



Assessment of Manpower-Development-and-Training on ... Umoru R. S., Et. al. (2025)

Assessment Of Manpower-Development- And-Training on Service Delivery among United Bank for Africa (UBA) Staff in Otukpo Local Government Area of Benue State, Nigeria

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Abstract

This study assesses the impact of manpower development and training on service delivery among United Bank for Africa (UBA) staff in Otukpo, Nigeria. In the dynamic and competitive banking sector, human capital is a critical driver of organizational success. Effective manpower development and training programs are essential to enhance employee skills, improve performance, and ensure high-quality service delivery. This research investigates the current state of training initiatives at UBA Otukpo, identifies gaps in employee development, and examines the relationship between training and service delivery outcomes. Using a mixed-methods approach, data will be collected through surveys, interviews, and performance metrics to evaluate the effectiveness of existing programs. The findings aim to provide actionable insights for UBA management to optimize training strategies, boost employee productivity, and strengthen customer satisfaction, ultimately contributing to the bank's operational excellence.

Keywords: Assessment, Manpower, Development

Introduction

In a developing country like Nigeria, training and development of manpower resources is highly needed in virtually all business organizations for its effectiveness. It is hard for any business organization to exist without adequate manpower hence it is an indispensable tool for any business organization. Manpower training and development is one of the most important organizational dynamics. It constitutes the pivot in which organizational survival is run. The training process is one of the most pervasive methods for enhancing the productivity of individuals and communicating organizational goals to personnel (Ekaterini, 2019).

Manpower is the basis of all resources and it is the indispensable means of converting other resources to mankind's use and benefits. So how well we develop and employ human resources skills is fundamental in deciding how much we will accomplish as a nation. Manpower is the pivot of every human institution. Even in the developed and industrial nations of the world where the use of machines and technology is at an advanced stage, manpower is still very essential (Comma, 2018). Training therefore holds the key to unlock the potential growth and development opportunities to



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achieve a competitive edge. In this context, organizations train and develop their employees to the fullest advantage in order to enhance their effectiveness (Devi & Shaik, 2015). For employees to perform their functions effectively there must be well designed training and development programs to enable them enhance their productivity. Manpower, according to Omodia (2019) is the most active and indispensable factor in the process of production in organization and so should be given its rightful place as an option for organization performance. It is the most important of resources in all organizations and among the four factors of production (Emejulu, 2012). It consists of employees/workers in organizations who accomplish the goals of the organization.

Objectives of The Study

The broad objective of the study is to assess the impact of manpower training and development on organizational effectiveness in Nigeria. The specific objectives of the study are to:

- i. determine the method of manpower training and development in United Bank for Africa (UBA).
- ii. Highlight the benefits of training and development in United Bank for Africa (UBA).
- iii. Ascertain the impact of training/development on United Bank for Africa (UBA).

Research Questions

RQ1. What are methods of manpower training and development in United Bank for Africa (UBA)?

RQ2. What are the objectives of manpower training and development in United Bank for Africa (UBA)

RQ3. What are the effects of manpower training and development on United Bank for Africa (UBA) performance?

Methodology

The research methodology approach is the specification of methods and procedures for acquiring the relevant information needed for the subject of the study. It is the overall operational pattern of framework of this project stipulating what information to be collected from which source and by what procedures, taking proper and careful consideration of the objectives.

Research Design

The research adopted a survey research design. The purpose was to allow the researchers to fully describe and explain conditions of the present by using many subjects and questionnaires to fully describe a phenomenon.

Population of The Study

The population of study is made up of 20 staffs of United Bank for Africa (UBA) Otukpo Branch.

Sample and Sampling Techniques

A sample and sampling techniques was 15. The sample size was calculated using Guilford and Flruchter formula for estimating sample size (Oladipo and Abdulkadir, 2010):

Method Of Data Collection

The sources of data were both primary and secondary. The primary data were collected through questionnaire administration supported by face-to-face while secondary data were obtained from journals, textbooks and internet. The questionnaire was designed in a 5-point Likert scale format. Sixty six (66) copies of the questionnaire were administered. 58 were duly completed and returned while 8 were found bad.

