International Journal of Academic Accounting, Finance & Management Research(IJAAFMR)
ISSN: 2643-976X
Vol. 9 Issue 11 November - 2025, Pages: 154-161

Manpower Developmentstrategy And Organizational Performance

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Abstract*: The study is based on a questionnaire administered to employees of Telecommunication firms in Delta State, Nigeria. This study examines the impact of manpower development on organizational performance, with two objectives, which were to determine the effect of career advancement on organizational performance and on-the-job training on organizational performance were used. Also, two research questions and hypotheses supported the study. The sample size for the study is made up of one hundred and sixteen (116) respondents. Descriptive and inferential statistics methods were used to present and analyze the data collected through questionnaires. In testing the formulated hypotheses for this study both regression and correlation analysis was used. The research findings indicated that there is a positive relationship between career advancement on organizational performance and on-the-job training and Organizational Performance. The study suggests the need for continuous training and development of employees with a focus on competition, market dynamics, customer satisfaction, and business and financial performance.*

Keywords: Manpower development, career advancement, on-the-job training, organizational performance, telecommunication firms

Background to the study

The best way to increase labour productivity is to provide resources for its advancement. An organization's ability to successfully manage its workforce and obtain a competitive advantage in the volatile business climate it works in is an asset. The actualization of organizational goals is greatly aided by human resources, which pool resources with other resources to accomplish organizational objectives. Enhancing organizational performance is achieved via the dynamic and ever-evolving process of organizational personnel development. The goal of manpower development was to produce the human resources required for the company to function effectively (Solaja& Oladimeji 2019). Hence, its main objective is to provide workers with new skills that will allow them to work productively and successfully.

According to Emeti (2011), performance needs to be evaluated as it aids in staff supervision and gives management access to feedback. According to Daleney and Huselid (2021), staff productivity and retention, the degree to which the business satisfies its consumers, and the quality of the service or product provided all have an impact on organizational success. According to Bontis, Dragonetti, Jacobsen, and Roos (2019), an organization's people resources may contribute original and creative ideas that, if properly managed and inspired, can ensure the organization's long-term existence. All resource use begins with labor; it is the essential means and ends. Manpower is the foundation of all human institutions, thus how well we use and develop human resources abilities will determine how much we can achieve as a nation. To increase performance and productivity, organizations began to use the notion of manpower development as a strategy to increase the capacity of their available staff.

Manpower development, according to Agwu and Ogiriki (2014), is the integrated use of training and development to increase organizational effectiveness. The impact of homogeneous manpower development on organizational performance has been the subject of several research (Agwu and Ogiriki, 2014; Rizov and Croucher, 2008; Shih, Chiang, and Hsu, 2006, among others). Managers still give little to no attention to personnel development in favour of other resources, even though it has been established by these researchers that it increases productivity and performance. Nigerian organizations become inefficient because of this behaviour. According to Egwunyenga (2012), poor management practices and employee underperformance are caused by a lack of human resource development. These claims make it necessary to look at the impact of manpower development.

Statement of the problem

The success of any organization in terms of realization of its strategic objectives is directly affected by individual execution of roles and responsibilities within the organization. Past studies reveal that organization performance is affected by how human resources department arrive at the required skills, development of the workforce through training to attain the required manpower and proper compensation and reward system that informs employees to desire to achieve their targets. Bock and Kim (2018) noted that motivated workers have a drive for optimal productivity, teamwork and commitment which in the process enhance employee performance standards. In the words of Armstrong and Taylor, (2018), organizations would be more operative, well-organized, and flexible and devoted to the workforce because of factors such as conducive working environment, motivation, and sufficient skills due to training as well as remuneration and a progressive school culture. Furthermore, Cross (2018) affirms that to achieve desired results, institutions of learning need to create stratagems that will enable them to compete favourably at the national examination level. Some schools recognize and hence regard personnel as an important human capital and an asset to the organization's success. People in an organization therefore can either make it succeed or fail. If the employees are not content, through structured plans of how to ensure

they are motivated, the organization might be leading to failure. Therefore, the organization must design a formula of how to ensure personalized achievements are realized and in return help the firms to attain their long-term desires. However, the general objective is to examine manpower development on organizational performance, with specific objectives to:

i examine the effect of career advancement on organization performance

ii investigate the relationship between on-the-job training and organization performance

