



Research Paper

Policing Human Resource Utilization In Crisis Economy

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ABSTRACT: Every economy that is desirous of development in technology, medicine, innovation, research, manufacturing, education and other sectors of the economy is always anchored on the utilization of its human resource. Human resource of every country represents the strength of that country. Thus, the government making judicious use of these assets as their own comparative advantage has called for a debate among scholars. Therefore, this paper aims at assessing appropriate utilization of human resource in our locale. Methodically, this paper adopted a qualitative research design approach; as its source of data and others were from secondary sources and does not relate to empiricism.

Keywords: Policing, human resource, human resource utilization, crisis economy, recession

Received 23 March, 2018; Accepted 09 April, 2018 © The author(s) 2018. Published with open access at www.questjournals.org

I. INTRODUCTION

Utilization of human resource is very important in any developed and developing nations of the world. Thus, the people that pilot the affairs of every economy remain those with current needed skills that are requisite to effective and efficient operations in various industries, business firms, private and public organizations. There is no nation that can make positive progress without its human resource involvement in policy making, technological advancement, service delivery, manufacturing, as well as other meaningful developmental projects. Conversely, the overreliance on one particular commodity as a major source of national revenue; seems not to be the best option for emerging countries like Nigeria. Hence, the effective utilization of human resource in crisis economy posits to be the way out from economic recession. As such, policing human resource utilization in crisis economy is paramount for diversification into other sustainable areas other than dependence on 'black gold'. Accordingly, developing countries can harness the potentials of their human resource through roundtable discussion and formulation of policies that will sustain the implementation of such policies.

Consequently, countries that have not recognized the importance of its human resource are yet to impact their world and make progress in the competitive world stage. Despite the technological advancement and the use of robots and various forms of computerization of organisational activities; human beings are still the brain behind the making, formulation, programming and operation of the machines and computers. So, human element cannot be relegated in the affairs of the economy. Observably, most financial crises in the world are always pointed towards people or group of people who use their powerful skills to manipulate or borrow huge funds without returning it back. Also, the issue of corruption that has become a cancerous wound is perceived to be perpetuated by human beings. Therefore, it takes intelligent leadership to identify these groups or group of people and find other people who have better ideas to counter their plans and acts as a panacea to reduce such societal maladies to the barest minimum.

II. OBJECTIVE OF THE PAPER

The broad objective of this paper is to establish the concept of policing human resource utilization in a crisis economy by drawing inferences from human resources capabilities and competencies available in a developing economy.

III. REVIEW OF RELATED LITERATURE

Human resource utilization

Human resource utilization is referred to as one of the aspects of human resource management that deals with the use of people to achieve certain objectives. This paper will distinguish human resource from utilization for conceptual clarification purposes. Human resources is used to describe both the people who work for a company or organization and the department responsible for managing resources related to employees (Humanresourcesedu, 2017). The term *human resources* was first coined in the 1960s when the value of labor relations began to garner attention and when notions such as motivation, organizational behavior, and selection assessments began to take shape (Humanresourcesedu, 2017). Human resource as this paper perceives is the human element in the organization, society and in space. Human resource is otherwise known as “people” or “person” that carry out the objectives of the organization or his/her own objective. The question now is, “are they being used when there is crisis in the economy?” “Does government engage human resource that are knowledgeable in the areas of world economics, financial analysts, experts, analytical medicine, technology during economic crisis?”, If they do, how come some societies are still the way they are?

Nevertheless, the word “utilization” from the Cambridge dictionary online (2017) is “the use of something”, whereas Oxford dictionary online (2017) viewed it as “the action of making practical and effective use of something”. Bringing the two concepts together, human resource utilization is the use of people who are knowledgeable in certain areas of the economy or organization to solve problems facing humanity. This is the reasons behind the establishment of World Bank, African Development Bank, International Monetary Fund (IMF), United Nations Organisation (UNO), Economic Community of West African States, Arab League, G8, G7, G20, etc. With coming together of people from different spheres of life, problems can be solved amicably as a result of comparative advantage.

In line with the above, EzeaniandOnah (2002) cited in Madubueze, Ananti, Onyekwelu and Okpalibekwe(2015) submitted that human resource utilization is associated with the maximum use of competent staff, their deployment at strategic places, and the creation of the enabling environment for the practice of acquired skills. Other group of scholars has added their views on this concept. Madubueze, Ananti, Onyekwelu and Okpalibekwe (2015) contended that human resource utilization is used to include how personnel are deployed to perform jobs that are in tandem with training obtained. Based on these definitions, human resource utilization can therefore be referred to as the deployment of people that are competent in certain areas of the economy to where they can exercise such competency for economic development of that country.