Method of Data Analysis

The data generated from the field were presented and analyzed with descriptive statistic while the corresponding hypotheses were tested with the chi-square, Pearson's Correlation and linear regression at 0.05 alpha level with the aid of computer through the application of Statistical Package



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for Social Science. Five Likert point scale response categories were distributed for research questions 1, 2 and 3 by the researchers as represented in Table 1 below:

Table 1: Mean Rating

Response Categories	Point	Boundary Unit
Strongly Agree (SA)	5	4.50 – 5.00
Agree (A)	4	3.50 – 4.49
Undecided (UD)	3	2.50 – 3.49
Disagree (D)	2	1.50 – 2.49
Strongly Disagree (SD)	1	1.00 – 1.49

The mean rating that falls above 3.50 are regarded as agreed, the mean rating that falls below 2.49 are regarded as undecided. Data were analyzed using descriptive and inferential statistics. Pearson moment correlation was used to test the relationship among the variables. And analysis of variance (ANOVA) was used to test the hypothesis.

Presentation of Data and Analysis

Data collected from the respondents were presented and analyzed using frequency counts, descriptive statistics and Pearson moment correlation. Also, the empirical results of the hypothesized relationships among the variables are reported. Various relationships were statistically tested through structural equation modelling, multiple regression and analysis of variance (ANOVA). These results were interpreted in terms of research objectives.

Data Presentation

The result of the data analyses are presented below.

Q1. What are methods of manpower training and development in United Bank for Africa (UBA)?

Table 1: Methods of Manpower Training and Development in Organization

Items	Mean	Decision
Coaching	4.50	Strongly Agree
Orientation/induction	4.44	Strongly Agree
Apprenticeship	4.96	Strongly Agree
Demonstration	4.90	Strongly Agree
Classroom training	3.65	Agree
Counselling	3.65	Agree
Job instruction	4.70	Strongly Agree
Delegation	3.55	Agree
Learning from Colleagues	2.45	Undecided
Special projects and special courses	3.60	Agree
Group discussion	3.96	Agreed
Conference	4.00	Strongly Agree
Lectures	3.98	Agreed
Job rotation	4.91	Strongly Agree
Professional body membership	3.65	Agreed

Source: Field Survey, 2025.

Table.1 presents the methods of manpower training and development in organization. Looking at the mean scores which do not vary much, it shows that pattern of response were quite similar with one another. However, the analysis indicated that apprenticeship method of training and development of staff has the highest mean score of 4.96 compared to all other methods. This means that all the respondents agreed that their organizations adopt the apprenticeship method of training and development of their staff. Analysis of the table 1 further shows that job rotation method of training and development recorded a mean score of 4.91, and demonstration method of training and



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development recorded a mean score of 4.00 respectively. This result indicated that majority of the respondents agreed that their organizations are committed to training and development.

Q2. What are the objectives of manpower training and development in United Bank for Africa (UBA)

Table .2: The Objective of Manpower Training and Development in Organisation.

Items	Mean	Decision
To improve the quality and quantity of workers' production	4.57	Strongly Agree
To help increase the performance of workers efficiently and effectively	4.60	Strongly Agree
To help increase workers' morale and enthusiasm for work	3.69	Agree
Help increase workers' job satisfaction and motivation.	3.60	Agree
To reduce chances of industrial accident and help workers be adaptable to ever changing realities of modern business world and technology	4.61	Strongly Agree
To help modify the behaviour and attitude of workers towards their job and organization	4.47	Strongly Agree
To help equip the workers with skills and techniques that will enable then challenge their competitors	4.77	Strongly Agree

Source: Field Survey, 2025.

