

IMPACT OF HUMAN RESOURCE UTILIZATION ON GROWTH AND DEVELOPMENT OF GOVERNMENT TECHNICAL COLLEGE KUMO, GOMBE STATE

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ABSTRACT

The examined the impact of human resources utilization on organizational growth and development in Government Technical College, Kumo, Gombe state. It established the relationship between employees' productivity and human resources utilization and also assessed the influence of effectiveness of the personnel recruitment, selection and placement on human resources utilization. The data obtained from 110 respondents were analyzed using both descriptive and inferential statistic such as percentages, tables, regression analysis and Pearson's product moment correlation analysis. The study revealed that, there is a significant impact of utilization of human resources on organizational growth in Government Technical College, Kumo, Gombe state. It also found that employees' productivity significantly and positively varies with human resource utilization in Government Technical College, Kumo, Gombe state. And lastly, the study identified that, effective personnel recruitment; selection and placement significantly affect utilization of human resources. The study recommended that since human resources utilization is a line activity, organizations should ensure that there is a functional human resources department that will always be responsive to the manpower needs of the organizations; and lastly, the management of organizations through the human resources department should expand and improve the recruitment, selection and placement process in order to get the best manpower to the right position at the right time.

Keywords: Development, Growth, Resources, Utilization

1. INTRODUCTION

The greatest asset of any organization is its human resources that ensure achievement of company's goal and objectives. (Source Human resource article 2012). It is unfortunate that most company's organization have neglected the development and management of their Chief asset which is human resource. Effective human resource management enables employees to contribute effectively and productivity to the overall company direction and the accomplishment of the organization's goal and objective (Susan, 2012).

The term human resource utilization here simply means the effective and efficient use of human resource in an organization in order to achieve desired growth and development of any organization, and to avoid wastage of manpower. The effective utilization of human resource is seen as key factor to growth and development of an organization in this contemporary world faced with challenges such as globalization, tribalism, corruption and mismanagement.

Government Technical College Kumo, it is a boarding school established by former Bauchi State in 1978 as a secondary school. It was later converted to a Technical College in 1986, the college was mandated to conduct academics, training, vocational and skill acquisition such as woodwork, auto-mechanics, training of technologist, agriculture technology, department of irrigation etc. students are admitted into the college by the ministry of education after completing and passing JSS III examination. Both male and female are admitted to study the trade of their choice for the period of three years. Based on the National Board for Technical Education curriculum; all the Local Government Areas in the state are beneficiaries of this system of education through a quarter system of admission, the aim is to ensure that each local government has craftsmen and technicians to assist in developing their areas – also since academic activities began in 1986 there is a decline in the number of students. Total strength of the staffs stood about 191, 22 teachers, 16 instructors, 30 technical staffs and 123 administrative staffs.

The achievement so far, in training of 473 students from 2011 – 2014, with statistic showing 182 students graduated 2011, 19 students in 2012, 54 students graduated 2013 and 45 graduated in 2014. This statistic shows steady decline in the number of student's enrollment and graduation; these constraints of the college are lack of human resource utilization and over staffing.

This study focused on the role of manpower planning, training and development motivation and management style as it affects the growth and development of government owned organization in Nigeria as a factors and variable that are responsible for the effective and efficient utilization of human such as how effective the ability of the employee is being utilized in his workplace. In term of human skills, knowledge, personality, role, perception, difference in experience and management as it affects the performance of and organization such as Government Technical College Kumo, Gombe State of Nigeria.

In addition, other factors are closely observed where different motivation and commitment to work, here are satisfiers and dissatisfiers with the view of understanding their roles as motivators. However, the crux of this research is to identify the key problem and factors that causes poor performance in Government Technical College Kumo. Since its establishment in 1986 which may be a result of poor utilization in some major key areas, and how proper utilization of employees in this key area will enhance growth and development in the organization.

