

HUMAN RESOURCES PLANNING AND SUSTAINABLE DEVELOPMENT IN NIGERIA

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Abstract

The recent economic recession in Nigeria manifested in the form of high rate of inflation, Naira devaluation, under employment, unemployment and inequitable distribution of resources among others called for collective concern. In the light of this, the paper discussed the concept of sustainable development, roles of human-resources planning in the various sectors of the economy, approach to human resources planning, human resources development, human resources planning for sustainable development in Nigeria and Nigerian sustainable development in the future. There is an urgent need for sustainable development and human resources planning in economics, social, political and educational interventions aiming at emancipation of Nigeria teeming population. One of such intervention is through human resources planning. Recommendations and conclusion were made among which was that government should revitalize the agricultural sector to reduce the level of poverty and improve food security.

Keyword: Sustainable Development, Human Resources Planning and Environment.

Introduction

Human Resources planning and sustainable development is a multi-dimensional process involving the organization and orientation of entire economics and social systems. It involves radical changes in institutional, social and administrative structures as well as in popular attitudes and sometimes even customs and beliefs. Its widespread realization may necessitate fundamental modification of the international, national and social systems. Sustainable development is the process of improving the quality of all human lives. It is the process of development and is believed to take place when the following important aspects of life are satisfied:

- raising people living level, i.e their incomes and consumption level of food, medical services, education, etc through relevant economic growth process.
- Creating conditions conducive to the growth of peoples' self-esteem through the establishment of social, political and economic systems, and institutions which promote human dignity and respect.
- Increasing peoples' freedom to choose by enlarging the range of their choice variables e.g increasing varieties of consumer goods and services (Todaro, 2016).

From these viewpoints, it could be understood that sustainable development could be political, social, economics, mental, physical or otherwise as long as it is a concept that helps in improving the national per capita income of the society, reduce or eradicate absolute and disproportionate poverty, inequality and unemployment but helps in improving the peoples' well-being, education, food and nutrition, health, social

infrastructure, etc. It should be sustainable otherwise it would be costly to the society, a policy no reasonable policy maker would love to embark on.

Concept of Human Resources Planning and Sustainable Development

Human resources planning and sustainable development, is development that meets the needs of the present generation without compromising the needs of future generation. As Jhingan (2007) puts it: Human resources planning and sustainable development means that development should keep going. It emphasizes the orientation of sustainable improvement in the quality of life of all people through increases in real income per capita, improvements in education, health and general quality of life and improvements in quality of natural environmental resources. Sustainable development closely linked to economic development (qualitative improvement in labour, a rational system of resources allocation in the interest of efficiency, improvement in administration, political and physical infrastructure and a distribution of income conducive to national integration).

The importance of this view is that sustainable development is a situation in which economic development does not decrease over time: a development that is everlasting and contributes to the quality of life through improvements in the natural environments, a process in which natural resources base is not allowed to deteriorate but emphasizes the hitherto unappreciated role of environmental quality and environmental input in the process of raising real income and the quality of life. Ascher (2019).

In a similar perspective Frank delet (1992) notes that for the ecologists, economists and biologists who understand the essence of resource scarcity, sustaining development is generally defined as the development that maximizes the long-term, net benefits to human. Sustainable development, according to Amechi and Healy (2016), stresses not the need to limit development, but the need to develop in order to be able to conserve. Its strategy allows drawing down on natural resources assets, and utilization of environmental services if that will produce greater long-term, net benefits (including income gains, employment, and reduction of poverty) than leaving resources in the round or keeping the environment in pristine condition. It therefore makes conversation the helpers of development and the guardian of the interest of future generations. Because it is focused on benefits, sustainable developments ensure that the cost of resources and environmental degradation values will not be undervalued (underpriced)

These views, agree with the opinion of Gichuru. (2014) who stated that: “the world summit in Vienna, in recognition of the fact that people in the world's most natural resources, moved human development to the centre of the global debate that will help to achieve the millennium development goals (mass) on reducing world poverty and provide different modalities for infrastructure services. Currently, Bede (2006) opines that globalization 'creates transnational solid links and spaces, revalue local culture and promote third world cultures that are good. Spread of democratic values and orientations for sustainable national development. However, if development is to widen the range of peoples' choices, it must do so not only for the future generations. In other words, it must be sustainable. But the call for sustainable development is not simply a call for environmental protection instead, sustainable development implies a new concept of

economic growth, one that provides fairness and opportunity for all the world's people without further destroying the world's finite, natural resources.

Human resources planning and sustainable development, according to Jhingan (2016) aims at the creation of sustainable improvements in the quality of life for all people as the principal goal of development policy. This means that besides increasing economic growth and basic needs, the aim of lifting living standards includes a number of more specific goals such as bettering peoples' health and education opportunities, giving everyone the chance to participate in public life, helping in meeting the needs of the people in the present generation is essential in order to sustain the needs of future generation.

The importance of this view is that sustainable development aims at accelerating economic development in order to conserve and enhance the stock of environmental, human and physical capital without making future generations worse off. This is because the air, the water and the soil are not a gift from our parents but a loan to our children and as such they should be sustained.

