

## **Sustainable Human Resources Development: A Strategy for Efficient and Effective Policy Implementation in the Public Service (A Study of Rivers and Bayelsa States)**

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### **ABSTRACT**

*The intent of this study is to know if sustainable Human Resource Development has effect on policy implementation in Bayelsa and Rivers State public service. It is a generally accepted fact that the quality of human resource determines the wealth and development of a nation. Regression analysis and (ANOVA) were used to test the hypothesis formulated for the study. The result of our computation revealed that training of public servants in seminar programmes and diploma courses significantly affected policy implementation in Bayelsa State. Whereas in Rivers State training of public servants in seminar programmes and diploma courses had no significant effect on policy implementation. Sponsorship of public servants in human resource development on policy implementation had no effect on policy implementation in both States. Based on the findings, the study recommended that there should be proper and adequate implementations of policies on human resource development to enable public servants actualize their career needs. The minimum academic requirement stipulated in the Nigerian constitution for elective office should be reviewed to first degree. Finally, there is the need to set up a policy research Bureau in each state to reduce frequent and costly policy changes in order to re-brand the public service image.*

**Key Words: Sustainable, Human Resources, Development, Policy, Implementation Public Service**

DOI: [URL:https://doi.org/10.36758/ijpamr/v6n4.2021/02](https://doi.org/10.36758/ijpamr/v6n4.2021/02)

### **INTRODUCTION**

Human resource development is a process of enlarging people's choice; namely, a long healthy life, knowledge acquisition, and access to resources needed for a decent standard of living Joe U. (2003). The goal is to increase the capabilities and potentials of people by providing learning and continuous development opportunities. This is achieved by ensuring as far as possible that everyone in the public service has the knowledge and skills and reaches the level of competence required to carry out their work effectively. Thus, the performance of individuals and teams is subject to conscious improvement and that people are developed in a way which maximizes their potential for growth and promotion. Human resource development is an essential part of development, which is based on the concept that education and training lie as the heart of development efforts and that without human resources development; most development interventions will be ineffective.

In the words of Johnson and Johnson (2006), organizational effectiveness and efficiency policy is the extent to which an organization achieves its goals with the use of minimal resources. Organizational effectiveness depends on:

- (1) Members having the interpersonal and small group skills and personal attitudes and technical competencies needed to be effective contributors to the organization and
- (2) Members committing high levels of psychological energy to their work. The commitment of psychological energy and the use of teamwork and task work competencies may be encouraged by both the organizational structure and the organizational culture.

This research work takes the case of the Nigerian Public Service in Bayelsa and Rivers States. It examines the perceptions of sustainable human resource development as a strategy for efficient and effective policy implementation in the public service. Despite an abundance of theories of effectiveness and efficiency in policy implementation, there is little that can claim to be universal or comprehensive. Approaches such as multiple constituency theory has offered a good way of helping to understand the subject, because they acknowledge diversity and subjectivity, taking elements from goals, systems and reputational approaches. Much of the research using multiple constituency theory within public sector organizations focuses on comparing organizations and assessing their different views of effectiveness. There is a lack of research which concentrates on one organization and analyses the range of perceptions from stakeholders of that one organization.

This research aims to elicit such views and to see how they matched with a ‘corporate’ view of effectiveness in policy implementation. From these different versions, it was possible to identify management strategies for handling and prioritizing certain interpretations of policies.

The first global Human Development Report, published by the United Nations Development Programme (UNDP) in 1990, acknowledged that the concept of human resources development could not be regarded as new. The classical economists from Adam Smith to Stuart variously expressed the idea that the development process should eventually bring about long, healthy and productive human lives. The concept of development treated income and its growth as a means, and directed attention towards a real concern for people in their individuality and collectivity, hence the concept of the UNDP in its annual global human development reports, particularly in its maiden global report of 1990.

