

Article

Investigating The Nexus Between Manpower Development Programmes and Employee's Performance in Local Government Service Commission, Taraba State, Nigeria

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Abstract: This study investigates the nexus between manpower development programmes and employee's performance in Local Government Service Commission, Taraba State, Nigeria. With the aid of the study objectives, two hypotheses were formulated in the study. A sample size of 131 was adopted for the study. The purposive sampling technique was used to select the entire population of the study due to its' convenient in the conduct of the research. The summation of all the responses was presented using frequency distribution tables and simple percentages. In addition, the mean analysis was used to analyze the data generated from the field while the chi-square statistical tool was employed to test the hypotheses formulated in the study. The test statistics reveals among others that manpower development programmes in the form of in-service training and workshops and seminars have impact or influence on employee's productivity and job knowledge as an aspect of employee's performance in Local Government Service Commission, Taraba State. The study recommends among others that, since manpower development programme in the form of in-service training has impact on employee's productivity in Local Government Service Commission, Taraba State. Taraba State government should continue to ensure that the employees in Local Government Service Commission are subjected for in-service training. By so doing, the employees will acquire additional skills and values required which in turn increases their productivity at work.

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1. Introduction

In today's rapidly changing and competitive environment, organizations across all sectors, including the public sector, face the constant challenge of enhancing employee performance and productivity. One of the key strategies employed to achieve this goal is investing in manpower training programs. According to Vincent, effective manpower training can improve employees' knowledge, skills, and abilities, ultimately leading to enhanced job performance and organizational effectiveness. In the context of local government service commissions, which play a vital role in managing human resources and ensuring efficient public service delivery, the importance of manpower training cannot be overstated ajayi [1]. Study by Nauman et al. has highlighted the positive impact of training programs on employee productivity, job satisfaction, and morale in various public sector organizations. Manpower training plays a pivotal role in enhancing employees' performance and productivity within organizational settings, particularly within the public sector where efficient service delivery is essential [2]. Additionally, the context of the LGSC in Taraba State presents a rich ground for exploring the nuanced

dynamics between manpower training and employee performance. According to Holmes and Collins, with the complexities inherent in the local government structure, including diverse stakeholder interests, bureaucratic processes, and limited resources, understanding how training interventions impact employee productivity is crucial for addressing the region's developmental challenges [3]. A study by Viterouli et al. emphasizes the need for tailored training programs that align with the specific needs and realities of the organizational context. Therefore, by examining the effectiveness of different training modalities within the LGSC, this research aims to provide actionable insights for designing training initiatives that are responsive to the unique challenges and opportunities encountered by employees in Taraba State's local government sector [4]. Moreover, amidst the evolving landscape of work and increasing demands for efficiency and effectiveness, the role of manpower training in driving organizational performance cannot be overstated. Recent studies emphasize the strategic importance of investing in employee development as a means of enhancing organizational competitiveness and sustainability. Despite the recognized benefits of manpower training, there is need for context-specific research to understand its effectiveness in different organizational settings. The Local Government Service Commission (LGSC) in Taraba State, Nigeria, operates within a unique socio-economic and cultural environment, which may influence the outcomes of training programs [5]. Additionally, different types of training, such as in-service training, may have varying impacts on employee performance indicators like productivity, job satisfaction, and morale. The effectiveness of in-service training programs in enhancing employee productivity has been demonstrated in various organizational settings [6]. Workshops and seminars are commonly used training interventions in most organizational settings. The evaluation of the impact of workshops and seminars on employees' job knowledge is essential for continuous improvement and informed decision-making. Utilizing robust assessment measures, such as pre- and post-training knowledge tests, surveys, and performance evaluations, enables organizations to gauge the effectiveness of learning interventions and identify areas for refinement [7]. Manpower development should be viewed as a strategic investment, as it not only enhances individual performance but also drives organizational competitiveness and growth. Effective manpower development programs can foster a culture of continuous learning and development, enabling organizations to adapt to changing market conditions and technological advancements. While the Local Government Service Commission Taraba State may have implemented various manpower development initiatives, in the form of in-service training and workshops and seminars [8]. However, these interventions appear not to have enhanced employee's job performance in the form of employee's productivity and employee's job knowledge. Understanding the effectiveness of these manpower development approaches is essential for devising tailored strategies that would address the unique challenges faced by the employees and Local Government Service Commission, Taraba State, Nigeria. The broader socio-economic context of Taraba State, characterized by developmental disparities and the imperative for effective governance, underscores the urgency of examining the link between manpower development programmes and employee's performance in Local Government Service Commission, Taraba State [9]. Studies have been carried out to examine the influence of manpower development programmes on employee's performance but none has been carried out in Local Government Service Commission Taraba State, Nigeria. Also, studies have been carried out by Enyinna and Chituo, Yimam among others using different indicators of manpower development programmes and employee's performance but none has been carried out using the same indicators of the variables contained in this study in Taraba State. This study therefore, investigates whether manpower development programmes in the form of in-service training and workshops and seminars have impact or influence on employee's productivity and employees job knowledge in Local Government Service

Commission Taraba State, Nigeria. The following research questions are raised in this study:

1. Does in-service training has impact on employee's productivity in Local Government Service Commission, Taraba State?
2. Do workshops and seminars have influence on employee's job knowledge in Local Government Service Commission, Taraba State?