At this junction, it is worthy of note that the Government Technical College Kumo, Gombe State have not recorded significant growth and development since its inception; from the mandate it was established to fulfill academic training and skills statistics of 182 student in 2012 to 91 students in 2012 to date. And still the strength of the staff stood to about 191. This statistic shows that some departments have over staff while other departments have under-staffs.

It is in this light therefore, that this research sees it fit to examine the impact of human resource utilization on the organizational growth and development of government technical college Kumo, Gombe state with a view to suggesting ways to improve growth and development through effective and efficient human resource utilization.

Managing human resource is primarily a line activity, yet the line manager being operative managers are more concerned with material and financial resource then with the human resource. Human resource is the key to success in organization, yet many organization too often, forget how important the people variable (organization must valuable asset) is to success

of an organization many organization and managers have failed because they have taken their human resources for granted. Also, many organizations face the problem of utilizing human resource in the best and economic manner at which to enhance productivity, growth and development. It is observed that government technical college Kumo lacks foresight in planning and recruitment of staffs. Some department have over staff while others under-staffs. Other problems include inadequate working facilities.

In addition, employees training and re-training development on the job are neglected, employees' performance, appraisal for promotion are not properly conducted some members of the staff are favoured against others. There is generally poor motivation of staff to encourage increase in output. It is in this line that the primary concern of this research work is to examine the impact of human resource utilization as the factor of organization growth and development and to examine the adequacy of human resource management in Government technical College Kumo, and to determine the process of employees' recruitment selection system for hiring the best employees is consist with the organization needs.

The main objective of this study is to assess the impact of human resource utilization on organizational growth and development in government technical college Kumo, Gombe state,

2. LITERATURE REVIEW

This chapter covers the main body of the study which is the literature review it consist the concept of human resource management the important of human resources related factors that will bring into light, what should be done to improve human resource utilization and development organization such as human resource planning and utilization, human resource and its important in terms of activities so the reader will be aware of what the topics is all about. Notable aspect of definition of human resources function and its important in relation with its employees.

Motivation is briefly touched to see how it encourages employees to be more productive. Human resource utilization involves all management decision and action that affect the relationship between the organization and its employees. Human resource management utilization is basically the coordination of all activities of the employees of an organization in such a manner to maximize the effectiveness and efficiency of the organization. While at the same time attempting to satisfy their needs. It could be seen therefore that organizational goals and human need should be mutual and compatible one should not be gained at the expenses of the other.

In the contemporary situation the prime role of human resource practitioners is that of developing the organization's staff resources, so as to enable people to make flexible, multi-skilled contribution to the overall aim of the organization, be it in a business or commitment to the overall goals of the organization.

The critical nature of human is an organization as a factor of success or failure of management is put by Lickert (2005) as follows. All activities in any enterprise are initiated and determined by persons who make up the institution plant, office, of all task of management, managing the human component is the central and most important task because all else depends on how it is done.

Human resource management is administrative activities associated with human resource planning, recruitment, selection, orientation, training, appraisal, motivation and also functions

within an organization that focuses on people (Wikipedia 2012). According to Wikipedia, human resource is the set of individuals who make up the work force of an organization. Human resource management encompassed activities designed to provide for and coordinates, all human element within the organization. This will ensure stable, continuity and achievement. And this will lead to growth and development of the organization. The human personnel element represents one of the company's largest investments (Susan 2012).

Consequently, organization should prioritize the development of the human element to maximize talents, skills and ability which will automatically reflect on the company's profit. It pre-supposes that we do need people in order to form a business which that no business can exist without people. Even a computer auto-mental machine factory has to employ some people, though a conventional plant with similar capacity might require people. There arises the need for proper planning of these people employed otherwise known as "Manpower planning" (source; e-How contributing writer). Most organization does not have plans for the development of their members of staff. Once these people are recruited, the organization does not orientate them; neither do they train them to acquire other modern skills to improve their talent and education qualification they came with.