During the economic crisis, countries that have passed through such experience are always consulted to find the best alternative approach they used in resolving their crisis. At times, groups of experts are dispatched to go and assist countries that are suffering from different ailments; financial, medical, and so on. Human resource utilization in crisis economy is very crucial for economic growth and development. Take for instance, countries that are lagging behind in the area of military personnel training. They can consult United States of America for training assistant based on an agreed terms. When it comes to agriculture, Israel will be consulted because of their long sustenance of agro-based industries. One thing that comes to mind is that economic problems are caused by people, and hence it is people that will also solve the problems amicably. In summary, the researchers will refer to human resource utilization as the effective and efficient deployment of existing and obtainable human resource skills, capabilities, competences and qualifications for maximal achievement, of economic, social, development, industrial, organisational and national goals.

Human resource utilization cycle

The following are researchers’ perception of process of human resource utilization:

- Identification of skills
- Taxonomy of skills
- Assessment of existing skills, competences and qualifications
- Identification of deficiencies through human capital needs assessment
- Human resource/human capital development
- Deployment of skills
- Reappraisal

The first step in human resource utilization is identification and taxonomy of available skills. Next is to assess the skills to ensure they are adequate in achieving goals at various levels. Thus, in order to identify deficiencies, there is a needs assessment is conducted. The next will be to proffer ways of meeting these needs through human resource/human capital development. Human capital development entails formal, informal, vocational, technical education and other forms of skills acquisition. Human capabilities and competencies according to Bonn International Centre for Conversion paper BICC 07 relate to knowledge, abilities, skills, values, attitudes

and norms. These are the results of intentional learning, learning-by-doing, and the socialization process in the education and training system, as well as the employment system. The paper further posited that the development of human capabilities takes place at three levels: the cognitive, affective, and psychomotor levels. The cognitive area includes knowledge, understanding, problem solving and theory, and distinguishes between formal and idiosyncratic knowledge. Formal knowledge refers to knowledge and skills that can be transmitted in written or verbal instructions; the level of skills can be measured in exams or tests. In the BICC paper 07, Idiosyncratic knowledge is defined as "that intuitive knowledge, based upon training and experience, that is incapable of translation into written form". Idiosyncratic experience is characteristic of many skills acquired while performing difficult tasks. During their work, people develop a task-specific know-how that is indispensable for doing a good job. Yet this know-how cannot be formalized and written into work instructions. At the affective level human resource formation comprises emotions, attitudes, values and norms. Socialization effects such as punctuality, respect for authority, self-reliance, attitude towards work, and the ability to make decisions may be induced at the level of the family, (BICC paper 07, 1997; Nübler, 2000):

Skills are deployed for achievement of goals. Since the world and business environment is dynamic and evolving, there will be need for a reappraisal. The reappraisal will determine if new skills are needed so as to achieve the desired goals in any organization.