Concept of Manpower Development

According to Schults (2003), definitions of manpower have shown some essential elements in enhancing organizations resources and helping employees improve the business's or organisation's productivity. To ensure business effectiveness in organizations manpower becomes an asset and instrument used to grow productivity. This implies that manpower development could lead to better employee productivity and ultimately improve organisational productivity. Rastogi (2002) stated that manpower is an important resource for organizations, especially for employees' continuous improvement of knowledge, skills, and abilities. Armstrong (2004) posited that human resource development is concerned with the provision of learning, development, and training opportunities to improve individual, team, and organisational performance.

Organizational performance

Organizational performance measurement is virtually always important in management, especially in highly competitive, dynamic, complex, and global environments where managers are expected to have a strong grasp on dozens of issues (Fleisher, 2013). This is particularly true in ensuring that organizations determine, implement and adapt organizational strategies successfully. An organization's strategy is the rudder that steers the ship (Ross, 2003). The performance measurement system is the glue that holds the strategy together by consistently evaluating the strategy's effectiveness amidst unpredictable external forces. Kaplan and Norton's (2001) philosophy, on creating a strategy focused organization, is quite simple: "Measure the Strategy." As cited in Rizov, and Croucher, (2018). According to Raula, Vuksic and Stemberger (2012), we do not have a universal definition of the term organization performance. The performance of organisation depends on the knowledge and ability of its employees to understand the dynamism in the market. Brown (2008) defines performance as how well a person completes tasks and the attitude with which he/she completes the tasks. Organizational performance is an index that can be used to measure how healthy the organization is. Mwita (2000) explains organizational performance as the ability of an organization to achieve its set goals and objectives. Organization performance can be measured in terms of sales growth, financial performance, market share, customer satisfaction and retention.

Career Advancement

Career advancement normally entails a marked path of progression through the ranks of an organisation. It is based on merit without regard for race, gender, age or ethnicity. Deserving cases become eligible for advancement. Graham and Bennet (1995) noted that the prospect of career advancement is capable enough to motivate employees to give their best to the organization. Capelli and Hamori (2005) point out that a lack of career advancement for any reason damages a manager's chances of making it to the top. Gill and Kustron (2011) defined career development as career planning in which there is a continuous process for individuals to develop the occupational concept that will enable them to reach the peak of their career. Career advancement is the upward movement of employees in the organization.

On-the-Job Training

The purpose of on-the-job training sessions is to provide the employee with task-specific knowledge and skills in work area. The purpose of this training is to make the employees familiar with the normal working environment, that is during the training time frame, the workers will get direct involvement of using of machinery, equipment, devices, material and so forth. The knowledge and skills presented during on-the-job are directly related to job requirements, job instruction technique, job rotation, coaching and apprenticeship training are the common forms of on-the job training methods. MburuMaina and Waithaka (2017) opined that on-the-job training equips employees with needed knowledge and skill to perform a specific task in the work area. Mentoring, apprenticeship, case study among others are different forms of on-the-job training. Tukunimulogo (2016) revealed that on-the-job training has the capacity to increase employees' performance. Ndunguru (2015) confirmed that on the job training has a significant effect on employee performance.

Manpower Development and Organizational Performance

Manpower development equips employees with the necessary skills needed to perform effectively which translates to organizational effectiveness in the long run. Human resources development and organization performance are highly important and fundamental to good organization performance. Ogbu and Osanaiye (2017), in their study revealed that manpower development has a strong impact on organizational performance. Olusoji, Adedayo, and God bless (2017) ascertain that manpower development helps in the actualization of organizational goals. Aigbepue and Mammud (2012) suggested that organizations should focus on manpower training to secure improvement in organizational performance.

