkanu East – 814.

The formula for this technique is:

$$nh = \frac{nNh}{N}$$

Were

n = Sample size of the entire population
nh = The size of the respondents required per sampled local government
Nh = Total number of the respondents in the local government
N = Total Population size

Therefore, with above given formula, it becomes easier to deduce the sample size which is shown below. Therefore,

Enugu North = 346 * 911/2576 = 346 * 0.354 = 122.48 = 123
Nkanu West = 346 * 851/2576 = 346 * 0.330 = 114.18 = 114

Nkanu East = 346 * 814/2576 = 346 * 0.316 = 109.34 = 109
Summary = 123 + 114 + 109
Total = 346
From the allocations above, Enugu North got a sample size of one hundred and twenty-three (123), Nkanu West had one hundred and fourteen (114), while Nkanu East got one hundred and nine (109). The allocation of the research instrument was based on the above data. At this point, the researcher adopted stratified sampling technique to accommodate all the departments, and then sampled randomly from each stratum.

Method of Data Collection: This study adopted the primary method of data collection which involved the use of two primary instruments of data collection – questionnaire and in-depth interview (IDI) guide. The questionnaire was divided into two sections. The adoption of the primary method of data collection was considered appropriate for this study because it enables the researcher to obtain first-hand information directly from employees of selected local government areas regarding their experiences and perceptions of manpower development. The use of questionnaires and in-depth interviews (IDI) provides both quantitative and qualitative insights, allowing for a comprehensive understanding of how manpower development had influenced the employees' productivity between 2014 and 2024. This approach ensures that the data collected is specific, current, and directly relevant to the objectives of the study. Prior to the commencement of data collection, the researcher formally sought and obtained approval from the management of the selected local government areas, whose employees constituted the population of the study. Introductory letters explaining the purpose, relevance, and confidentiality of the research were presented to the management of the local government areas, after which permission was granted to interact with their employees. To ensure the cooperation of the respondents, the researcher and his team (research assistants) introduced the study to them, clearly explaining that the information provided would be used strictly for academic purposes and that their responses would remain anonymous. This approach helped to build trust and encouraged voluntary participation in completing the survey questionnaires.

Also, considering the wide geographical spread of the local governments across Enugu North, Nkanu West and Nkanu East, with the logistical difficulty and stress involved in covering these distances alone, the researcher engaged the services of field research assistants to facilitate the process. Specifically, two trained field research assistants were recruited in each of the three locations to assist with the administration and retrieval of the questionnaires. These assistants distributed the questionnaires to employees during their work lunch breaks to minimize disruption to official duties and to improve response rates. Through the coordinated efforts of the researcher and the field assistants, the questionnaires were successfully administered and retrieved across the three local governments, and the entire data collection process was completed within five weeks (October 28 to 2nd December). It is important to also note that out of the 346 questionnaires produced for distribution, only 332 were successfully retrieved and used for data analysis, while 14 were not returned or filled. The missing and unfilled questionnaires is because of respondents who either failed to return the instrument or deliberately declined to participate in the study. The 332 retrieved questionnaires represent approximately 95.9% of the total number distributed, which constitutes a sufficiently high response rate for reliable statistical analysis.

Method of Data Analysis: Data on participant's personal information was analyzed using descriptive statistics, the simple percentage, while Chi square statistical tool was used to test the hypothesis at 5% significant level, with the help of SPSS.

Presentation of Result

TABLES 3:2 SOCIO-DEMOGRAPHIC CHARACTERISTICS OF PARTICIPANTS

AGE RANGE OF RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 30 year	84	25.3	25.3	25.3
	31 - 40 years	154	46.4	46.4	71.7
	41 years and above	94	28.3	28.3	100.0
	Total	332	100.0	100.0	

SEX OF RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	184	55.4	55.4	55.4
	Female	148	44.6	44.6	100.0
	Total	332	100.0	100.0	

MARITAL STATUS OF RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	109	32.8	32.8	32.8
	Married	171	51.5	51.5	84.3
	Divorced	13	3.9	3.9	88.3
	Widowed	30	9.0	9.0	97.3
	Separated	9	2.7	2.7	100.0
	Total	332	100.0	100.0	