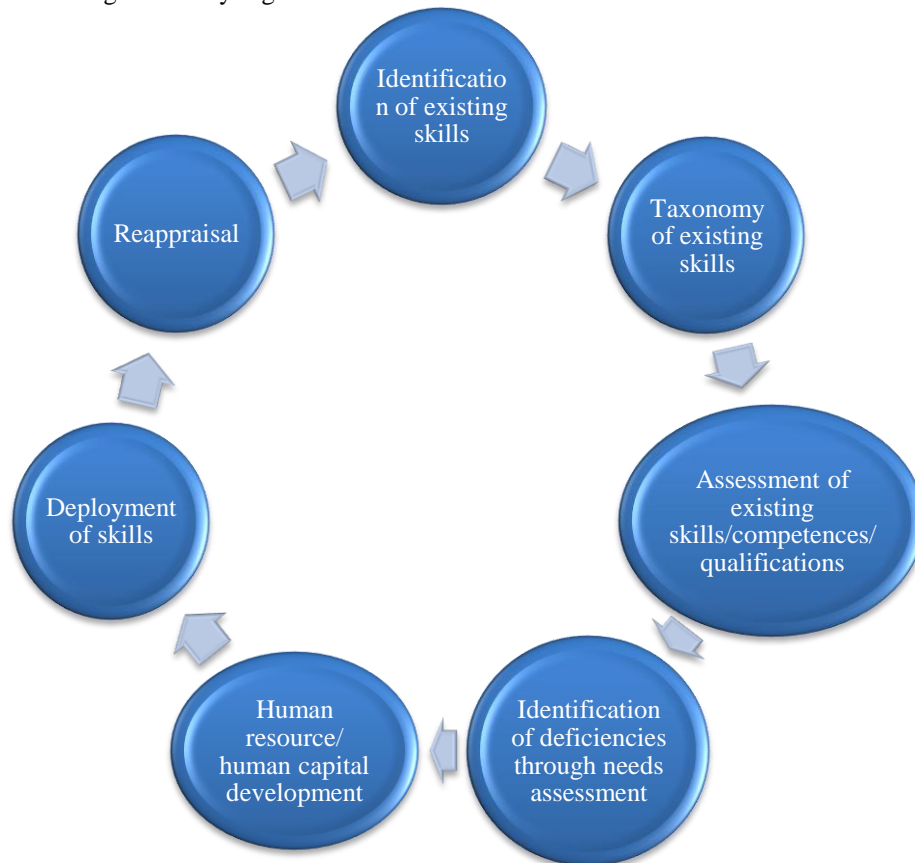


Figure 1: Human resource utilization cycle (Source: Researchers 2018)

Policing human resource utilization in crisis economy

The word *policing* as perceived by Your dictionary online (2017) is "supervising or enforcing rules". On another hand, Collins dictionary online (2017) viewed *policing* as the activities carried out by police officers in order to preserve law and order. Following these perceptions and relating to the concept, policing human resource utilization in crisis economy is anchored on the premise that any economy that did not recognize its potentials from their human resource perspective cannot make adequate progress but rather be a beggar in its

territory. This implies that countries that have advanced technologically by a way of boosting its economy did so through the utilization of its citizens rather than contracting development to other people from outside the shores of their country. Take for instance, Dubai utilizes its citizens in almost every sector of their economy even though they invited some experts from other countries but virtually their people were involved in the development of their country.

The economic crisis that has fallen on any developing or developed economy perhaps is as a result of non-utilization of its human resource available at home and abroad. This is the reason why Harbison (1973) argued that; deployment or utilization of human resource in position where they have been properly trained will encourage efficiency and improved productivity. The question becomes 'does it mean that; Nigeria don't have qualified human resource? Or is it that they were not available? The answer is within the ambit of the government that neglected its human resource that would have turned around the economy for good. To buttress this fact, in a study carried out by Abdulkareem *et al* (2011), on Human resource utilization and internal efficiency in state-owned universities in Nigeria found out that there was a correlation between Human resource utilization and internal efficiency.

The international monetary fund as a body (IMF) has projected that the Nigerian economy will most likely contract by 1.8 percent this year and if that forecast comes to pass, it will be the first time in about 26 years that the nation's economy will record such a low level of growth (www.sunnewsonline.com). Adding to that, the Governor of Central Bank of Nigeria (CBN), informed the Senate that; "recession appeared imminent because of more than two quarters of consecutive slow economic growth, noting that the performance of the economy in the last one year has been abysmal (www.sunnewsonline.com). He attributed the situation to current global economic conditions, accentuated by contracting growth, low oil prices and hyper-inflation, which has hit an all-time high of 16.5 percent in June, according to the National Bureau of Statistics (NBS) (www.sunnewsonline.com).

Every nation that has faced economic crisis always looks inward to solve it because it was in the first place caused by the country or people within the country. A country that neglects the significance of its citizens will never make progress but will continue to revolve in circumference of a circle. Government that makes use of its human resource in the academia will always triumph in any situation because the academia has the theories and how they can apply it to the relevant areas of the economy. There are several researches that have been conducted by the academia and if put into practice will change so many things that government is saddle with. By now Nigeria or other developing countries ought to have been developing its own weaponry rather than importing it from other countries. Sometimes, it is good to ask; these countries that manufactured weapons; do they have two or three heads? Is it not the application of scientific knowledge that has given them that advantage? If this is so, then why can't Nigerian government utilize the academia that are knowledgeable in nuclear physics, atomic energy, chemical engineering to mention but a few?

Nevertheless, human resource utilization is the key for sustenance of democracy and making good policies in different sectors of the economy. The utilization of people who are competent in agriculture, technology, medicine, oceanography, engineering, weaponry is the key for coming out of recession. Any economy that is having serious problem of unemployment, unavailability of social amenities, epileptic power supply, inadequate manufacturing, and so on will always be dependent on other countries for its supplies and this will result to colonization from the country that they are depended on. Nigeria perhaps has it all when it comes to human resources.