Organization need to plan and equip their labour force which will boost quality product and profit making of their organization. Human resource development makes sure that manpower planning in an organization is not static but an ongoing process (source; Human resource article, 2009). If focuses on raising productivity through improved quality, efficiency, lost reduction and enabling customers concentrate on their core business activities. According to Wikipedia 2012, human resource is also known as human capital for utilization harnessing development and direction of a nation objective. There is no industry, firm, organization, business enterprise etc that can boost political, economic and social stability, quality product and profitability without proper utilization of human resources in place.

Meaning of human resource management

Bratton and Gold (1994) define the term human resource management as "the part of management of people in work organizations human resource management emphasizes that employs are critical to achieving, sustainable competitive advantage the human resource specialist help organizational controller to meet both efficiency and equity objectives.

In the same vain it is observed that human resource differs from resource the employers uses party because individuals are endowed with varying level of ability aptitudes skills and knowledge, personality traits, gender's roles perception and difference in motivation and a result of difference in experience and party as a result of differences in motivation and commitment, in other words employees differs from other resource because of their ability to evaluate and question management actions and commitment and cooperation always has be won out, Otus (2006).

Importance of human resources planning

According to Kenneth (2009) no doubt, human resources planning is to immense importance to an organization whether private or public. The importance of human resource planning can be seen from the angle of trying to avoid excessive over time situation because of the insufficient workers in an organization. Other reason to avoid over staffing which might create redundancy and de-motivation and drain on companies or organizations profit. To avoid loss of business opportunities this can result to lack of appropriate manpower. Also the techniques of human resource planning can be used in reducing mobility of labor so that people are likely

to remain with the organization. It can also ease the difficult of recruitment, because recruitment as we know is costly and time-consuming activity. Similarly delay in recruitment have tendency of destroying staff morale.

To Ogbodo (2007), human resource planning also helps to reduce personnel cost by helping management to anticipate surplus or shortage of human resource and to correct the imbalance before they become unimaginable and expensive to both organization and employers. It also provides a better basis for planning employee's development in term of job performance. Human resources planning help improve overall business process, this is because the success marketing production, finance in any organization rest on human resources planning. It also helps the organization to cope with challenges in competition forces, technology, government regulation policies. It encourages planning which involves top management evaluation of environment, it also provides vital information for designing and implementation of personnel functions such as recruitment. Lastly it creates awareness on importance of sound human resource management throughout the level of the organization.

Human resources utilization

To Ogbodo (2007) the term human resources utilization refers to a means whereby managers are able to employ the right workers for the right job, train and develop the workers so that they contribute meaningfully to pursue the organizational goal to avoid wastage. Also to maintain the productive work force through various retention initiative such as motivation in other to continuously sustain productivity at a minimum cost and maximum output.

Recruitment, selection and placement

After defined human resource utilization it is important to note the company to have right work force for effective performance of the organization it has to start from process of recruitment selection and placement of the right person for the right job. According to Otus (2006), staffing in an organization 'deals with sustaining people with appropriate skills, abilities, knowledge and experience to fill jobs, in the work or organization pertinent practices are human resource planning, job analysis recruitment and selection.

Cole (2002) emphasized that the principal purpose of recruitment activities is to attract sufficient and suitable potential employees to apply for the vacancies in the organization and to identify the most suitable applicant and pursued them to accept position in the organization.

Recruitment

Recruitment process begins with consideration of the number and the types of vacant posts needed to be filled and the sources of the personnel or kills needed. To start with advertisement, should contain adequate information about job contents, qualification and experience, compensations and other condition of service depending on the type of the organization, the process of recruitment after advertisement involves short-listing, preliminary interview, employment interview and end with evaluation. According to Otus (2006) evaluation of an interview follows almost immediately after the interviewee leaves the interview room while the details are still fresh in the mind of the interviewers both the physical and the mental disposition of the interviewee along with the skills, experience and ability for clear expression.

Selection

The principal purpose of selection activities by comparison, is to identify the most suitable applicant or process whereby the organization select from the number of people who have

actually attended interview. This is done after the evaluation; the best practice according to Otus (2006) is to make the final selection immediately after evaluation state. However, some organizations, especially large ones may choose to make the result of the interview programme for further scrutiny by committee for selection and placement. The standard is candidates should be selected and placed according to the number of the vacancies existing in the various section of the organization and in line with their qualification and experience while according to Adelaye (1998).