Human Resources Planning and Sustainable Development

Human resource planning is not merely a piece of the personnel staff function; but it is a management process. Effective human resource planning is a process of analysing an organization's human resource needs under changing conditions and developing the activities necessary to satisfy these needs. It is essentially a two-step process. The contemporary approach to human resource planning establishes a link between the broad range of external and organizational factors on the one hand, and specific personnel programmes on the other for effective sustainable development, Jhingan (2010).

HRP Effectiveness: The effectiveness of Human Resources Planning largely depends on how well the existing manpower is utilized and future needs are met. Benefits associated with effective HRP include the identification of sources of manpower which are likely to provide sufficient number of employees having the appropriate levels of knowledge, skills, and work attitudes, the development of a system for providing a suitable worker job-fit, and the capability of integrating important elements of manpower planning into the overall corporate planning system in the organization. As a concept, HRP rests on two notions-integration and analysis for sustainability.

An Integrative Process: The contemporary approach also feature a strong link between individual goals and plans and those of the organization. Historically, Vankata (2021) opines that, programmes have been designed to meet organizational needs. But in the years ahead, it will be increasingly important to balance organizational needs with the needs of employees and society at large. Employee career interest, relocation preferences and development plans will be weighed in need-forecasting. Societal pressures for disclosure of sustainability development policies and practices for hiring of minorities, job sharing, more flexible work schedules, and other new programmes will also be evaluated in the future, what is considered good for individuals may be what is considered good for sustainable development as well.

Need Forecasting: In many businesses, personnel costs ranks near the top among all cost. Hence interest in improved forecasting and control of staff extends into all ranks,

particularly professional and managerial. The common approach to the problem of staffing is the planning and budgeting process, involving participation by successive levels of management for sustainable development.

Advance Planning: To improve the objectivity of staffing plans, sustainability should also include HRP at an earlier stage in the planning cycle. Human resource needs must be considered in the context of long range strategic planning for sustainability.

Work Analysis: In many cases, it improves control of the work. It is an effort to manage the 'work' for sustainable development.

Improved human resource information: Sustainability development is now providing computer generated analysis of personnel complement, movement and projected requirement. In large, complex organizations, large-scale modelling is relied upon to assure optimal staffing to meet planned organizational objectives for sustainable development.

Performance Measurement Management: Many executives are convinced that sustainability in productivity can be achieved through better management of employee performance. Individual employee motivation is seen as a key factor, but other factors such as the structure of job, individual competencies, and appropriateness of performance goals and standards of measurement are considered important and are more directly and easily controllable. Basic tools in managing performance are job description, and appraisal of performance in terms of results achieved. Basis of assessment is also changing. The trend is towards more specific job-related appraisal rather than global assessment of personality traits.

To strengthen managerial practices in the areas of performance management, Rudrabha (2018) opines that, sustainability is modifying performance planning and appraisal system, making them simpler and easier to use, and tailoring them to overcome difficulties experienced in the past. Employees are being brought more actively into the process and are being asked to prepare their own plans and past performance reviews in advance of discussion with their managers. Management policies and philosophy are being liberalized to encourage open and constructive discussions of performance plans and result. An understanding of the work to be performed is a critical element in good performance.

Changing Work Life: Experiments to improve the 'quality-of-work-life' have pointed towards a flexible working hours, flexible benefits and compensation, more open communication, open posting/bidding for job assignments, and other innovations. Sustainable development are working to build rewards into the job designs, and to make compensation incentives more meaningful to employees.

Career Management: Sustainable development are also giving more attention to employee careers, with high turnover, a limited supply of competent talent, and changing requirements. Career development has come to the sharper focus of human resource planning. Retention and improved utilization of talents are receiving greater emphasis in many organisations than external recruitment. This means greater attention to selection appraisal, individual counselling, career planning, and innovative training and development programmes.

Management Development: An important focus of career management effort is the

planning of managerial succession and management development. Management has long been a matter of concern but the emphasis is now shifting towards developing new management capabilities and new ways of doing so through job assignments. 'Sustainability is also focusing on a talent pool rather than an individual. This allows greater flexibility in planning developmental assignment across organizational/functional lines for sustainable development.

As we have already observed, there exists a relationship between education and human resources. Mathur B. I. (2012) opines that, sustainable development begets human resources and human resources beget sustainable development. The two are more or less complementary. Nigeria with population of about 140 million is in possession of abundant human resources. The perspective of a working development plan for Nigeria necessarily requires that the policy on sustainable development should be in tandem with it. This will ensure that time and scarce resources are not wasted endlessly. This inability to ensure goal congruence has been the greatest undoing of policy makers in the days of the 1970's which has resulted in the costly retarded development witnessed till date. The recognition that developing countries of Africa should have its foundation entrenched in small and medium scale industries is very correct. The reasoning is that such environments possess less sophistication and would afford budding craftsmen and technicians the opportunity to put their training, skill and experience to work. If the objective of sustaining development is to bear fruit, the provision of the right type of education in quantity and quality must be vigorously pursued. Periodic review, assessment and evaluation will provide the platform for modernization and quality control for sustainable development.