Career Development and Organizational Performance

Organizational programs and policies are important facilitators of employees' career development. However, organizations face a developmental paradox: Their career-aiding programs and policies might increase the employability of their employees, who might then leave the company. Guided by organizational support theory, we propose a theory-driven reciprocation view that explains why organization-sponsored career development practices might strengthen the current employment relationship. We argued that by offering career aids and resources, an organization can promote its employees' perceptions of organizational support. These perceptions evoke reciprocation, manifested in strengthened organizational attachment that enhances job performance and lowers turnover.

On-the -Job- Training and Organisational Performance

The purpose of on-the-job training session is to provide employee with task specific knowledge and skills in work area. The purpose of this training is to make the employees familiar with the normal working environment that is during the training time frame, the workers will get direct involvement in the use of machinery, equipment, devices, material and so forth. The knowledge and skills presented during on-the-job are directly related to job requirements, job instruction technique, job rotation, coaching and apprenticeship training are the common forms of on-the job training methods. MburuMaina and Waithaka (2017) opined that on-the-job training equips employees with needed knowledge and skill to perform a specific task in the work area. Mentoring, apprenticeships, case study among others are different forms of on-the-job training. Tukunimulogo (2016) revealed that on-the-job training has the capacity to increase employees' performance. Ndunguru (2015) confirmed that on the job training has a significant effect on employee performance.

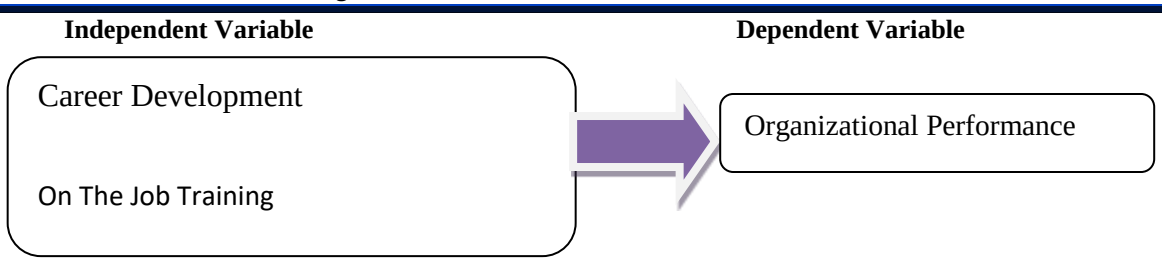
Training and Development

Training and development are complementary parts of the same process. They are interlinked and interdependent, rather than sequential and hierarchical. Training and development is very crucial to the employees, the organization and their effectiveness (Devi and Shaik, 2012). Increasing job satisfaction and employee morality, enhancing employee motivation, improving the efficiencies in processes and financial gain, raising the ability to obtain and use new technologies, developing innovation in strategies and products and reducing employee turnover are other important benefits of training (Mcnamara, 2010).

Social Learning Theory

The study was anchored on the theory of social learning propounded by Albert Bandura in (1977) as cited in Deaton(2015). The theory emphasizes the role of social interactions, observation, and modeling in learning and skill acquisition. According to this perspective, individuals learn from observing the behaviour of others and by receiving feedback and reinforcement. Training interventions that incorporate opportunities for social interaction, peer learning, and knowledge sharing will likely be more effective in promoting employee skill development and behaviour change.A social behaviour theory which proposes that new behaviours can be acquired by observing and imitating others. It states that learning is a cognitive process that takes place in a social context and can occur purely through observation or direct instruction, even in the absence of motor reproduction or direct reinforcement. In addition to the observation of behavior, learning also occurs through the observation of rewards and punishments, a process known as vicarious reinforcement. When a particular behaviour is rewarded regularly, it will most likely persist; conversely, if a particular behavior is constantly punished, it will most likely desist. The theory expands on traditional behavioral theories, in which behaviour is governed solely by reinforcements, by emphasizing the important roles of various internal processes in the learning individual. Hence this theory is relevant to the study because it pre-exposes employees to career advancement parts, various degrees of learning and opportunities to enhance corporate learning.

