

# The Appraisal of Manpower Development on Employees' Productivity, Career Development and Competence In Some Selected Organizations in Abakaliki Metropolis, Ebonyi State, Nigeria

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## Abstract

*Manpower development plays a potential role in developing work characteristics to promote meaningfulness such as career development, training, feedback and mentoring. Sequel to this, this study examined manpower development on employees' productivity, career development and competence in some selected organizations in Abakaliki metropolis, Ebonyi state, Nigeria. The study adopted survey research design and simple random sampling technique was used to select the sample size from the respondents. A total of 200 respondents were selected from the population and structured questionnaires to same sample size in which 180 responses were accurate and found analyzable for this study. The findings of the study showed that 170 respondents (85%) agreed that manpower development has enhanced their efficiency and job productivity. Another 175(87.5%) were excited talking about their competence and success in their organizations. Further, 165(82.5%) of the respondents overwhelming agreed that manpower development enhanced their career and organizational performance. in Abakaliki metropolis, Ebonyi State, Nigeria. Based on the findings, the study concluded that manpower development is a work activity that can make a very significant contribution to the overall effectiveness and profitability of organizations, it can increase productivity, improve quality of work, enhance skills, knowledge, understanding and improve attitude, improvement of the use of tools and machine; abandonment of archaic skills, technologies, methods, products, and capital management. Following this, the study recommended that manpower development should be given priority so as to enhance employees' productivity, career development and competence in the selected organizations thus increasing their job satisfaction in Abakaliki, Ebonyi State, Nigeria. Secondly, manpower development should be recognized as continuous development programme towards motivating employees to perform exceptionally well in organizations.*

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**Keywords:** *Manpower, Organizational Performance, Productivity, Training; Abakaliki; Ebonyi State*

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## 1. INTRODUCTION

In this day and age, manpower development policies and procedures as initiated by organizations or other institutions saddled with the task of manpower development have ensured employees understand the focus and values of specific goals of organizations, and the cost if deviated. Following this assertion, organizations have become abreast of the essence of employing the best manpower development practices to remould their employees to achieve

organizations set-goals. Basically, manpower development has pushed employees to improve in order to achieve for themselves and the organizations the best ever that can be achieved in any competitive business environment. Based on this, it is pointless to state that since the utmost quality of any organization is its human resources, it is without doubt that the training and manpower development of employees are fundamental in the attainment of organizational goals. Concurring to this assertion, Adeoye (2002) agrees that manpower development is the supply and demand of human resources in line with the requirements of the organization with the objective of boosting the morale of employees as well as developing a well tailored manpower development programmes to enhance the approval of the employees.

Undeniably, organizational outlook and behavioural instinct of employees are swiftly changing towards enhancing performance and productivity. In this vein, Cascio (1989) attributes the improvement of the performance of employees at implementing planned programmes designed to attain organizational set-goals at all levels. Concurring to this assertion, Colombo & Stanca (2008) argue that since manpower development has become an important variable, it is obviously a fundamental and effectual instrument for the successful accomplishment of organizational goals and objectives, resulting to higher productivity.

Globally, an investment in the human capital element of an organization guarantees the existence of employees with the skill required for the attainment of organizational goal regardless of how competitive the business environment may be. From the foregoing, it has been established that Manpower development (MPD) has four elements, namely, training and development, organizational development, career development and talent development. These, when circumspectly attained improve quality of employees, customer satisfaction, productivity, morale, management succession, business development, profitability and organizational performance.

Generally, Manpower development plays a prospective role in developing work distinctiveness which promote meaningfulness such as career development, criticism and mentoring towards attaining organizational goals. It is in this vein that Pratt and Ashforth (2003) said organizational practices foster employees' experiences of meaningfulness and also enhance various forms of leadership in organizations. Elucidating on this, Fairlie (2011) asserts that Manpower development research has largely focused on employee engagement, viewing meaningfulness as one aspect of engagement.

However, with businesses facing stiff competition, organizations, according to Malaolu & Ogbuabor (2013), have failed to anticipate the desirability of continuous training and development of their employees in order to promote efficiency and effectiveness of their organizations. In spite of the significance of manpower development, the resources spent on manpower development of employees are not in any way wasted as tenaciously held by most employers, rather there are investments that boost employees' talents, information, and passion towards higher productivity and job satisfaction for tomorrow. Concurring to this, Obi-Anike, Ofobruku & Okafor(2017) argued that organizations had begun to draw on the performance of their employees as a strategy to gain competitive advantage in the ever busy global markets. It is however disappointing some organizations think otherwise and attempt to carry out manpower development of their employees in an ad-hoc and haphazard manner. Consequent upon this, these organizations, according to Malaolu & Ogbuabor (2013), have become more or less

unplanned and unsystematic. Earlier, Nwachukwu (1988) argued that many employees who lacked basic training and manpower development have failed to achieve organizational set-goals. Interestingly, the success and competence of any organization in the present global economy finds meaning in the manpower development of organizations with the use of innovative technology to provide customer needs. Lending credence to this, Obi-Anike, Ofobruku & Okafor(2017) uphold that manpower development is central to the realization of organizational set-goals. Further, it serves as a strategy to improve the pursuit of the attainment of organizational goals in any competitive business environment. Essentially, manpower development improve employee performance and by extension, the overall productivity of organizations through training, organizational development, career development and talent development. Succinctly, manpower development creates awareness of the rules and procedures which guide job performance and also prepares employees for projected career satisfaction and fulfillment.