Placement

Placement can be defined as assigning the individual to a particular job, skill. Personality and interest of the applicant, the fact that an employee has education and has been trained in either university, Polytechnic or colleges of education as well as secondary and primary institutions does not erase the need for induction training so as to enable the employee blend and adapt to the new environment as different organization has their ways of executing task. It therefore of importance for newly employed worker to be trained in with the organization requirement.

The need for training and development

Human resource need are dynamics not station and we live in a world of increase rate of change, and it is estimated that the average worker will need at least new set of skills during working life. A trained typist may be trained to operate computer system involving word processing, desk-top publisher, spreadsheet, database etc.

Staff training and development is very important. Its role in an organization is so unique that it deserves the attention of management at all stages of the organization development. The environment today is a very dynamic one, so employees need to be trained to meet up with modern trends to enhance performance. Training and development programme are designed to improve the knowledge, skills and abilities of employees. Most human resource department devote a great deal of effort to such Programmes. And also, an organization may view workers as an investment in human capital and order to achieve an adequate “return on its investment, organization must train and develop their workers skills. Penson et al., (1990) shade more light that “people are our most important assets, and no Chief executive or senior manager will disagree with essential truth of it. Yet the reality of many organization is that their people continue to remain under-valued and under-utilized. According to stoner (1988), development Programmes are designed to educate employees beyond the requirement of their present position so that they will be prepared for promotion and be able to take broader view of their rules in the organization. They stated that while training programme is directed, is directed for maintaining and improving current job performance, development Programmes seeks skills for future jobs.

Training relate to the desire for the acquisition of knowledge and skills for the purpose of an occupation or task. It is focus in much more narrowly based that education of development, is job or task oriented. Development is concerned more with changes in attitude behavior and employees’ potentials then with immediate skills. It relates move to career development are after the thinking and behavior of employees in the direction desired by the management. All training Programmes must be tailored to the need of specific organization for specific position. Therefore, training and development could be seen as serving the function of otherwise increase productivity, reduce wastage, improve skills and efficiency.

Motivation as a factor to effective human resource utilization

According Harbison (1964) as organization grows, it will seek method to improve effectiveness and efficiently. The employee must be able to cope with crises and challenges in a manna which create improvement, they need to be active, creative and well-motivated to survived the challenges of competition, an organization needs continual innovation and improvement. The idea for change must come from the organization staff. Thus, the important aim of achieving a well-motivated staff is not a simple task, because people are complex and individualist, however this section will try to consider ways in which employees can be motivated. So, management should make sure that organizational goal is achieved by suitable rewarding good work done by those staff who are recognize as achievers. An ideal model may never be fully achieved in real world however, it could be used to analysis and test the “need to reward system” of an organization; to judge how effective it operates. The model could be used by management to formulate question which must be ensured in real situations these responses could form the basis for new decision leading to corrective actions

Theoretical framework

Motivation theory attempts to explain why people behave, the way they do. As practices of management is a crucial to management’s success.’ People are the greatest single assets available to enterprises. Impact an organization is people; unfortunately, however, people are the only asset that can actively work against the organization’s goals. It is therefore, only by collaborative effort that people can find release for their talents energy and creativity in the service of the enterprise. He also defined motivation as a process in which people choose between alternative forms of behavior in order to achieve personal goals. One important factor that must be identified by management before motivation can be of any use is making personnel effective, the need and the interest of the workers at various level of the organization must be taken into consideration. Each of these group of people has area of their interest along which the can be motivated to improve the effectiveness of the organization. According to Maslow there are five needs that are universal for human beings.

Physiological need

According to Maslow physiological needs includes the need for food, shelter, and clothing. In a workplace, many organization they to satisfy these needs by providing canteen, adequate ventilation, lighting, heating, and other physical facilities. Physiological needs therefore, are basic fundamentals need that without which human being could not exist.