EDUCATIONAL QUALIFICATION OF RESPONDENTS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	27	8.1	8.1	8.1
	FSLC	84	25.3	25.3	33.4
	SSCE	103	31.0	31.0	64.5
	OND/NCE	72	21.7	21.7	86.1
	HND/B.Sc	40	12.0	12.0	98.2
	Postgraduate degree	6	1.8	1.8	100.0
	Total	332	100.0	100.0	

YEARS OF EXPERIENCE OF WORKERS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 5 years	80	24.1	24.1	24.1
	6 - 10 years	78	23.5	23.5	47.6
	11 - 15 years	104	31.3	31.3	78.9
	16 - 20 years	31	9.3	9.3	88.3
	21 years and above	39	11.7	11.7	100.0
	Total	332	100.0	100.0	

Tables 2.2 above show/present the background characteristics of the respondents of the study. It shows that 25.3% of the participants were between the ages of 18 – 30 years, 46.4% were between 31 – 40 years, while 28.3% were 41 years and above. This implies that more of the workers are between the ages of 31 – 40 years old. Likewise, 55.4% of the participants were males while 44.6% were females. This as well implies that more males participated in the study. Also 32.8% of the participants were single, 51.5% were married, 3.9% were divorced, 9.0% were widowed, while 2.7% were separated. On the other hand, 8.1% of the participants had no educational qualification, while 25.3% had FSLC, 31.0% had SSCE,

21.7% had OND/NCE, 12.0% had HND/B.Sc, while 1.8% had PGD. This also implies that more of the participants had SSCE. As well, 24.1% of the participants had between 1 – 5 years of experience, 23.5% had between 6 – 10 years of experience, 31.3% had between 11 – 15 years of experience, 9.3% had between 16 – 20 years of experience, while 11.7% had 21 years of experience and above. This also shows that more of the participants had between 11 – 15 years of experience.

TABLE 3.3 ANALYSIS OF THE RESULTS FROM THE QUESTIONNAIRE
STATISTICS

		Human resource development and productivity of employees
N	Valid	1992
	Missing	0
Mean		4.1660

Source: *Field Survey*

The research instrument or questionnaire contains six question items to elicit responses for each of the three research questions. The three hundred and thirty-two respondents responded to these six (6) questions items for each of the three research questions thereby generating one thousand nine hundred and ninety-two (1992) responses for each of the three research questions.

FREQUENCY TABLE 3.4
HUMAN RESOURCE DEVELOPMENT AND PRODUCTIVITY OF EMPLOYEES

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	159	7.9	7.9	7.9
	D	292	14.7	14.7	22.6
	U	338	17	17	39.6
	A	885	44.4	44.4	84
	SA	318	16	16	100.0
	Total	1992	100.0	100.0	

Out of one thousand nine hundred and ninety-two (1992) responses on whether manpower development positively relates to productivity of local government employees in Enugu state: study of selected local governments in Enugu East senatorial district, one hundred and fifty-nine (159) responses, representing 7.9% strongly disagreed that manpower development positively relates to productivity of local government employees; two hundred and ninety-two (292) responses, representing 14.7% disagreed, three hundred and thirty-eight (338) responses, representing 17% were undecided, while either hundred and eighty-five (885) responses, representing 44.4% and three hundred and eighteen (318) responses, representing 16%, agreed and strongly agreed respectively.

Test of Research Hypotheses

H_{O1}: There is no positive relationship between human resource development and productivity of local government employees in the selected local government areas in Enugu East senatorial district.

TABLE 3.5: HUMAN RESOURCE DEVELOPMENT AND PRODUCTIVITY OF LOCAL GOVERNMENT EMPLOYEES IN SELECTED LOCAL GOVERNMENT AREAS IN ENUGU EAST SENATORIAL DISTRICT OF ENUGU STATE.

Variables	N	Mean	SD	df	r-cal.	r-crit.	Remark
Human resource Development		29.6	2.7				
	332			202	0.74	0.197	Rejected
Productivity of Local government employees		94.6	2.9				

Table 2 shows that the r-cal. = 0.74 is greater than the r-crit. which is = 0.197, which is significant at 0.05 level of significance. Therefore, the null hypothesis which states that there is no positive relationship between human resource development and productivity of local government employees in the selected local government areas in Enugu East senatorial district was rejected. This shows that there is a positive

relationship between human resource development and productivity of local government employees in the selected local government areas in Enugu East senatorial district.