From the foregoing, the unique nature of manpower development lies in its ability to create competitive advantage that is dependent on the valuable, rare, and hard-to-imitate resources that reside within an organization. It is in this light that Jones, George and Hill (2000) declare that organizational goals are effectively pursued to enable employees to achieve and also take on new tasks in order to adapt to the changing conditions in organizations. Manpower development, otherwise known as human resource development, is central to employees' exceptional performance, increased productivity, promoting competitiveness, decreasing absenteeism and turnover, as well as improving client satisfaction (Ferreira & Leite, 2018).

In his opinion, Itami ((1987) states that resource-based view of the firm (RBV) modelled by manpower development assists to strengthen the fact people are highly important assets to the success of the organization. Following this, the increasing importance of the resource-based view of organizations has done much to promote the well-being of the Human Resource Management (HRM) and Human Capital Management in particular, and to bring about a union between the fields of strategy and HRM (Itami, 1987; Wright, Dunford & Snell, 2001).

Lending credence to this, Vinesh (2014) says manpower development guides, and clings to the underlying philosophy that what is good for employees, rather than what is profitable for organizations. Substantiating his viewpoint, Vinesh (2014) submits that organizations which approach training and manpower development of employees without doubt motivate them to excel, and most importantly, make them stay around for long enough to become great at what they do, and in the end help newly recruited employees to become invaluable to organizations. It is in view of this that he maintains that what is good for employees is good for the organizations in which they work and, at the same time, what is good for employees' development is good for organizational performance, quality, customer satisfaction, effective management and control, and therefore profits too. What this declaration seems to suggest is that institutions are embracing the philosophy of manpower development in order to assist employees successfully carry out their actions in proper manner. Judging from this standpoint, it is an indisputable fact that manpower development of employees is complicated human resource practices that expressively direct the understanding of organizations' goals.

Underneath this submission, it is evident that the objective of manpower development is to provide a framework for employees to develop their competencies necessary for their performance, increased productivity, career growth, as well as organization efficiency. Since

employee's career development and job skills acquisition are refined after employment through manpower development, the author submits that Manpower development is typically a part of the organization's human resource strategy that aims to maximize human capital potential so as to attain strategic business objectives.

Basically, when the principles of manpower development are enshrined in organizations, the performance and productivity of the personnel increased. Manpower development improves quality, satisfies clients, and increases job performance, which ultimately helps to attain organizational set-goals. As a matter of fact, the usefulness of manpower development clearly manifests in the transfer of what employees learned in the course of the training and development activities to attain organizational set-goals. Going by this, it is obvious that manpower development has become very fundamental resource in organizations, and from its contributions, the author acknowledges that employees have turned out to be one of the most significant assets that represent the potential of organizations' accomplishments. Basically, since the prime objective of manpower development is to equip workers with the basic knowledge and skills for the successful realization of organizational goal, this study is therefore geared towards examining manpower development with the view to emphasizing its essence on employees' productivity, career development and competence in some selected organizations in Abakaliki metropolis, Ebonyi state, Nigeria and the overall success of organizational goals.

## **1. 2. Statement of the problem**

Manpower development is an essential part of organization programme because it improves the skills, knowledge and capacity building of employees as well as the wellbeing of employers. It is true that manpower development is concerned with human expertise designed to ensure employees acquire pertinent skills and qualities required for working at all levels in an organization so as to improve productivity and efficiency. Following this, the selection criteria employed for manpower development of employees is no more systematic and free from bias; evidence has shown that lay down procedures to choose the right employees for manpower development has negative effects on organizational performance. This is true in most organizations, particularly privately owned organizations that do not seem to key into the tenets of manpower development of employees. As a result, the poor skills acquisition and incompetence of employees and above all, the decline in productivity has critically become an issue of concern because manpower development of employees has become deficient and cannot attain organizational set-goals. Since one of the functions of manpower development is to facilitate employees to achieve organizational goals, but it is worrisome that most establishments view manpower development as inconsequential to attaining organizational set- goals. As a result, it is therefore the argument of this study to critically appraise manpower development with the view to attaining appropriate proper manpower development on employees' increased productivity, competence, and success of organizational goals in Nigeria