Safety needs

Once physiological needs are satisfied, safety needs replace them. These safety needs are of two types. First, there is a need for survival; this need is so great that many of the laws in our society are fashioned to take care of this. This need further use both psychological and physical dimension on the safety environment, equipment and rules for protecting the workers of the job. The psychological aspect of safety needs can be seen in the light of fact that workers desire secure and guaranteed employment. Their pay many not be very high but to be personnel of such an organization.

Social needs

This is the need for belonging to a group and be loved. Social need is important motivators. This need involves interactions with others for the purpose meaningful relationship. Business organization should try to meet these needs of their workers by allowing them to interact and

talk with other people. It is important to note that in bearing routine or repetitive work, social affiliation helps to make the job bearable when such interaction occur, morale is high and productivity tends to improve or at least remain within the tolerable range.

Esteem needs

Human beings like to feel important and this is where self-respect needs come to pay. Esteem needs one of much more psychological in nature, and it comes from the within the persons psychological disposition. Organization cannot give out esteem needs as they do with money or other material things, but they create the right climate for allowing people to satisfy the need. For example, by giving prestige and power to individual to motivate them to great effectiveness. In working life, many people seek prestige through promotion or giving reputation or having official or a big office with some prestige facilities in their offices. This will certainly induce them to fill important and enhance their commitment to the organizational goal.

Self-actualization needs

This is the fifth need profounder by Maslow. This could be realized when all the previous needs are satisfied. This need is manifested when an individual struggle to reach the apex of their career. The attainment of this need relates to competency and achievement. The application of the Maslow hierarchy of needs is made necessary because of its relationship to the personnel for engaging in work at all levels. Furthermore, management can motivate personnel along with their needs at various stages of their work.

3. METHODOLOGY

This study adopted survey design in which the data for the study was obtained from primary source, collected from Government Technical College Kumo Gombe State through the use of questionnaire and personal interviews. The result was analyzed using table of simple percentage and multiple regressions.

The population of study in the research is all the 191 staffs of Government Technical College Kumo Gombe State. It is from this population that sample was drawn and generalization was made about the study.

The sample of this study was 127 respondents selected at random from the 191 population of both teaching and non-teaching staff in Government Technical Collage. The sample also took into consideration a proportion of male and female staff based on their working experience and educational qualification.

The questionnaires filled were edited in the field and also at home, coded, classified and entered into statistic package for social science (SPSS) for regression analysis. This method was adopted to establish the relationship between employee's productivity and human resource utilization and also estimates the determination of organizational growth in the study area. Results of analysis were then displayed using statistical summary tables.

Mode specification

Model I

The first model for this study was developed as follows:

$$\text{ORGG} = f(\text{HRU}) \text{-----} (1)$$

$$\text{ORGG} = \beta_0 + \beta_1\text{HRU} + \mu \text{-----} (2)$$

Where ORGG is organizational growth and HRU is human resource utilization in Kumo Gombe state.

A priori expectation

Given the model above couple with the relationship between the variables of the model, it is expected that β_0 , and $\beta_1 > 0$.

Model II

The second model for this study was developed as follows:

$$\text{EMPP} = f(\text{HRU}) \text{-----} (1)$$

$$\text{EMPP} = \beta_0 + \beta_1\text{HRU} + \mu \text{-----} (2)$$

Where EMPP is employee's productivity and HRU is human resource utilization in Kumo Gombe state.

A priori expectation

Given the model above couple with the relationship between the variables of the model, it is expected that β_0 , and $\beta_1 > 0$.

Model III

The third model for this study was developed as follows:

$$\text{HRU} = f(\text{IPRS}) \text{-----} (1)$$

$$\text{HRU} = \beta_0 + \beta_1\text{IPRS} + \mu \text{-----} (2)$$

Where HRU is human resource utilization and IPRS is effective personnel recruitment, selection and placement in Kumo Gombe state.