However, in every recession there is bound to be changes in the functions of human resource management. This is because; companies operating in the affected countries may not be able to bear the burden of wage bills and still remain in business when the environment is not viable to make profit. This has led to lay-off of deposit money banks workers across Nigeria including the oil companies and other multinationals. Human resource function is solely responsible for advising management on what to do during economic crisis especially as it concerns downsizing, pay cuts and so on. Several Nigerian and non-Nigerian workers were adversely affected by the 2015-2016 recession. For instance, Dangote group alone sacked 36 expatriates and 12 Nigerians. Akinpelu, and Samuel (2016) reported that Dangote's reaction was based on the recession in the country. A letter signed by the President/CEO of Dangote Group, Alhaji Aliko Dangote dated October 20, 2016 quoted him as saying the group was constrained to take the 'tough' decision because of the present high cost of production (Mac-Leva, Zakariyya and Sunday, 2016). The workers were surprised to receive letters that was captioned '*Recent Retirement Exercise*'. It reads, "*this first phase of this exercise involved the cutback of 36 expatriate staff across the Dangote Cement Plc and Dangote Industries Limited, and 12 local staff members in Dangote Industries Limited*" (Akinpelu and Samuel, 2016).

On the banking side, almost all the deposit money banks in Nigeria either in one way or the other retrenched their workers through salary cuts and lay-offs. Diamond Bank for instance, sent 200 employees' packing, while 215 workers were sacked by Unity Bank (www.dailytrust.com.ng). One of the reasons behind bank workers sack is attributed to federal government withdrawal of government deposits and channeled it into

the single treasury account to central bank of Nigeria. The economic crisis also affected the telecommunication sectors, insurance as well as the oil industries. Not fewer than 5,000 Nigerian oil workers were sacked by different companies quoting recession as the major cause. Their arguments were based on the dwindling oil prices in the international markets.

Drawing from the above economic crisis, it therefore means that human resource utilization is the bedrock for solving such type of economic shock in the near future. The way and manner human resource professionals carry out their functions during these crises baffle those in the academia because all other approaches to resolving the crisis were not sought rather most of them adopted retrenchment as the best alternative. This single decision has affected the entire economy negatively in the sense that most of the retrenched workers have either committed suicide or develop emotional instability which the society is facing till today. It has even increased the number of unemployment in the country. The position of this paper is that the managers in charge of human resource functions in Nigeria should with a sense of caution always consult those in the academia before embarking on some decisions that will have ripple effects on the economy. Therefore policing human resource utilization in a crisis ridden economy becomes the best option in revitalizing the same economy both here in Nigeria and any other country in the world.

IV. RESEARCH METHODOLOGY

This paper employed a qualitative research design. Data were sourced from textbooks, journals, newspapers and internet web support pages.

V. DISCUSSION

Human resource remains the ship on which countries use to navigate their way each time they find themselves in turbulent situations and as such, utilizes the talents within their domain to resolve such maladies. Nigeria is a country with abundant human resource scattered all over the world but it has not yet assume full responsibility of utilizing these huge assets that will have help her solve economic, social, technological, educational and political problems it has been facing for many decades. The 2016 recession that Nigeria faced would not have happened if human resource were properly placed where their competencies will be utilized for the good of the country. But it is rather unfortunate that successive Nigerian government have not utilized its talents till date. This perhaps is evident in the slow pace of economic recovery and underdevelopment virtually in all sectors of the economy. Aluko and Aluko (2011) in their observation argued that the underutilization of existing capacity and the loss of same through brain drain have made Africa to remain underdeveloped. This is the reason why Kiggundu (1989) contended that human resources utilization is when available human resources are deployed effectively for the maximum achievement of individual, collective organizational or national goals and objectives.

VI. CONCLUSION

This paper concluded that human resource utilization remains the ultimate solution to any crisis economy in terms of resilient, growth and development.

VII. IMPLICATIONS OF THE PAPER

The following implications were drawn from the paper.

1. Countries that are faced with economic challenges, should always source for assistance from the human resource available in their countries
2. Human resource practitioners should always have the options of wage cuts in place of retrenchment during economic crisis in any country

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Ikechukwu Dialoke (Ph.D) "Policing Human Resource Utilization In Crisis Economy" Quest Journals Journal of Research in Business and Management , vol. 06, no. 02, 2018, pp. 01–04.