Based on the foregoing, the broad-spectrum objective of this study is to appraise the meaningfulness of manpower development on employees' increased productivity, competence, and success of organizational goals in Nigeria. The specific objective of the study is to evaluate the essence of manpower development in harnessing the huge potentials embedded in employees for the attainment of organizational goals. To this effect, this study has the following specific objectives:

- i). To examine how manpower development improves employees' higher productivity, competence, and success of organizational goals
- ii). To determine how the perception of career development and organizational development enhance employees' higher productivity, competence, and success of organizational goals
- iii). To evaluate how the development of human capital, specifically, employees' talent affect higher productivity, competence, and success of organizational goals

From the foregoing objectives, three research questions were formulated to guide the study: Does manpower development improve employees' higher productivity, competence and success of organizational goals? Does career development and organizational development improve employees' higher productivity, competence and success of organizational goals? Does the development of human capital, specifically, talent affect employees' higher productivity, competence, and success of organizational goals?

## **2. Material and methods**

### **2.1 Study area**

The study was carried out in Abakaliki Metropolis. Abakaliki is the capital of Ebonyi State, southeastern Nigeria. She lies at the intersection of roads from Enugu, Afikpo and Ogoja. It is located at the intersection of Enugu, Afikpo and Ogoja Roads. Before it became state capital in 1996, Abakaliki was the headquarters of the Old Ogoja Province which is now part of the neighbouring Cross River State. The original inhabitants of Abakaliki are primarily the Izzi, a predominantly agrarian Igbo-speaking community people. With time, people from neighboring villages including the Ezza, Ikwo, Onicha and Ngbo people, as well as migrants and traders from other towns gradually settled in Abakaliki.

Before it became the State capital, Abakaliki was a small town known for its overflowing food markets. The people of Abakaliki and their neighbours were predominantly farmers who took advantage of the abundant and fertile to produce rice, yams, cassava, and palm oil and kernels fruits, vegetables, livestock and non-food items like limestone, rocks and gravel – all of which are abundant throughout the area. As a matter of fact, the town is located in an area known for its lead, Zinc, and limestone deposits. Lead has been mined since pre-colonial times, and limestone is quarried for a cement plant at Nkalagu, 27 miles (44 km) west-northwest.

Since it became state capital, Abakaliki has grown into a much larger town with modern facilities and a workforce that includes a growing number of civil servants, service providers and migrant workers who commute to work from neighbouring towns and states. Aside from the State Government House and offices for several government ministries and departments, the State House of Assembly complex, the State High Court complex, Ebonyi State University (popularly known as EBSU) which has several campuses in and outside Abakaliki, a golf course, Abakaliki Stadium – venue of many State events such as Children's Day Celebration take place. She boasts of one of the largest markets in the country, the Abakaliki Main Market, popularly called Margaret International Market. There are also many quarry factories. These include: Food processing factories including dozens of rice mills, fertilizer blending plant, a large poultry (Nkali Poultry) reputed to be one of the largest in Nigeria, the largest market in Ebonyi State. There are also dozens of hotels, restaurants and night clubs, an amusement park and other relaxation joints. There is also a Federal medical center and teaching hospital. Since it became state capital, Abakaliki has grown into a much larger town with modern facilities and a workforce that includes a growing number of civil

servants, service providers and migrant workers who commute to work from neighbouring towns and states.

## **2.2 Descriptive survey design**

The study adopted survey research design and simple random sampling technique was used to select the sample size from the respondents. A total of 200 respondents were selected from the population and structured questionnaires administered to same sample size and only one hundred and eighty (180) questionnaires were retrieved and this represented 90%. The structured questionnaire administered consisted of 20 questions, divided into 2 sections. Section A had four questions that focused mainly on the gender, age, and educational qualification and religious affiliations of the respondents. The other 16 variables as contained in Section B were significant to the study for the reason that the study was basically targeted at understanding why most organizations, particularly privately owned organizations, did not support manpower development of employees. The questionnaires interrogated the poor skills acquisition and incompetence of employees and above all, the decline in productivity which had critically become an issue of concern. Further, questionnaires also investigated why manpower development of employees became deficient; lowered productivity, halted career development of employees and failed to realize organizational set-goals. The data was subjected to descriptive statistics, mainly percentage frequency table counts, which helped to strengthen the overall findings and conclusions of the study.