Conceptual Framework



Empirical Review

In a study conducted by Mark and Nzulwa (2018), it was observed that career development. programs contributed to 34.9% of employee performance. The study findings also revealed. that there was a statistically significant positive relationship between employees training, career counseling, employee mentoring and career advancement on employee performance. The study therefore concluded that career development programs influence employee performance and thus recommends that NHIF should focus more on career development programs in enhancing their employee performance.

Ahmed (2015) study sought to establish the perceived relationship between career development and employee performance at the Nairobi County Government. The study findings revealed that career development practices such as coaching and mentoring have a great impact on employee performance as well as commitment. The study recommended that the County Government formulates appropriate and relevant career development policies to address the employees‟ training needs. It also examined the career development process and focus was on the techniques that can be successfully used by organizations to establish successful and concrete career development programs.

Solaja and Oladimeji (2019) did a study on Employer-Sponsored Career Development Practices and Employee Performance and Turnover: A Meta-Analysis is based on questionnaire administered on employees of drink producing company in Nigeria. This study examines the impact of manpower development on organizational performance. The sample size for the study is made up of one hundred and eighty-seven (187) respondents. Descriptive and inferential statistics method was used to present and analyzed the data collected through questionnaire. In testing the formulated hypotheses for this study both regression and correlation analysis was used. The research findings result indicated that there is a positive relationship between Manpower Development and Organizational Performance. The study suggests the need for continuous training and development of employees with a focus on competition, market dynamics, customer satisfaction, business and financial performance.

Methodology

The study is based on a questionnaire administered to employees of Telecommunication firms in Delta State, Nigeria. Primary data were collected from 116 respondents, consist of the staff members and customers. The main analytical methods employed were correlation and multiple regression analysis.

RESULTS AND DISCUSSION

Table 1: Correlation matrix studied variables.````

		Survival of Family Business	Leadership Succession Planning	Mentoring	Innovation Investment	Quality of Service (QS)
Organisational Performance	Pearson correlation Sig.(2-ailed) No.	1 285				
Career Advancement	Pearson correlation Sig.(2-ailed) No.	.507** .000 285	1 285			
On-the-Job Training	Pearson correlation Sig.(2-ailed) No	.222** .000 285	.450** .000 285	1 285		

**Correlation is significant at the 0.01 level (2-tailed)
*Correlation is Significant at the 0.05 level (2-tailed)

Positive correlation coefficients of the survival of family business indicators were shown in Table 1 above, suggesting that career advancement is a reliable gauges of manpower development strategy. According to the results, career advancement strategy and organizational performance had a positive correlation (r=.507**, 0.01).
On-the-job training, the second measure, had a positive correlation (r=.222**, 0.01) with
organizational performance

Table 2: Multiple Regression Analysis of Coefficients [a]

Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig**
	B	Std. Error	Beta		
1 (constant)	6.678	1.875		3.562	.000
Career Advancement	0.266	.068	.259	3.892	.000
On-the-Job Training	.076	.065	.075	1.159	.002
Organizational Performance	.143	.071	.130	2.016	.001

a. Dependent Variable: Organisational Performance

Table 3: ANOVA [a]

Model	**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
Regression	76.330	4	38.423	10.702	0.000 [b]
l Residual	25.733	280	3.590		
Total	102.063	284			

. a. Dependent variable: organizational performance
. b. Predictors (constant), career advancement and On-the-job training
Source: SPSS Version 23.0, 2024

The F-ratio in the ANOVA Table tested whether the overall regression model was a good fit for the data. The table showed that the independent variables (career advancement and on-the-job training) significantly predict the dependent variable (organizational performance), since $F(4, 280) = 10.702$, $p<.005$, the regression model is good for the data.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.978[a]	0.956	0.914	1.8948