A priori expectation

Given the model above couple with the relationship between the variables of the model, it is expected that β_0 , and $\beta_1 > 0$.

4. RESULTS AND DISCUSSION

This section provides the results obtained from the empirical research findings. The study broadly investigated the impact of Human Resources Utilization as a factor in organizational growth and development. The staff of the Government Technical College, Kumo, Gombe State were consulted and they cooperated. In all 127 structured questionnaires were administered but only 110 were returned fully and appropriately filled. This represents a response rate of 86.6%. Therefore, the whole 110 questionnaires retrieved were used in the analysis of this study.

Demographic Profile of Respondents

Table 1: Sex of the Respondents

	Frequency	Percentage
Male	85	72.3
Female	25	22.7
Total	110	100

Source: Field survey, 2015.

As shown in table 2, the respondents were mostly males, that is 85 respondents out of the total 110 questionnaires returned were male representing 72.3% of the total sample while 25 respondents (22.7%) were female, which is consistent with the gender distribution of teaching profession in general.

Table 2: Age Bracket of Respondents

Age Group	Frequency	Percentage
Below 30 years	9	8.2
31 – 40 years	45	40.9
41 – 50 years	29	26.4
51 – 60 years	27	24.5
Total	110	100

Source: Field survey, 2015.

Table 2 presented the age bracket distribution of the respondents. As shown from the table, a large number of respondents are within the age brackets of between 31 – 40 and that represents 40.9% (i.e the 45 respondents) followed by 29 respondents of age brackets between 4 – 50 which represents 26.4% of the total sample. 27 of the respondents are within the age bracket 51 – 60 representing 24.5% of the total sample. Only 9 respondents are below 30 years (8.2%) meaning that majority of the sampled respondents are young civil servants of within the age bracket 31 – 50.

Table 3: Educational Qualifications of Respondents

Qualification	Frequency	Percentage
Secondary	6	5.5
Diploma	21	19.1
NCE	65	59.1
B.Sc	18	16.4
Total	110	100

Source: Field survey, 2015.

As seen from table 3, the number of secondary school certificate holders were 6, representing 5.5% of the total sample. 21 respondents are diploma holders representing 1.1% of the total sample, 65 respondents were holders of National Certificate in Education (NCE) representing 59.1% while only 18 respondents were holders of first degree (B.Sc/B.Ed.) representing 16.4% of the total sample. This result is consistent with the qualification distributions in the teaching service.

Table 4: Designation of Respondents

Designation	Frequency	Percentage
Teaching Staff	75	68.2
Non-Teaching Staff	25	31.8
Total	110	100

Source: Field survey, 2015.

As shown in table 4, the frequency of the respondents that are teaching staff were 75 representing 68.2% while 35 respondents are non-teaching staff representing 31.8% of the total sample. This result indicated that majority of the respondents were teaching staff.

4.2 Hypothesis Testing

Hypothesis 1

Null Hypothesis

Efficient human resources utilization impact negatively on the organizational growth in Government Technical College, Kumo, Gombe State.

Alternative Hypothesis

Inefficient human resource utilization impact positively on the organizational growth in Government Technical College, Kumo, Gombe State.

Table 5: Summary of Regression Estimates for the Determination of Organizational Growth

Variables	B-coefficients	t-values	Sig.
Constant	0.876	3.135	0.002
HRU	0.869	11.182	0.000
R ²	0.537		
Adjusted R ²	0.532		
F-Statistic	125.039		
Sig. of F	0.000		

Source: SPSS OUTPUT

Table 5 presented the summary of the regression estimates for the determinants of organizational growth. The F-statistics which tests the overall significance of the model has the value of 125.039, the significance of F is 0.000 and as such the null hypothesis can be rejected at 1% level. That is, inefficient human resource utilization impact negatively on the organizational growth and accept the alternative hypothesis which states that, inefficient human resource utilization impact positively on organizational growth.