## **3. Theoretical framework**

### **3.1 Human Capital Theory**

The human capital theory advocated by Garrick (1999) states that employees are worth investing in as a form of capital. Training and Manpower development are tools being used by the management to empower employees with requisite skills, knowledge, abilities and competencies required for precise job function and also boost their morale in order to attain organizational set-goals. In view of this, Garrick as cited in Bratton (2007) submits that employees' performance and the domino effect can then be considered as a return on investment and assessed in terms of costs and benefits. Substantiating, Sen (1997) holds that training and manpower development which rests squarely on human resources development concentrates on the agency of human beings through skill knowledge, effort in augmenting production, possibilities. In her submission, the author holds that training and manpower development improves employee performance and by extension the overall productivity of organizations through training and development, organizational development, career development and talent development to achieve organizational set-goals. Going by this, it is obvious that human resources have become a very fundamental resource in organizations, it can also be posited that employees have also turned out to be one of the most significant assets that represent the potential of organizations' accomplishments. In other words, training and manpower development create awareness of the rules and procedures which guide job performance and also prepare employees for projected career satisfaction and fulfillments towards the promotion of efficiency and effectiveness of organizations. The significance of the theory as applied in this study focuses on employees' work performance, funding as an investment is vital to achieving organizational set-goals through training and manpower development. Thus, as employees improve their skills, the mastery of their subject area begins to yield higher productivity. Going by this, it implies that since the utmost quality of any organization is its human resources, it is without doubt that the training and manpower development of employees are fundamental in the

attainment of organizational goals. Concurring to this assertion, Adeoye (2002) agrees that training and manpower development is the supply and demand of human resources in line with the requirements of the organization with the objective of boosting the morale of employees as well as developing a well tailored manpower development programmes to enhance the approval of the employees. It is expected that training and manpower development policies are the responsibilities of management to ensure that each employee is appropriately trained and manpower developed to the needs of organizations. In respect to this study, the managers are responsible for implementing such guidelines to ensure that employees are trained and developed appropriately. This is done for better return on investment as informed by the theory so that benefits are more than costs in order to realize maximum gain and help to increase productivity better than ever.

#### **4. Conceptual issues**

##### **4.1 Origin of Manpower Development and Training Act**

The origin and concept of manpower development is as old as mankind. In Genesis, the building of the Tower demonstrated the meaningfulness of manpower development in relation to improve employees' higher productivity, competence and success of organizational goals. It was in view of the meaningfulness of manpower development that President Kennedy who enacted the Manpower Development and Training Act of 1962 to help re-employ, through re-training, unemployed American workers who were displaced by automation and technology. At the organizational level, manpower development (training of workers) is associated with anticipating manpower shortages so adequate personnel are available to implement future organizational plans. In spite of this enactment, nothing much was meaningfully accomplished until the emergence Leonard Nadler (1969)

Basically, the consideration accorded manpower development by Leonard Nadler (1969) after participating in the Miami conference of the American society of training and development was instructive. In his assessment, Kareem (2019) deriving his ideas from Nadler's work, states that there have been scores of scholars and researchers in the field of manpower development (MPD) who have improved the meaning of the subject as advanced by Nadler. Substantiating, Lee (2011) and Wang and Swanson (2008) argue that the meaning of manpower development has expanded and become difficult to define in such manner as to attain general acceptance; perhaps, the complexity associated with the human ingredient in an organization is generally seen to account for this. Despite this, three years after his thoughts, Swanson (2011) views manpower development (MPD) as the relevance of cultivation and/or unleashing human expertise through organizational development and personnel training and development for the purpose of impacting performance. From this perspective, employee performance is examined from the phase of actual employee ability compared to the desired outcome.

In Nigeria, it was observed that during the colonial era, all sensitive positions of responsibilities in organizations both private and government were man by expatriate staff, but at independence, they exited thereby creating a big vacuum which needed to be taken. However, the quality of personnel available was nothing to be proud of (Onyekwere, 2021). There was therefore the urgent need, in Nigeria, to build a new capable indigenous human capital to take charge of responsibilities following the exit of the expatriate personnel. Since manpower development improves employees' performance, the importance of manpower development on employees' productivity and organization performance cannot be over-emphasized. Following this, several scholars, including Ofobruku (2012) acknowledged that manpower development is a high-quality instrument that

guides workers' performance and also assist them to gain knowledge, aptitudes and skills needed for the achievement of organizational goals to the delight of employers of labour.

It is worthy to observe that while President Kennedy was enacting the Manpower Development and Training Act of 1962 to help re-employ, through re-training, unemployed American workers who were displaced by automation and technology, the recommendations of 1962 Ashby Commissions on manpower development were being adopted in Nigeria. Following this adoption, the Manpower Board was established and out of it, sprang institutions like the Centre for Management Development (CMD), Administrative Staff College of Nigeria, Industrial Training Fund (ITF), and Federal Training Centre to train personnel (Onyekwere, 2021; citing Olalere and Adesoji, 2013). Since then, different organizations, according to Onyekwere (2021) had embraced manpower development as a strategy to improve the skills and abilities of personnel to occupy these vacant enviable positions. From the foregoing, it is apparent that to sustain and maintain increase in productivity as was in the days of the expatriates, organizations became aware of the essence of manpower development to achieve organizational goals.

#### **4.2 The concept of Manpower development**

The concept of manpower development has gained attention in literature of management studies. Despite this, there exists no generally accepted definition of manpower development. Among manpower development's functions is to oversee the development of human expertise in the organization to improve productivity and efficiency. Through planning and monitoring of employee work results, development programs are designed to ensure employees acquire pertinent skills and qualities required for working at higher levels. This motivates the workers and enhances their career growth. Systematic training programs also place the organization in a unique position to confront the growing and changing needs of manpower, technology and diversification of business activities.