The strategic relevance of public service in policy formulation and implementing cannot be over emphasized. In the developing societies especially in the immediate post-independence era the public service assumed the pivotal roles as the vehicle of development. Also, the public service in the developing society is everything and the most important catalyst of development is an efficient public service while at the same time its inefficiency constitutes the heaviest millstones of any nation. While some other people contend that the public service is the continuously active business part of government, concerned with carrying out the law, as made by the legislative bodies in the process of organization and management. In scope. The influence of the public service is not debatable; it remains definitely a major force in today’s governance.

The public service contains a network of human relationships and associations extending from the highly influential government officials to the lowest paid and powerless individual charged with all resources, natural and human, and all other aspects of the life of the society with which the government is concerned. In essence, public service is the totality of how progress and development are made in the society. The Nigerian public service has faced a number of challenges, which has considerably undermined its capacity to serve as agent of democratic consolidation. Such challenges include those of achieving technical competence, coping with public expectation and charge, behaving ethically and maintaining constitutional order Ayo (1998:73). The truth is that all these problems are inevitably linked to failure of the public service to play its rightful role in system maintenance and continuity. To a large extent, the poor performance of public service in Nigeria in the areas of transparency, and accountability is due largely to the quality of personnel and the authoritarian regimes. More importantly, public servants are not trained to view their service delivery as sacred and sacrosanct, while very negligible percentage of their population can recognize the impacts of their policies on the people.

Federal Government in the realization of the importance of sustainable human resources development in the overall development process had put in place structures to cope with the challenges of human resources development in Nigeria. We have Centre for Management Development (CMD), Administrative Staff College of Nigeria (ASCON), Institute for Policy and Strategic Studies etc and the various tertiary institutions in the country are producing qualified people that can meet up the human resources needed for effective and efficient policy implementation in the public service. And that the turn out from these institutions go a long way in enhancing effective and efficient policy implementation in the public service. The afore-mentioned institutions charged with the responsibility of imparting knowledge are not well funded. Therefore, they are not measuring up to expectation. Secondly, another short-coming is that the participants are not going with the intention of acquiring knowledge but see it as an avenue of making money for themselves, hence the impart has not been significant.

The aim of the study is to find out if Sustainable Human Resource Development is a strategy to efficient and effective policy implementation in the Nigerian Public Service. To this end the objectives of this study are: to investigate the following:

- a. To identify whether or not training can lead to effective and efficient policy implementation in the public service.
- b. To identify whether seminar programmes can lead to effective and efficient policy implementation in the public service.
- c. To identify whether human resource development programmes can lead to effective and efficient policy implementation in the public service.

## **RESEARCH QUESTIONS**

Having looked at the problems and purpose of the study It is necessary to present some research questions that will help bring the work to fruition as well as derive pertinent hypotheses.

- a. What type of training policies and programme will enhance policy implementation in Bayelsa and Rivers State?
- b. Which of the training programmes and policies has really been implemented in Bayelsa and Rivers State during the period under study?
- c. What is the effect of sponsorship of public servant in human resource development in Bayelsa and Rivers state public service?
- d. What is the effect of short courses such as seminars on policy implementation in Bayelsa and Rivers State Public Service?

## **LITERATURE REVIEW**

### **The Public Service**

The public service is a body or organ which enjoys continuity of existence. Its members unlike members of the National Assembly or a House of Assembly are not limited to a short term of office at the end of which they are or may not be returned to office. Elected members come and go but Public Service remains in office.

When a Public Servant relinquishes his office for whatever reason, his place is taken by another person who similarly enjoys security of employment. “Collectively, Public Service commands a pool of experience and know-how for implementing Government Policies. The Public Service is the instrument of the Government of the day, but neither the service nor its members are the partisan of any particular political party”. “A Public Servant is required to assist in formulating and implementing the policies approved by Government whatever his personal or private opinions or attitudes may be. This does not mean that a Public Servant should undertake illegal action. If so directed, he should invite attention immediately to the legal position or requirement and advice on the proper action to take. He has the duty also to advice on the implications of effective and efficient policy implementation.