The R-squared (R²) for the regression is 0.537 and the R-squared adjusted for the regression is 0.532. The statistics presented in table 5 under R-square is called coefficient of determination and referred to as R². In this study, 53.7% of the variability in organizational growth cannot be explained by inefficient human resources utilization.

Hypothesis 2

Null Hypothesis

Employee’s productivity does not have any positive significant relationship with human resources utilization in Government Technical College, Kumo, Gombe State.

Alternative Hypothesis

Employee’s productivity has a significant positive relationship with human resources utilization in Government Technical College, Kumo, Gombe State.

Table 6: Correlation Analysis between EMPP & HRU

		Employee’s Productivity	Human Resources
Employee’s productivity	Pearson Correlation	1	0.745**
	Sig. (2-tailed)		0.000
	N	110	110
Human resources utilization	Pearson Correlation	0.745	1
	Sig. (2-tailed)	0.000	
	N	110	110

Source: SPSS OUTPUT

Table 6 presented correlation analysis for employee’s productivity and human resources utilization. The findings show a significant positive relationship between these two variables employee’s productivity and human resources utilization and the Pearson correlation using 2-tail test at $r = 0.745$, 0.01 significant level. Therefore, we reject the null hypothesis that employee’s productivity does not have any positive significant relationship with human resources utilization in Government Technical College, Kumo, Gombe State and accept the alternative hypothesis which states that, employee’s productivity have significant positive relationship with human resources utilization in Government Technical College, Kumo, Gombe State.

Hypothesis 3

Null Hypothesis

Effective personnel recruitment, selected and placement does not have any positive effect in the utilization of human resources in Government Technical College, Kumo, Gombe State.

Alternative Hypothesis

Effective personnel recruitment, selection and placement have positive effect in the utilization of human resources in Government Technical College, Kumo, Gombe State.

Table 7: Summary of Regression Estimates for the Determinants of Utilization of Human Resources

Variables	B-coefficients	t-values	Sig.
Constant	0.856	3.371	0.001
IPRS	0.713	10.581	0.000
R ²	0.509		
Adjusted R ²	0.504		
Std. Error of the Estimate	0.75654		
F-Statistic	111.768		
Sig. of F	0.000		

Table 7 presented the summary of the regression estimates for the determinants of utilization of human resources. The F statistic which tests the overall significance of the model has the value of 111.968, the significance of F is 0.000 and as such the null hypothesis can be rejected at 1% level. That is, effective personnel recruitment, selection and placement does not have any positive effect in the utilization of human resources in Government Technical College, Kumo, Gombe State and accept the alternative hypothesis which states that effective personnel recruitment, selection and placement have positive effect in the utilization of human resources in Government Technical College, Kumo, Gombe State.

The R-square (R^2) for the regression is 0.509 and the R-squared adjusted for the regression is 0.504. The statistic presented in table 7 under R-square is called coefficient of determination and referred to as R^2 . In this study, 50.4% of the variability in utilization of human resources can be explained by effective personnel recruitment, selection and placement.

Major Research Findings

The summary of findings of this study are as follows:

- i. The study found that positive and significant relationship existed between human resource utilization (HRU) and organizational growth in government Technical College Kumo.
- ii. The study also revealed a positive and significant relationship between employees' productivity and human resource utilization.
- iii. The study further found a positive and significant relationship between effective personnel recruitment, selection and placement in government Technical College Kumo.
- iv. Finally, the study found that human resource utilization (HRU) impacted positive and significantly on growth and development of government Technical College Kumo.

5. CONCLUSION AND RECOMMENDATIONS

The study concludes that, for an organization to achieve steady growth and development, it must efficiently utilize its human resources. Also, utilization human resources very strongly with employee's productivity, as such organizational performance entirely is influenced by effectively utilizing the human resources and lastly, effective personnel recruitment, selection and placement positively affect utilization of human resources especially in Government Technical College, Kumo, Gombe State. The study therefore recommended that organizations should ensure that there a functional human resources department that will always be responsive to the manpower needs of the organizations. It is also recommended that management should ensure that there are programmes to encourage and improve the employees' productivity.

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