Globally, since the utmost quality of any organization is its human resources, it is without doubt that the training and manpower development of employees are fundamental in the attainment of organizational goals. Concurring to this assertion, Adeoye (2002) agrees that manpower development is the supply and demand of human resources in line with the requirements of the organization with the objective of boosting the morale of employees as well as developing a well tailored manpower development programmes to enhance the approval of the employees. Internationally, manpower development (MPD) has four elements, namely, training and development, organizational development, career development and talent development. These, when circumspectly attained improve quality of employees, customer satisfaction, productivity, morale, management succession, business development, profitability and organizational performance. The attainment of organizational goal requires an investment in the human capital element of an organization so as to guarantee the existence of employees with the skill required for the attainment of organizational goal in a turbulent and competitive business environment.

In his attempts, Swanson (2011) defines manpower development as the tendency of raising and/or unleashing human expertise through organizational development, personnel training and development for the cause of impacting performance. Prior to the effort of Swanson (2011), Anyanwu (2002) describes manpower development as the process of building up human resources to meet the needs of organizations. Manpower development, he continues, includes investment by a society in education, investment by employers in training employees and investments by individual in time and money in their own development. In another attempt, McLagan and Suhadolnik (1989) as cited in Kareem (2019) characterize manpower development as the integration of training and

development, career development, organizational development to improve individual, group, and organizational results.

In all these, Jayakumar and Sulthan(2014) view manpower development as a process of learning sequence of programmed behaviour which involves a combination of skills development, and knowledge transfer, and also sustaining attitudinal change to generate awareness of the rules and procedures that direct job performance and also prepares personnel for anticipated responsibilities in organizations. With this development, Jones, George and Hill (2000) as cited in Onyekwere (2021) declare that organizational goals are effectively pursued to enable personnel take on new tasks so as to adapt to the changing conditions in organizations. Put differently, manpower development improves quality, satisfies clients, and increases job performance, which ultimately helps to attain organizational set-goals.

In the bid to bring out the objectives of Manpower Development with the view to improving the effectiveness of employees, scholars like Olaniyan & Ojo (2008), Okotoni & Erero, (2005) and Adeoye, (2002) said the responsibility of every manager in an organization is to increase the performance of the employees, to impart knowledge, skills and capabilities to both new and old employees, to create room for team spirit and high morale in the organization. Aside from this, the objective of human resource manpower development is to provide a framework for employees to develop their competencies necessary for individual and organizational efficiency and productivity as well as career growth. The employer is responsible for devising programs geared toward an employee's career development and job skills acquisition after employment through training, performance management and organization development. Manpower development is typically a part of the organization's human resource strategy and aims to maximize human capital potential so as to attain strategic business objectives. Besides, manpower development encourages employees to develop their career in order to meet their individual yearnings and aspirations. In addition, it creates flexibility of employees to the ever varying work environment and technological changes occurring on daily basis. Furthermore, it assists to shorten the gap between existing performance ability and desired performance, and also helps in the creation of job satisfaction for the employees.

In this day and age, the strengthening of employees' skill, knowledge and abilities in manpower development to propel the growth of organizations has been recognized as a process that re-engineers employees to perform their jobs efficiently, gain competitive advantage and above all, improves organizational productivity (Onyekwere & Obuzor, 2020). For manpower development, Khan, Khan & Khan (2011) cited in Onyekwere(2021) says it improves both the overall efficiency and effectiveness of employees, including the overall performance and profitability of organizations. In addition, the most notable organizations globally started huge investment on manpower development in order to remain competitive and successful. This explained why the author in her previous work (Onyekwere, 2021), posited that the attainment organizational goals are immensely connected to manpower development. It was in this strand of thought that Goldstein and Ford (2002) also contended that manpower development increases employees' competence and equips them with new abilities and skills for their growth, as well as for the attainment of organizational goals. Going by this, manpower development has become very important for organizations striving to train their employees to be able to swiftly adjust in a continuously fluctuating business environment. Nowadays, most of the organizations are investing a lot of money on the training and development of employees in order to remain competitive and successful (Onyekwere, 2021).

Contributing earlier, Ganesh & Indradevi (2015) sustain that manpower development improves innovative credentials knowledge, skills, capability, for which they were hired for higher performance and productivity. Supporting this assertion, Edralin (2015) opines that manpower development has become essential and deliberate investment in human resource capital since it involves a series of activities embarked upon by organizations for the purposes of enabling personnel to become one of the most significant assets that represent the future of organizations success. Agreeing to this position, manpower development serves as an act of interfering to improve the technical skills of personnel to improve organizations' services and goods for a higher patronage. Based on this, the author contends that manpower development is a key determinant of organizational performance, competitiveness, as well as economic growth. This, she elucidates that manpower development increasingly enhances career opportunities and advancement as well as getting better compensation, and better job duration.