Several researchers have also made attempts to identify effectiveness, efficiency in policy implementation which criteria could be widely used across organizations, thus facilitating comparison. For public organizations, Herman, R. (1990) suggests these could be financial measures (unit cost data), constituent satisfaction, outcome measures, and reputational measures. Paton and Foot (1997) add impact and longer-term goal achievement to the established balanced scorecard approach; while Tassie et al (1998) posit that criteria are sorted into focus, scope and method. Other research has thrown up criteria which include efficiency, motivation, board effectiveness, use of correct management procedures, strategic planning and organizational survival. (Kantar and Summers, 1987; Sicilano, 1997; Herman and Renz, 1997, 1998; Robbins, 2000). They argue that the criterion identified may not stand alone but overlap, noting that none of them can claim to be a comprehensive set of criteria applicable to all public organizations. Thus, this research is drawn to multiple constituency approaches, which recognise the range and variety of criteria which can be relevant to understanding a particular organization’s effectiveness and efficiency in policy implementation.

Empirical studies of public sector organizations’ effectiveness using multiple constituency approaches are limited in number. Those that exist tend to use a small sample of stakeholders per organization and a larger group of organizations. It seems that a gap in the understanding of multiple constituency perspectives of effectiveness exists by virtue of the limited range of viewpoints assessed. Most researchers make comparisons between organizations, but there is little published research which explores the perspectives of a wide range of stakeholders of one organization.

While one could say that every individual involved with an organization has a slightly differing viewpoint, it would be unrealistic to attempt to isolate these differences for so many parties (Connolly et al, 1980). But by using a representative sample which defines individuals or groups by their role or relationship to the organization, significant differences of views may be identified. The other area which seems to have been neglected in empirical research concerns the organization’s management of such diverse views. Here the definition of ‘the organization’s must be clarified; in this study, we have taken it to mean internal stakeholders such as paid staff, and ‘boundary-spanning’ stakeholders such as the board, who are formally organized for a common purpose. We also include public workers who have access to channels by which they can express their views to ‘the centre’. Public organizations which undertake strategic planning tend to make statements about what constitutes effectiveness for them. Such statements, found in the briefing, strategy and publicity material of the organization, offer a corporate view of effectiveness which is usually, derived from the senior staff of the organization and which incorporates, to a greater or lesser extent, other stakeholder views.

There were some consistent themes, and also some strongly polarized views. The process for expressing these views to the management of the organization and for engaging in dialogue seemed

well-developed. Literature suggests that the senior staff of organizations did engage with issues of effectiveness, adjusting to changing environmental, constituency and organizational concerns. The final section of this review looks at the various strategies, organizations adopted in handling different versions of effectiveness and shaping a core 'working definition'. From this analysis, elements are identified which may provide some initial building blocks for a management theory.

## **THEORIES OF EFFECTIVENESS**

### **Goal Achievement**

Multiple constituency theory emerged in response of the limitations of two groups of theories which sought to provide a single definition of effectiveness. The first, goal attainment, stemmed from the purposive-rational approach to organizations (Etzioni, 1961; Campbell, 1977; Green and Geisinger, 1996), and posits that an organization is effective to the extent that it fulfils its stated goals. There have been many critiques of this approach, particularly from a non-profit perspective. Perrow (1996), for instance, questions whether 'official' or 'operative' goals are the ones by which an organization should be judged, and observes that goals may be easily displaced. In many public organizations, the mission or goals may include value-laden elements- such as increased independence, self-esteem, awareness of development issues- that are practically impossible to measure but are desired outcomes nonetheless. The organization's stated goals therefore may give an incomplete or distorted picture of its outputs and outcomes. Cameron (1980, 1981) argues that organizations may be judged effective despite failing to meet the goals.