Table 2 presents the objectives of manpower training and development in organization. Looking at the mean scores which do not vary much, it shows that pattern of response were quite similar with one another. However, the analysis indicated that the objective of helping to equip the workers with skills and techniques that will enable then challenge their competitors has the highest mean score of 4.77 compared to all other objectives. The analysis of the table 4.2 further shows that manpower objective of reducing the chances of industrial accident and help workers be adaptable to ever changing realities of modern recorded a mean score of 4.61, and helping to increase the performance of workers efficiently and effectively of training and development recorded a mean score of 4.60 respectively.

Q3. What are the effects of manpower training and development on United Bank for Africa (UBA) performance?

Table 3: Effect of Manpower Training and Development in achieving Organizational Performance.

Items	Mean	Decision
Increase in production of goods and services.	4.71	Strongly Agree
Increase in effectiveness and Efficiency of workers.	4.55	Strongly Agree
Preparation of workers for higher Responsibilities/jobs	4.59	Strongly Agree
Boasts workers morale and Increase job satisfaction	3.59	Agree
Increase capacity to adopt new Technology and methods.	3.61	Agree
Reduces employee turnover and Enhanced company's image	3.96	Agree



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Reduces waste, accident, lateness And absenteeism of workers	3.78	Agree
Increases workers skill, knowledge And techniques of handling a job	4.55	Strongly Agreed

Source: Field Survey, 2025.

Table 3 presents the objectives of manpower training and development in organization. Looking at the mean scores which do not vary much, it shows that pattern of response were quite similar with one another. However, the analysis indicated that the increase in production of goods and services has the highest mean score of 4.71 compared to all other objectives. The analysis of the table 3 further shows that preparation of workers for higher responsibilities/jobs recorded a mean score of 4.59, while increase in effectiveness and efficiency of workers and increases workers skill, knowledge and techniques of handling a job recorded a mean score of 4.55 respectively.

Hypotheses Testing

The test was conducted using multiple regression analysis. This test established whether inter-personal relation and team work are the effects of training and development on organizational Performance.

Table 4: Model Summary

Model	R	RSquare	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	Df1	Df2	Sig. F Change
1	.626 ^a	.391	.383	.96049	.391	46.939	5	365	.000

a. Predictors: (Constant), increase in production of goods and services, increase in effectiveness and efficiency of workers, preparation of workers for higher responsibilities/jobs, boasts workers morale and increase job satisfaction, increase capacity to adopt new technology and increases workers skill, knowledge and techniques of handling a job.

Source: Author’s Computation, 2025.

The model summary shows that increase in production of goods and services, increase in effectiveness and efficiency of workers, preparation of workers for higher responsibilities/jobs, boasts workers morale and increase job satisfaction, increase capacity to adopt new technology and increases workers skill, knowledge and techniques of handling a job of staff account for 39.1% of the variation of the organizational performance (i.e coefficient of determination).

Discussion of Findings

The result of the study revealed that manpower training and development in United Bank for Africa (UBA) can be done through coaching of workers, orientation and counseling of the workers. This is in line with the view of Ogunbameru (2004). They suggested that methods of training and development of workers include on-the-job-training and off-the-job training such as; apprenticeship, demonstration, orientation, coaching and so on. It further revealed that job instruction, delegation, special projects, group discussion, programmed instructions were also among the methods of training and development manpower in organizations for effective organizational performance. This corroborated the assertion of Ewuim and Ubochi (2007) that simulation conferences, case study, role playing, lecturing, job rotation and so on, were among the methods of training and development of manpower in organizations. This is because these methods are tested and found reliable for increased productivity and self-reliance if practiced fully by the organization. However, the finding revealed that learning from colleagues may or may not be effective methods of manpower training



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and development. This might be as a result of non-specification/clarification of type or level of colleagues whether ordinary friends or experts in the field.