Generally, manpower development, otherwise referred to as human resource development is one organ of organizational structure that coordinates training and development, career development, organizational development, and talent development to achieve organizational goals. It is a tool being employed by management to boost the morale of the employees as well as create job satisfaction. As an integrated approach that addresses multidimensional aspects of employees, ranging from enhancing technical and interpersonal skills to creative thinking and leadership, it is evident that organizations with high productivity levels hold manpower development an integral part of their organizational culture. Going by this assertion, it is a process that seeks to optimize an organization's usage of its human resources. Going by this, it is obvious that manpower development has become an integral aspect used by organizations to ensure improved efficiency and higher productivity. As a result, manpower development is very vital to job productivity and organization performance since the formal educational system does not adequately provide specific job skills for a position in a particular organization.

### **4.3 The concept of Talent and Human Capital**

The concept of Talent and Human Capital of an organization and is crucial to the success of organizations. Richard & Johnson (2001) appraised the vital role of manpower development as a human resource department in organizations and posits that human resources are the most valuable assets of the organization. To this effect, it should be understood that, expenditures on manpower development are 'investment in people' and, therefore, should be seen as the most valuable investment of all. Writing earlier, Amuno (1989) argued that, organizations that invested resources in workers' manpower development gained a lot by reaping much more benefits than workers themselves. Going by this development, Amuno (1989) contended that organizations increased productivity in their various enterprises than those who did not invest in the development of their workers. Essentially, the manpower development of employees centers on work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization.

Following this, it is obvious that the realization of any organizational goal in the present day competitive business environment requires the establishment manpower development through which the human capital element will guarantee employees' competence and attainment of organizational goals. Sustaining this declaration, Onyekwere & Obuzor (2020) assert that manpower development at the moment has become very important and more evident going by the increasing complexity of the work environment, the rapid change in organizations and technological advancement which further necessitates the need for manpower development to me

Despite the importance of manpower development in employee productivity and organizational performance are not sufficiently supported by organizations in Nigeria. These organizations consider the resources they will spend as waste rather than investment. They fail to foresee the desirability of continuous training and development of their employees in order to promote the efficiency and effectiveness of their organizations. Those that attempt to conduct manpower development for their employees do so in an ad-hoc and haphazard manner, and as such, manpower development in these organizations is more or less unplanned and unsystematic.

Furthermore, there is a general consensus that a relationship exists between investment in manpower development and productivity. While some studies have provided evidence of positive and sizeable returns on human capital investments, others have documented negative evidence. Again, despite the significance of manpower development, the outcomes of studies conducted in this area generally differ considerably from country to country and from period to period. For instance, while Harel(1999) found that training and development practices had positive relationship with firms 'performance in public and private sectors in Isreal, while Itami(1987) in their study in Korea did not find any association between manpower development and business performance. Consequently, the inconsistency in the existing empirical evidence makes it imperative to provide further empirical evidence on the effect of manpower development on employees' productivity and organizational performance in Nigeria.

In the same vein, Richard & Johnson (2001) appraised the vital role of manpower development as a human resource department in organizations and posit that human resources are the most valuable assets of the organization. To this effect, it should be understood that, expenditures on manpower development are 'investment in people' and, therefore, should be seen as the most valuable investment of all. Writing earlier, Amuno (1989) argued that, organizations that invested resources in workers' development gained a lot by reaping much more benefits than workers themselves. Going by this development, Amuno (1989) contended that organizations increased productivity in their various enterprises than those who did not invest in the development of their workers. Essentially, manpower development is a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization. Since increased productivity, improved quality of work, enhanced skills, knowledge, understanding and improved attitude, improvement of the use of tools and machine; reduction of waste, accidents, abandonment of archaic skills, technologies, methods, products, capital management are some of the end products of training and development, Amuno(1989)whole-heartedly agreed that training and development intended at developing competences such as technical, human, conceptual and managerial assist employees and organization growth.

Following this, it is obvious that the realization of any organizational goal in the present day competitive business environment requires the establishment manpower development through which the human capital element will guarantee employees' competence and attainment of organizational goals. Sustaining this declaration, Onyekwere & Obuzor (2020) assert that manpower development at the moment has become very important and more evident going by the increasing complexity of the work environment, the rapid change in organizations and technological advancement which further necessitates the need for manpower development to meet contemporary challenges. Corroborating, Jones, George and Hill(2000) state that manpower development helps to ensure that employees possess the knowledge and skills needed to carry out their jobs effectively, take on new tasks, and adapt to changing conditions.