## **FOCUS THEORIES OF THE STUDY**

### **(i) System Model**

Systems models are often set in contrast to goal models as they take an environmental perspective significantly into account. The organization is seen as interacting with the environment and adapting itself in pursuit of resources to ensure its survival and health (Seashore and Yuchtman, 1967). Effectiveness and efficiency are thus, viewed in terms of system maintenance and adaptively; the effective and efficient organization is one that maintains dynamic equilibrium within an environment, garnering resources in order to strengthen its position.

Subsequent systems models, such as population, ecology or institutional theory (DiMaggio and Powell, 1983), view success in comparative terms-survival within the group, or influencing other to emulate the organization's approach or form (isomorphism). Other commentators have recognized the weakness of these approaches, particularly in relation to public organizations, which can persist despite their usefulness having passed (Kanter and Summer, 1987).

Constituency theory is a useful explanation of effectiveness because it recognizes this subjectivity and diversity, taking elements from goal, system and reputational approaches and explicitly acknowledging that there is no one right definition of effectiveness and efficiency.

### **(ii) Multiple Constituency Model**

The existence of a wide range of stakeholders of a public organization is widely recognized in the literature. We have used the terms 'stakeholder' and 'constituency' interchangeably to refer to individuals or groups "holding preference or interests pertaining to the activities of a focal

organizational unit”. Such people may not be directly associated with the organization but may form evaluations of its activities and be able to influence it to some extent. (Connolly et al, 1980).

The multiple constituency approach was proposed as a viable alternative to goal and systems approaches (Connolly et al, 1980; Zammuto, 1984). In its most basic form, it says that the organization is effective and efficient by satisfying one or more interest constituencies associated with the organization (Tsui, 1990). Refinements of this definition include satisfying the most powerful stakeholders or minimally satisfying a certain range of interest groups. Herman and Renz (1997) consider the multiple constituency model to be a modification of the goal model, where ‘differing sets of stakeholders have (probably) different goals’, the greater the number of constituencies, the wider the range of interpretations of effectiveness. Herman and Renz’s research (1997) shows the multiple constituency model working in tandem with a ‘social constructionist’ view. Social constructionism understands effectiveness to be an artificial construct, invented and defined by individuals; hence the conception of organizational effectiveness as ‘stakeholder judgments formed in an ongoing process of sense making and implicit negotiation’ (Herman and Renz, 1997).

### **(iii) Assumptions of the Study**

Given the hypothesis that sustainable human resource development is a strategy for effective and efficient policy implementation in the public service, one would expect human resource development to impact on all dimensions of the Public Service. If human resource development impacts on all dimensions of the Public Service, then it would be reasonable to assume that: sustainable human resource development is a strategy for effective and efficient policy implementation in the public service.

## **METHODS AND DATA**

The data used for this research are secondary data from the data bank of Bayelsa and Rivers State Governor’s Office, Establishment, Training and Pensions Bureau. In this study, the number of public servants that attended training in 19 Ministries and 45 Departments and Agencies in Bayelsa and 20 Ministries and 48 Department and Agencies in Rivers State from the population was used for the analysis. Specifically, the materials used for extracting secondary data for this study includes unclassified documents, journals, magazines and official government documents from Bayelsa and Rivers State Public Service.

Given the objective and nature of this study, the source of data for this research are unclassified documents, journals, magazines, other research works and classified documents from Rivers and Bayelsa Public Service. The researcher was able to gather data relevant to this research from all Ministries, Department and Agencies in Rivers and Bayelsa Public Service. The study population for this work includes 19 Ministries and 45 Departments and Agencies totalling 64 for Bayelsa State and 20 Ministries and 48 Departments and Agencies totalling 68 for Rivers State Public Service. Specifically, the population of the study comprises the total staff strength stratified into levels 1-6, 7-12 and 13-17 in the above stated number of Ministries Departments and Agencies (MDA’s) in Bayelsa and Rivers State Public Service within a ten-year period of 1999- 2008.