.a Predictor: (constant) Career Advancement, On-the-Job training
.b Dependent variable: Organizational performance
Source: Analysis of Field Survey, 2025

Discussion of Findings

The explanation of the research study's conclusions is provided below by the data analysis and the examination of relevant literature captured:

Career Advancement and Organizational Performance

According to Table 2, data analysis results, the variables of career advancement have an overall positive correlation coefficient, indicating that they are suitable indicators and dimensions of manpower development. It demonstrated how much of a change in organizational performance was explained by career development ($\beta=.136$, $P< 0.01$). This demonstrates the strong positive relationship between the manpower development strategy and organizational performance. Career advancement accounts for 54.5% (or Adjusted R2) of the change in organizational performance, according to the analysis. This outcome was consistent with the

research conducted by Brown and Harvey (2016), who stated that career advancement is a plan an organization uses to fill its most critical organizational performance. It involves forecasting vacancies, developing a talent pool, and selecting the right personnel for those critical positions to support the organization's strategy. This has been found to contribute to firm growth, survival, and organizational success in general, Mark, and Nzulwa (2018).

On-the-Job Training and Organizational Performance

The results shown in Table 2 indicate that all the variables measuring organizational performance have suitable correlation coefficient values, indicating that they are all measures of Mentoring. The results demonstrated that there is a substantial positive link between on-the-job training and organizational performance with β=.259, P<0.00 accounting for variance in attainment of the organizational performance. Additionally, table 2 demonstrated that on-the-job training accounts for 545 (54.5%) of the Adjusted R2 reported changes in organizational performance. This validates the results of Tukunimulongo, (2016) asserts that on-the-job training programmed related to mentees in business organizations increase productivity, opportunity for career and advancement, enhancement of skill and knowledge, confidence, enhancement in satisfaction of job, well-being, and motivation, decision-making skills, abilities of leadership, developing leaders, making understanding related to product, customer, policies and politics, enhancement of creativity and innovation, and encouraging taking positive risk. In addition, Olusoji, Adebayo,and Godbless,,(2017) posited that organization gains more benefits in terms of facilitation of partnerships, strategic change, problem-solving, innovation and change, and better project management.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

The study looked at manpower development strategy and organizational performance in the telecommunications industry. It discovered that manpower development has been identified as a vital instrument that can enhance organizational performance, productivity and the chance of survival in our highly competitive and changing corporate environment. An untrained employee is a liability to an organization as new methods and processes are being developed daily to help organizations innovate and challenge their competitors in the game of business. An organization that fails to train and develop its workforce, or that lays little emphasis on it is encouraging the obsolescence and inflexibility of the employees. Employee failure, therefore, may be ascribed to a lack of provision of their training and development needs by the management. Employee training and development can therefore help organizations to develop core competencies and innovativeness that can give them strategic and competitive edge over their competitors, as well as help them to become more productive in the global business economy. Today, in virtually every market, customers are demanding higher quality, lower costs, and faster cycle time. To meet those requirements from customers, firms must continually improve their overall performance to meet these expectations. To achieve this, firms must remain highly competent through continuous training and development of their workforce

Conclusion

The result from the study shows that manpower development variables used in the study affect organizational performance. Thus, judging from the findings of this study, the ability of any organization to improve on its career advancement, and on-the-job training will significantly improve organizational performance.

Recommendations

Based on the hypotheses that were tested in the study, the study concludes that manpower development has a positive impact on organizational performance. From the findings and subsequent conclusion of the study, organizations that wish to improve performance through manpower development must channel their focus and strategies towards the following recommendation.

i The firms must continually provide for the improvement of employee careers development through advancement and secure a link to business performance.

ii Provision should be made for adequate on-the-job- training. This has the potential to contribute to the performance of the organization.

iii Organizations should set aside, separate budgets that will cater for manpower development.

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