Result in table 2 revealed that the objectives of manpower training and development are to improve the quality and quantity of workers' productivity and to help increase the performance of the organization. Draft (1983) agreed with this result when he suggested that increased productivity is among the major objective of manpower training and development. This study also revealed that organization involved training and developing manpower because of the major objective of increased workers morale and enthusiasm which would assist heavily in increasing organizational productivity. Among other objectives of manpower training and development are to reduce industrial accident, modify behaviour of workers towards job, equip workers with skills and techniques that will enable them challenge their competition etc. Ogunbameru (2004) summarizes that executive development programme aimed at improving the managers' decision-making skills, interpersonal skills, organizational knowledge, general knowledge specific individual's needs, job knowledge etc. could improve staff morale.

Table 3 results indicated that training and development of manpower, in organization affects organizational performance in the area of increase in productivity and effectiveness and efficiency of workers. This also concurs with Cole (2007) who suggested that training need arises from demand of the job and demand of the organization. Thus, the effect of manpower training and development is for increased production and increase in effectiveness of workers. The study further revealed that manpower training and development prepare workers for higher job/responsibilities, boosts workers morale and increases job satisfaction in the organization. The description of wikipedia (2010) synchronizes with this result. Johnson and Scholes (2002) summarized that increased job satisfaction and morale among employees were among the effects of manpower training and development. This is because during training the worker is meant to understand his job and the importance of his job schedule to the organization. Other effects of manpower training and development as revealed by the study include; increased capacity to adopt new technologies and methods, reduction in employee turnover, which is in agreement with the views of Kayode (2001).

Finally, manpower training and development as indicated by the result of the study assist immensely in increasing workers' skills, knowledge and technologies of handing a job in an organization. As a result of this, the use of modern technology in production was found very easy. Workers on their own were able to do things by themselves based on their practical experiences during training and development. Training forms the core of apprenticeships and provides the backbone of content at institution of technology (Cole 2007 and Wikipedia, 2010). It is a learning activity which is directed to the acquisition of specific knowledge and skill for the purpose of an occupation or task. (Ivancevich et-al, (1994).

Conclusion

Training and retraining are essential components of manpower development. Training and personnel development is a mixture of activities aimed at improving the performance of personnel in organizations for the attainment of continuous improvement in productivity. Training and human development assists employees to learn how to use the resources in an approve way that allows organization to meet its desired output. It is an undisputed fact that effective training is an investment in the human resources of an organization, with both immediate and long –range returns. However mere investment is not enough; organizations need to manage training programs more



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effectively so that they can get the highest returns from their investment. The ultimate aim of every training and development program is to add value to human resource. Any training and development program that would not add value should be abandoned. The issue of manpower training and development is treated with levity and neglect and there is this misconception of the aim of manpower training, because it is been seen as a tool or means for staff promotion rather than seeing it from an holistic angle as a tool for staff development, maintenance for greater performance and retention.

From the study it is evident that organizational performance depends largely on manpower training and development. Manpower training and development is a programme designed purposely for the staff in an organization, to enable them work towards taking the organization to its expected destination. These destinations are the goals which an organization set for themselves. To actualize these goals, proper methods of training and development of manpower is required through on-the-job training methods such as: job institution, coaching, demonstration conferences etc.

Recommendations

In view of the findings of this research work of the role of manpower training and development in achieving organizational goals, the study proffered the following recommendations.

1. Banking organizations should set up regular training and development programmes that are capable of raising the skills, morale and productivity of employees. It is strongly suggested that personnel managers of banking organizations should involve experts in mapping out their training and development needs. The reason for this is to avoid wastes, both in terms of time and resources, by providing what is actually needed and very relevant to the needs of the employees. When this is done, the objectives of manpower training and development will be realized, thus repositioning the organization at the level of higher performance.
2. Organizations should view training broadly as a way to create intellectual capital. Intellectual capital includes basic skills (skills needed to perform one's job), advanced skills (such as how to use technology to share information with other employees).
3. The United Bank for Africa, as one of the organization, should embark on a strategy using dependable and independable variables. The dependable variables impacting training and development on staff while independable variables are performance of staff.

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