## **THE CONCEPT OF HUMAN RESOURCES**

In this study of human resources, we lump all the elements of skills ingenuity, sensitivity, wisdom and intelligence which are the attributes of the human being other than what it takes to exhibit sheer brute force as in raw labour. This brings us to the question of motivation or incentive elements which is a major tool used by managers or administrators to make or mar levels of outputs in organizations. This is what led industrial psychologists McGregor and others to probe in some good details the issue of hierarchy of human needs. Satisfiers and dissatisfiers become the instruments of understanding the nature of human beings and their attribute to work. Man starts seeing work as toil or punishment from the time man started recognising leisure as pleasure and work as toil or pain. It was through work and production, after Adam's experience in the Garden of Eden, that man first developed his social being and made contacts with other being, hence the primary need of the human nature and the compelling force of his social interactions as well as realities was expressed in work. (Gen; 3:17-19). But with the passage of time particularly with the celebration of the first May Day about 110 year ago where workers secured the first recognized "workers Holidays" in the industrialized natures of the world, work has become a toil instead of a pleasure. It thus takes a good measure of techniques to get the best of human resources by administrators, managers and employers.

### **(i) Human Resource Development**

Human resource development is a process of enlarging people's choice; namely, a long healthy life, knowledge acquisition and access to resource needed for a decent standard of living. Joe U. (2003). The goal is to increase the capabilities and potentials of people by providing learning and continuous development opportunities. This is achieved by ensuring as far as possible that everyone in the organization has the knowledge and skills and reaches the level of competence required to carry out their work effectively that the performance of individual and teams is subject to conscious improvement and that people are developed in a way which maximizes that potentials for growth and promotion. Human resources development is an essential part of development which is based on the concept that education and training lie as the heart of development efforts and that without human resources development, most development intervention will be ineffective.

### **(ii) Approaches to Human Resource Development**

The human resources management approach is characterized by solid analytical depth backed by research findings. It is the point of departure for the study of organization behaviour, the manager's role changes from control of employees to support for their growth and performance. It provides the type of organizational climate in which employees can grow and be productive. Some approaches to human resource development include.

- (a) Determination of net manpower requirement
- (b) Fashioning out appropriate human resource planning strategies and action plans.
- (c) Monitoring and reviewing human resource planning and utilization mechanism.

### **(iii) Human Resource Planning Process**

It is an integral part of the overall organizational planning process, an effective human resource planning effort followed by the step outlined below:

#### **(iv) Determination of Corporate Goals and Objectives**

The starting point for any pragmatic and realistic human resource planning effort is the determination of corporate goals and objectives. What are the goals, plans and ambition of the organization e.g., in terms of plans for expansions, diversification or acquisition of new technologies, the human? Once the goals and focus of the organization have been identified, the human resource planner then breaks down the overall corporate goals into sub-goals such as production goals, sales and marketing goals, performance or profit goals, labour-cost minimization goals.

#### **(v) Taking Inventory of Current Stock of Manpower**

The second phase of human resource planning requires that the company takes a stock of its current manpower level by skills, jobs, departments, age, length of service, education, sex, location, experience, etc. This is necessary to enable the manpower planner to assess the organization's ability to meet its human resource requirements from within. This phase calls for a good knowledge of the skills, interests, abilities and capabilities of the current workforce, both managerial and non-managerial if the organization is to successfully meet its current and future manpower needs. This phase also requires the human resource planning manager to analyse current use of manpower resources within the organization.

#### **(vi) Forecasting Future Human Needs**

Having known the organization's current manpower stock, the possibility of out movements e.g. through retirements and resignations and bearing in mind the expected work growth in each department within the organization such as;

1. The number of new projects or contracts to be executed
2. Expansion of ongoing projects
3. Technical and technological developments in each of the departments are forecast of future manpower needs can now be made for the planning period. Forecasting is a very crucial element of human resource planning which involves two component processes: (1) and (2) forecasting the supply of human resources. To forecast an organization future manpower needs, adequate attention must be given to such factors as proposed expansion and contraction, anticipated changes in product demand, changes in product characteristics, changes in methods of production and productivity changes.