Militating Factors: The inability of Nigeria to achieve rapid development can be traced to lapses in Sustainable development in the main and along with other factors. It appears that the problems of development in West Africa and most African States have common root causes. Coming back home, and remaining with the scope of this paper, the following will suffice.

Poor Planning: The availability of think-tanks are usually carried out in isolation. This is the problem. The impact of plans targeted towards objectives, the resources effect and non-implementation through pilot scheme to enable proper evaluation of programme viability have been a re-occurring issue. The tendency to think it will work in Nigeria because it had worked somewhere else had led government functionaries to struggle for dossiers of blue-prints from abroad.

Brain Drain: The wave of economic hardship which overshadowed Nigeria, particularly from 1986 when structural adjustment programme (SAP) was introduced witnessed a significant number of Nigerian professionals seeking greener pastures from the shores of foreign land. There is no gain-saying that some of these professionals are highly trained technocrat whose services would have contributed immensely in moving the nation forward.

Finance: This has continued to be a re-occurring problem. Fund is required to acquire specialized/equipment for use in workshops, laboratories and field works not to talk of researches generally which can be financially intensive and extensive. The little fund available can hardly achieve much given the devaluation effect of inflation and

unfavourable exchange rate. The level of scientific researches carried out in the universities, polytechnics and colleges of education have therefore been abysmally low.

Derailment of Democratic Governance: The inability to evolve a truly democratic government of national unity, peace and progress, the unhealthy competition for political leaders spend valuable resources and time on how to remain in power without devoting enough time to consider issues of economic development for sustainability.

Human Resource Development for Sustainability

1. **Organization**, which recognizes that the procedure and protocol of selection should be documented and systematically executed to ensure the recruitment of the right personnel.
2. Stated time is crucial in the selection process that is, sourcing for fresh graduates could be targeted towards pre-service or post service period.
3. **Behavioural change:** Employees are expected to learn new method, skill, knowledge and ideals during retraining or refresher course. This will cause their behaviour to change their approach to work measured by increased performance.
4. Retention of human resource is a practice vigorously pursued, since they represent experienced labour force, which should be guided jealously. Retention of human resources is seen to be promoted, when employees are well-motivated to rise in the hierarchy of needs.

Sustainable Development in Nigeria and the Future

To develop is good but better if the development is sustainable. The space here could not allow a quantifiable analysis of the results of these policy measures on Nigerian sustainable development. However, inspite of the constraints (which are internal and external to the country), the policies and programmes are positive headway in reducing poverty in the country which is the central focus of the country's sustainable development but much is desired from both the government, citizens and organizations and institutions in the country, Munfoad (2018).

For sustainable development to be meaningful and effective in the country, the government should provide the enabling environment and follow some of these policy measures: reducing poverty in the economy, removing subsidies on some services like electricity, water etc. to reduce waste; clarifying and extending property rights, adopt market based approaches for the protection of the environment, and pursue workable regulatory policies, as well as providing economic incentives, trade policies, and public participation in environmental protections. With these and others put into action, properly monitored and effectively controlled, sustainable development will be meaningful and beneficial to all Nigerians and will bring about National development.

Recommendations

Sustainability and human resource in this paper have been shown to be essential aspects of development and growth. Growth sustains development. Despite the dissatisfaction of Nigerians with the level of development achieved given our abundance resources, Nigeria remains a country envied even by developed countries who are smart to see the potentials and strategic position occupied by Nigeria in Africa as a continent and

indeed within West Africa where she occupies a position of economic power and leadership. There is therefore, a need for us to realize that the future of the country depends on the determined visionary effort we make today as educationist through our ideas translated into policies, techno-crafts, craftsmen and allied professionals whose concerned effort will provide the synergy required for Nigeria to dare a quantum leap voyage.

In addition, government at all levels must intensify efforts in fighting a serious war against the cankerworm of corruption in the country. This can be done through strengthening of the existing institutions, and more powers to the EFCC to investigate, arrest and prosecute corrupt culprits irrespective of their status to serve as deterrent to others.

In order to solve the economic hardship in the country, government oriented economic programmes that have direct impact on the people should be implemented.

Finally, it is essential for the government to revitalize the agricultural sector in order to restore its lost glories. This will further reduce the level of poverty and improve food security for sustainable and human development of the country.

Conclusion

From what has been discussed so far, it is obvious that stable governance in Nigeria is key to all Nigeria's problems and sustainable development. Unemployment, inflation, poor exchange rate and crises of corruption and mismanagement of scarce resources can be brought under control and eliminated from our socio-political system and replace with either good governance, transparency and accountability for sustainability.

In addition, the issue of sustainable development must be concern to all parastatals (public, private and individuals). This will require educating everyone on the need for sustainable development and as a result work towards its actualization.

Finally policies that will promote sustainable development should be in place by the government of individual countries, which are consistent with international policies, in order to achieve an overall global sustainable development such as job creation, energy, security, health and environmental protection should be pursued.

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