4. Discussion of Findings

This result in table 4.7 revealed a positive relationship between human resource development and productivity of local government employees. This implies that improved employee's productivity is associated with human resource development, such that increased access to training and development programmes for employees will lead to increased productivity in job performance. This finding was further supported by IDI participants who work in the companies studied. According to *Respondent A*;

> The local government conducted several trainings on the use of information communication technology equipment, which a lot of employees to manipulate the equipment well. The use of these ICT equipment has seriously helped employees in meeting up with the targets and expectations of their duties. (Female, Nkanu East local government area, 14 years in the local government).

Respondent B, made similar submission;

> Human beings are like machines. There is a way you will stress yourself with work over a period of time, definitely you will breakdown or the job will become monotonous, and monopoly kills interest. Our local government area, sends us on sponsored manpower development workshops, where employees interact with their colleagues from different local governments on different methods/strategies of achieving better productivity in certain aspects of the job. Such workshops put new vibes and enthusiasm in the employees and always brought about improved productivity in the local government area. (Male, Enugu North local government area, 16 years in the local government).

Lastly, *Respondent C* stated thus;

> The new policy of compulsory skill acquisition for all employees and sponsored in-service human resource development programme for some calibers staff, as introduced by our current local government Chairman, has really encouraged employees of our local government to become more committed and dedicated to duties as multiple skills are now acquired by many employees and thereby making rooms for improved employees' productivity in the local government area (A young employee, Nkanu West local government area, 8 years in the local government) .

On the contrary, other respondents argued that manpower development is not all about training, as wonderful trainings without employee's motivation will end up wasted resources. Such people maintained that good conditions of work and welfare initiatives, such welfare provisions, such as health insurance, safety measures, and sick leave, are perceived positively by employees and are associated with enhanced motivation to perform assigned tasks. This encourages them to focus on their responsibilities and approach their work with diligence and confidence. This position was further validated by IDI participants.

According to *Respondent D*;

> Pregnant female staff of Nkanu East local government area stated that the human resource development that works according to her, is that development which takes care of the work environment, making safety measures for the employees a priority and ensures the conditions of work for employees are motivational. She maintains that motivated employees are more productive than less motivated ones (Female staff, Nkanu East local government area, 16 years in the local government).

Respondent E, made similar submission;

> The local government does not have enough facilities/equipment for certain jobs, thereby making the employees to go outside the local government to do certain jobs, which most of the time causes delay in job delivery and productivity. Most of the trainings we were sent to acquire, become useless as there are no facilities available in

the local government \for practical aspects of our acquired skills. This is one of the major banes on employees' productivity in our local government (Male, Enugu North local government area, 22 years in the local government).

5. Conclusion and Recommendation

The findings of this study are reinforced by several empirical investigations that highlight the importance of manpower development in enhancing employee motivation and productivity. Guantai, Osano, Murerwa, and Ochola (2025) demonstrated that manpower development, which promote employee wellness and a conducive working environment, significantly improve performance and productivity in Kenya, echoing the current study's emphasis on human resource development as a motivator employees' productivity. Furthermore, studies on human resource development programmes and paternity leave by Azubuike (2023) and Sim and Han (2023) demonstrate that targeted, trainings and health-focused provisions strengthen motivation, focus, and organizational loyalty, confirming the critical role of practically relevant manpower development, embellished with health-oriented welfare in shaping employee motivation and productivity. This result is also consistent with the findings of previous studies of Devi and Shaik (2020), Cohen and Hill (2019), Harris and Sass (2006), and Angrist and Lavy (2001) who all agreed that human resource development and or trainings enhances in no small way the employees' productivity.

In view of the findings of this study, the following recommendations were made: (a) Training and development center and facilities should be strategically provided around the local government areas in the state for accessibility and proximity of local government workers. (b) The LGSC should place priority on the training and development of local government personnel as this will make them to remain relevant and fit for purpose in their course of performing their day-to-day activities/duties.

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