### **ANALYSIS OF DATA FOR RIVERS STATE**

This section is aimed at analysing the data presented on Rivers State in the preceding section. For this research work to be relevant, analysis has to proffer solutions to hypotheses 4, 5 and 6 of the study. To this effect therefore, the analysis will be based on those hypotheses which will consequently achieve the objectives of the research.

#### **Test of Hypothesis 1**

For a better understanding of this section, hypothesis 1, will be restated here as follows:

H<sub>0</sub>: Training in seminar programmes has no significant effect on efficient and effective policy implementation in the public service.

H<sub>0</sub>: b<sub>0</sub> = b<sub>4</sub> = 0



H<sub>1</sub>: Training in seminar programmes has significant effect on efficient and effective policy implementation in the public service.

H<sub>1</sub>: b<sub>0</sub> ≠ b<sub>4</sub> ≠ 0

The analysis is presented below as:

**Table:** Model Summary of Coefficient of Determination of Regression Model of Public Servants Trained in Seminar Programmes in Rivers State.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin - Watson
1	.079 <sup>a</sup>	.006	-.118	12.004	1.743

a. Predictors: (Constant), No of staff trained in short-term course (GL 07 - 12) - Rivers State

b. Dependent Variable: % Implementation of Govt. Policy (Rivers State)

**Table:** ANOVA Table of F-Test Comparison between Policy Implementation and Public Servants Trained in Seminar Programmes in Rivers State.

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.204	1	7.204	.050	.829 <sup>a</sup>
	Residual	1152.796	8	144.100		
	Total	1160.000	9			

a. Predictors: (Constant), No of staff trained in short-term course (GL 13-17) - Rivers State

b. Dependent Variable: % Implementation of Govt. Policy (Rivers State)

**Table:** Coefficient Table on T-Test Comparison between Policy Implementation and Public Servants Trained in Seminar Programmes in Rivers State

**Co-efficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	56.267	8.630		6.520	.000
	No of staff trained in short-term course (GL 07 -12) Rivers State	.013	.056	.079	.224	.829

<sup>a</sup> Dependent Variable: % Implementation of Govt. Policy (Rivers State)

**Test of Goodness of Fit of Regression Model**

$$Y = b_0 + b_4X_4$$

Test Statistics:  $F_C = \frac{MS_R}{MS_E}$

From the F-table at 0.05 level of significance

$$F_{(1,8)} = 5.32$$

From the ANOVA table

$$F_C = \frac{7.204}{144.100} = 0.050 < F_{tab} = 5.32$$

Since  $F_C < F_{tab}$ , we accept  $H_0$  and reject  $H_1$

### Test for the Significance of the Coefficients

#### Significance of $b_0$

$H_0: b_0 = 0$  (the intercept is not significant)

$H_1: b_0 \neq 0$  (the intercept is significant)

**Test Statistics:** (from the coefficient table)

$$t_{cal} = \frac{b_0}{S_E} \quad b_0 = \frac{56.267}{8.630} = 6.520$$

From the t-table

$$t_{(0.025,8)} = 2.31$$

since  $t_{cal} 7.206 > t_{tab} = 2.31$ , we conclude that the intercept  $b_0$  is significant.

#### Significance of $b_4$

$H_0: b_4 = 0$

$H_1: b_4 \neq 0$

#### Test Statistics

$$t_{cal} = \frac{b_4}{S_E} \quad b_1 = \frac{0.013}{0.056} = 0.224$$

Using the same t-value above

Since  $t_{cal} 0.224 < t_{tab} = 2.31$ , we therefore, accept  $H_0$  and reject  $H_1$ .