#### **4.4 Career Development and Employee Performance**

Writing, Osman, Ismail, Nowalid, & Adnan(2014) see career development as one of the four elements that is generally agreed to push organizations to improve quality of employees, customer satisfaction, productivity, morale, management succession, business development, profitability and organizational performance. As a crucial manpower development capacity, Prince (2005) maintains that career development is an aspect of manpower development which focuses on composition and improvement of the organization's human storehouse in the explanation of both organizational and employees' needs. Thus, the attainment of organizational goal requires an investment in the career development of employees in order to guarantee the skills, knowledge, information, and passion towards higher productivity and job satisfaction for tomorrow's growth of organizations regardless of any turbulent and competitive business environment. Corroborating, Kareem (2019) observes career development as an all-time mode of identifying the employees' interests, competencies, activities, and rank of service required to develop every employee's skills for future needs of the organization. Sustaining this declaration, Amah (2006) defines career development as the process of promoting organizational employees' knowledge, abilities, and qualifications to prepare them for new occasions and challenges. It is in this light that the researcher views career development as a process aimed at preparing every employee for the organization's future.

Aside career development, employee performance is one interesting aspect of manpower development that has been studied due to its impression on the overall realization level of an organization. In view of this, Kahya (2009) argues that employee performance level is a veritable tool that could affect the competitive position of an organization. Supporting Kahya (2009), June, Kheng and Mahmood (2013) assert that the current status and spirited position of organizations are dependent on the performance level of employees in the industry. Among the several factors held to impact the performance level of employees is the career development of employees (Hoffman & Woehr, 2006; Kristof-Brown, Zimmerman, & Johnson, 2005). Employee commitment, job satisfaction, turnover intention, self-efficacy, employee innovation and employee engagement have been identified as some employee performance signs or indicators in organizations.

Admittedly, employee's manpower development is very vital to job productivity and organization performance. However, it is attention-grabbing to observe that most often, a lot of employees recruited into organizations are not trained to suit the purposes they were being employed. In other words, while few employees do not have the requisite skills, knowledge, abilities and competencies required for precise job function, some others require extensive training to acquire the necessary skills and knowledge to attain the work requisites and also make significant contribution to the organization's performance. In the wisdom of organizations, it is cheaper to hire them and send them on refresher courses aimed at civilizing their undeveloped knowledge and skills than go for qualified employees whose wages would be difficult to meet. By virtue of not being qualified at recruitment, the manpower development train and build up them to be able to carry out their anticipated tasks more professionally so as to increase productivity. Supporting this assertion, Ganesh & Indradevi (2015) maintain that training and development as carried by the manpower development improves original qualifications, knowledge, skills, capability, for which they were hired for higher performance and productivity.

#### **5. Discussion of findings**

This section deals with the responses from the research questions formulated to direct the study. In discussing the findings of this study, the research will focus attention on the analysis of the three

research questions formulated and the presentation of the findings of the study through percentages since it was qualitatively analysed.

### **5.1 Analysis of Research Questions**

From the analysis of the first research question, it was observed that is positive relationship between the impact of training and development on the competence of personnel in order to maximize productivity amongst respondents.

Findings obtained from the research questions revealed that the meaningfulness of manpower development could not have been better understood than now. This aligns with the study of Dess and Picken (2000). From the first research question one, the finding showed that the respondents are of the position that manpower development of employees is significant and very important requisite to their organization's higher productivity as the analysis showed that 150 respondents (75%) overwhelmingly supported that manpower development enhanced organizational performance, including job productivity of employees. In other words, there is a constructive connection that explains the importance of manpower development and employees' higher productivity, competence, and success of organizations. This finding is consistent with submissions of Harel(1999) who found that training and development practices had positive relationship with firms' performance in public and private sectors in Israel. European Centre for the Development of Vocational Training (2011) also found that increasing investment in training reduces the chance of organization closure. Aside from this, 50(25%) of the respondents were of the judgment that manpower development gives them targets that attracted reward in the form of cash, exceptional acknowledgment or support to grow in the organizations freely. As a matter of fact, it is generally agreed that the success of organizations is dependent on the knowledgeable, skilled as well as experienced employees, and this is attributed to the meaningfulness of manpower development. Accepting the foregoing as correct, the author contends that the importance of manpower development programmes in advancing the skills and competence of employees in organizations cannot be overstressed as a lot of benefits accrue to them. From the finding too, it is without doubt that organizations rely on manpower development, generally referred to as the human resources department to engender employees' skills, knowledge and initiatives to identify and resolve problems. This finding corroborates the findings of Thang (2009).