### Test of Hypothesis 2

The hypothesis is as stated in 4.2.2 and the result is also presented below as follows:

**Tables:** Model Summary of Coefficient of Regression Model of Public Servant Trained in Diploma Courses in Rivers State

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin - Watson
1	.018 <sup>a</sup>	.000	-.125	12.040	1.544

a. Predictors: (Constant), No of staff trained in short-term courses (GL 01 - 06) - Rivers State

b. Dependent Variable: % Implementation of Govt. Policy (Rivers State)

**Table: ANOVA Table of F-Test Comparison between Policy Implementation and Public Servants Trained in Diploma Courses in Rivers State.**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.375	1	.375	.003	.961 <sup>a</sup>
	Residual	1159.625	8	144.953		
	Total	1160.000	9			

a. Predictors: (Constant), No of staff trained in short-term course (GL 01-06) - Rivers State

b. Dependent Variable: % Implementation of Govt. Policy (Rivers State)

**Table: Coefficient Table on T-Test Comparison between Policy Implementation and Public Servants Trained in Diploma Courses in Rivers State**

Model		Unstandardized		Standardized	T	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	58.277	6.643		8.773	.000
	No of staff trained in short-term course (GL 01 -06) Rivers State	-.001	.016	-.018	-.051	.961

<sup>a</sup>. Dependent Variable: % Implementation of Govt. Policy (Rivers State)

### Test of Goodness of Fit of Regression Model

The ANOVA approach is applied to examine the influence of the independent variable  $X_5$  on the dependent variable Y. It is also used to ascertain the adequacy of the model.

$$F_C = \frac{MS_R}{MS_E}$$

From the F-table at 0.05 level of significance

$$F_{(1,8)} = 5.32$$

From the ANOVA table

$$F_C = \frac{0.375}{144.953} = 0.003 < F_{\text{tab}} = 5.32$$

Since  $F_C < F_{\text{tab}}$ , we accept  $H_0$  and reject  $H_1$ .

**Test Statistics:** (from the coefficient table)

$$t_{\text{cal}} = \frac{b_0}{S_E} (b_0) \sim t \sim \infty / 2, n-2 = \frac{58.277}{6.645} = 8.773$$

Using the same t-value

$$t_{\text{(tab)}} = 2.31$$

since  $t_{\text{cal}} = 8.773 > t_{\text{tab}} = 2.31$ , we conclude that the intercept is significant.

Significance of  $b_5$

$$H_0: b_5 = 0$$

$$H_1: b_5 \neq 0$$

Test Statistics

$$t_{\text{cal}} = \frac{b_5}{S_E} (b_5) \sim t \sim \infty / 2, n-2 = \frac{-0.001}{0.016} = -0.051$$

$$t_{\text{tab}} = 2.31 \text{ (as same above)}$$

Since  $t_{\text{cal}} = -0.051 < t_{\text{tab}} = 2.31$ , we accept  $H_0$  and reject  $H_1$ .

### Test of Hypothesis 3

The hypothesis is as stated in 4.2.3 and the result is also presented below as follows:

**Table: Model Summary of Coefficient of the Determination of Regression Model of Public Servants Trained in Human Resource Development in Rivers State.**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin - Watson
1	.024 <sup>a</sup>	.001	-.124	12.038	1.547

a. Predictors: (Constant), No of staff that attended seminars (GL 13- 17) - Rivers State

b. Dependent Variable: % Implementation of Govt. Policy (Rivers State)

**Table: ANOVA Table of F-Test Comparison between Policy Implementation and Public Servants Trained in Human Resource Development in Rivers State.**

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.684	1	.684	.005	.947 <sup>a</sup>
	Residual	1159.316	8	144.915		
	Total	1160.000	9			

a. Predictors: (Constant), No of staff that attended seminars (GL 13 - 17) - Rivers State

b. Dependent Variable: % Implementation of Govt. Policy (Rivers State)

**Table: Coefficient Table of T-Test between Policy Implementation and Public Servants Trained in Human Resource Development in Rivers State.**

Model		Coefficients <sup>a</sup>				
		Unstandardized		Standardized	T	Sig.
		Coefficients		Coefficients		
B	Std. Error	Beta				
1	(Constant)	57.470	8.603		6.681	.000
	No of staff that attended seminars (GL 13- 17)- Rivers State	.017	.249	.024	.069	.947

<sup>a</sup> Dependent Variable: % Implementation of Govt. Policy (Rivers State)

**Test of Goodness of Fit of Regression Model**

The ANOVA approach is applied to examine the influence of the independent variable X<sub>6</sub> on the dependent variable Y. It is also used to ascertain the adequacy of the model.

$$F_C = \frac{MS_R}{MS_E} \sim F_{\infty} \quad V_1, V_2 \text{ where } \infty 0.05 \text{ and } V_1 \text{ and } V_2$$

are the degree of freedom (df)

From the F-table

$$F_{(1,8)} = 5.32$$

From the ANOVA table

$$F_C = \frac{0.684}{144.915} = 0.005 < F_{tab} = 5.32$$

Since  $F_c < F_{tab}$ , we accept H<sub>0</sub> and reject H<sub>1</sub>.

**Test for the Significance of the Coefficients**

Significance of b<sub>0</sub>

H<sub>0</sub>: b<sub>0</sub> = 0 (the intercept is not significant)

H<sub>1</sub>: b<sub>0</sub> ≠ 0 (the intercept is significant)

**Test Statistics:**

$$t_{cal} = \frac{b_0}{S_E} \quad (b_0) \sim t \sim \infty / 2, n-2 = \frac{57.470}{8.603} = 6.681$$

Using the same t-value

$$t_{(tab)} = 2.31$$

since  $t_{cal} = 6.681 > t_{tab} = 2.31$ , we conclude that the intercept is significant.

$$t_{cal} = \frac{b_6}{S_E} \quad (b_3) \sim t \sim \infty / 2, n-2 = \frac{0.017}{0.249} = 0.069$$

t<sub>tab</sub> = 2.31 (as same above)

Since  $t_{cal} = 0.069 < t_{tab} = 2.31$ , we accept H<sub>0</sub> and accept H<sub>1</sub>.

## **SUMMARY AND RECOMMENDATIONS**

In summary from the result of our analysis, the study concluded that training on seminar programmes has impacted slightly below average on policy implementation in Bayelsa and has a negligible effect in Rivers State. This implies that priority attention be given to training by the formulation of better training policies and improve budget allocation in both states. Staff participation in diploma courses has slightly below average influence on policy implementation in Bayelsa and a negligible effect on Rivers State. This implies that besides staff participation in short courses, other factors contribute to policy implementation in both states. Therefore, Sponsorship of public servants in human resource development programmes has not impacted negatively on policy implementation in Bayelsa and Rivers State.

Thus, based on our findings and conclusions, the following recommendations are presented to proffer solution to problems detected in the research:

- (1) Considering the percentage of influence attributable to training on seminar programmes in Bayelsa (41%) and Rivers (16%) state on policy implementation we conclude that effective and efficient policy implementation cannot be achieved without priority attachment to improve budgetary allocation on human resource development in Bayelsa and Rivers States.
- (2) The insignificant effect of sponsorship of public servants on human resource development on policy implementation in Rivers and Bayelsa states demands that improved remuneration be paid to university graduates who are public servants.
- (3) For the fact that staff participation on diploma courses has impacted slightly below average in Bayelsa and negligibly in Rivers State implies that proper mechanism be put in place so as to monitor workers progress while undergoing various training programmes.
- (4) Rivers and Bayelsa State Governments should formulate policies on the development of human beings rather than infrastructure. This will equip them with the much-needed expertise and technicalities to operate effectively with existing infrastructures.
- (5) Considering the fact that human resource development has not affected policy implementation in Bayelsa and Rivers State, it is imperative that promotions, upgrading and conversions should not be stagnated for qualified civil servants that have graduated through long term programmes.

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