In a related development, the work Malaolu and Ogbuabor (2013) on the imprint of manpower development on employee performance and productivity revealed that majority 175(87.5%) were excited on how manpower development has fostered their career development. Corroborating this finding, the work of Osman, Ismail, Nowalid, & Adnan(2014) revealed career development as one of the four elements generally agreed to push organizations to improve quality of employees, customer satisfaction, productivity, morale, management succession, business development, profitability and organizational performance. Thus, as a crucial manpower development capacity, Prince (2005) maintained that career development is an aspect of manpower development which focuses on composition and improvement of the organization's human storehouse in the explanation of both organizational and employees' needs. Thus, the attainment of organizational goals requires an investment in the career development of employees in order to guarantee the skills, knowledge, information, and passion towards higher productivity and job satisfaction for tomorrow's growth of organizations regardless of any turbulent and competitive business

environment. In his finding also, Kareem (2019) observed career development as an all-time mode of identifying the employees' interests, competencies, activities, and rank of service required to develop every employee's skills for future needs of the organization.

The analysis of data from the third research question showed that the respondents confirmed that manpower development practices have been very effective in the development of employees' talent towards higher productivity, competence, and success of organizational goals. 160 respondents representing 80% see manpower development as very helpful in developing their emotional intelligence and customer relationship management to the extent that there has been a remarkable increase in productivity, competence and success of organizational goals. In view of this, the author says as long as human capital, specifically, employees' talents are concerned; there is no substitute for knowledge and learning, creativity and innovation, competencies and capabilities. As a result, organizations are relentlessly focusing on manpower development to refine employees' talents. However, the accumulation of exceptionally talented employees is not enough for the organization's expansion in productivity competence and success of organizational goals unless there is the desire on the part of employees to invest their skills and expertise for effective utilization of human capital. In a nutshell, Manpower development has both qualitative and quantitative dimension, that is to say, human capital formation includes not only expenditure on training but also the development of right attitudes towards productive processes.

## **6. Conclusion**

The analysis conducted above revealed that manpower development plays a significant role in the general performance of employees towards increasing productivity, competence and success of organizations. This is so because trained employees will be able to translate their improved human capital into improved organizational performance. Our respondents have overwhelmingly stated that increasing the knowledge and skills of an employee will put that employee in a better position to deliver on his or her basic duties.

The results of this study have implications for dynamic policy formulation for human capital development in Nigeria. Therefore, the followings are some of the policy recommendations that have the capacity of improving the productivity of the employee's as well as the general performance of organizations in Nigeria.

## **7. Recommendations**

Based on the findings, and conclusion, the following recommendations are hereby provided:

- (i) First, since manpower development enhances employees' initiatives and qualities of career, and also assist them to be more committed to achieving organizations' set goals and objectives and which in turn, enhances employees' effectiveness within the organizations, there is need to conduct manpower development needs assessment to ensure that the right kind of development is given to employees as this will enhance the competitiveness of the employees as they will be equipped with necessary competencies and current trends within the industry. In addition, it is most recommended that whilst the rest of the world is coming to terms with the significantly varying background of manpower development institutions as centers of knowledge generation, dissemination, and consumption, organizations should act appropriate and intelligently by embracing the tenets of manpower development of employees for higher productivity.

- (ii) Since there are institutions such as Centre for Management Development (CMD), Administrative Staff College of Nigeria, Industrial Training Fund (ITF), Federal Training Centre and others sufficiently equipped with professional knowledge, trainings and manpower developments of employees, these institutions should be encouraged through appropriate funding to achieve their set objectives. These institutions are necessary and indeed very valuable. In actual fact, it is believed that one way to augment the competencies of employees is through provision of professional manpower development institutions for the collective good of organizations
- (iii) Besides, one of the reasons for employees being preferred dominantly to spend their time on professional development activities is in order to improve their skills and knowledge. Sequel to this, the study recommends that the various manpower development programmes should be restructured to achieve organizational goals, than any prejudiced needs and interests. This is because the present system where focus of manpower development of employees is biased, the development practice is seen to have little or no contribution to the promotional prospects and career development of employees.
- (iv) Since the existing system of manpower development is a top-down approach, which is dominantly characterized by donor driven than demand driven, there exists a disconnect between employees participation and institutionalization of the manpower professional development programme. Thus, the existing system of manpower development should be reversed to down-top approach and also organizations should motivate employees who performed exceptionally well during manpower development sessions because when an employee is rewarded for his or her outstanding performance, it will spur other employees into working dedicatedly in order to nurture an inbuilt desire to excel, which will ultimately impact positively on the general performance of the employees of the organization.
- (v) As career development is one component of manpower development, employees should be developed to carry on action research at least in group. This study agrees with the submission of Prince (2005) who maintained that career development is an aspect of manpower development which focuses on composition and improvement of the organization's human storehouse in the explanation of both organizational and employees' needs. Thus, the attainment of organizational goals, there should be investment in the career development of employees in order to guarantee the skills, knowledge, information, and passion towards higher productivity and job satisfaction for tomorrow's growth of organizations regardless of any turbulent and competitive business environment.
- (vi) From the finding, manpower development programmes have become foreseeable strategy to increase output by having them in-built in the organizational system since these programmes are vital element to the survival and growth of organizations, management must be on deck to carefully plan and implement manpower development

programmes to assist organizations continue to exist and achieve their set-goals these trying time.

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