The general objective of this study is to investigate whether manpower development programmes have impact or influence on employee's performance in Local Government Service Commission, Taraba State, Nigeria [10]. The specific objectives are;

1. To determine whether in-service training has impact on employees' productivity in Local Government Service Commission, Taraba State.
2. To examine whether workshops and seminars have influence on employee's job knowledge in Local Government Service Commission, Taraba State.

The following null hypotheses are formulated in this study;

H01: In-service training does not have significant impact on employee's productivity in Local Government Service Commission, Taraba State.

H02: Workshops and seminars do not have significant influence on employee's job knowledge in Local Government Service Commission, Taraba State. For proper understanding of this study, manpower development programmes and employee performance are conceptualized. Manpower development programmes are multifaceted concepts that encompass various activities and initiatives aimed at enhancing the knowledge, skills, and competencies of employees within an organization [11]. Most employees have some weaknesses in their workplaces. Manpower training gives an employee the opportunity to strengthen those skills that the employee needed to improve in his/her job performance. Manpower training programmes bring employees to a higher level so that they acquire skills and knowledge. This helps to reduce any weak links within the company. In their own reaction, Enyinna and Chituo argued that manpower development should be viewed as a strategic investment, as it not only enhances individual performance but also drives organizational competitiveness and growth. Effective training programs can foster a culture of continuous learning and development, enabling organizations to adapt to changing market conditions and technological advancements. However, Am notes that for manpower training and development to be truly effective, it must be aligned with the organization's strategic objectives and tailored to address specific skill gaps or performance deficiencies. Manpower development encompasses a wide range of approaches and methodologies, each designed to address specific learning objectives and organizational needs. The effectiveness of manpower development programs is influenced by a multitude of factors, including the design and delivery methods, the alignment with organizational goals, and the individual characteristics of the trainees themselves. Scholars have emphasized the importance of adopting a learner-centred approach to training, which takes into account the diverse learning styles, motivations, and prior experiences of participants. This approach recognizes that adults learn best when the training content is relevant, practical, and allows for active participation and reflection. Furthermore, the transfer of learning from the training environment to the workplace is a critical consideration. Yimam argued that the successful application of acquired knowledge and skills is contingent upon factors such as organizational support, opportunities for practice, and a conducive work environment. Thus, training programs should be integrated into a broader organizational development strategy that fosters a culture of continuous learning and provides the necessary resources and reinforcement for sustained performance improvement [12]. Employee performance refers to the extent to which an individual meets or exceeds the expectations set for their role within an organization. Employee performance encompasses various aspects such as productivity, quality of work, efficiency, effectiveness, and adherence to organizational

goals and values. Performance is a multifaceted construct influenced by individual characteristics, job design, organizational culture, leadership styles, and external factors such as industry trends and economic conditions. From a human resource management perspective, employee performance is crucial for organizational success as it directly impacts productivity, profitability, customer satisfaction, and overall competitiveness. Scholars have offered various theoretical frameworks to understand and manage employee performance, including goal-setting theory, expectancy theory, social exchange theory, and self-determination theory. These theories provide insights into the factors that motivate employees, the importance of clear performance objectives, the role of feedback and rewards, and the psychological processes underlying performance improvement. However, perspectives on employee performance are diverse and subject to debate within scholarly discourse. Some researchers emphasize the role of intrinsic motivation and job design in enhancing performance, arguing that empowering employees with autonomy, skill variety, and task significance can lead to higher levels of engagement and productivity. Conversely, others highlight the significance of extrinsic rewards and performance management systems in driving desired behaviours and outcomes, advocating for merit-based pay, performance appraisals, and performance feedback. Additionally, cultural and contextual factors play a crucial role in shaping perceptions and practices related to employee performance across different industries and regions. For instance, while Western organizations often prioritize individual performance and competition, Eastern cultures may value collective achievements and harmony in the workplace [13]. Understanding these cultural nuances is essential for designing effective performance management strategies that align with organizational objectives and foster employee engagement and satisfaction. In this study, the Expectancy Theory by Victor Vroom was adopted as theoretical framework. Vroom's Expectancy Theory is constructed upon three assumptions namely, valence, expectancy, and instrumentality. Valence refers to the emotional orientations which employees hold with respect to outcomes or rewards. Expectancy entails that employees have different expectations and levels of confidence about what they are capable of doing in their workplace. Finally, instrumentality relates to the supposed likelihood that successful performance by the employees will lead to desired outcomes, such as rewards or recognition. Vroom, submits that an employee's beliefs about Valence, Expectancy, and Instrumentality, interact psychologically to produce a motivational force, such that the employee's will carry out their assigned duties effectively and evade distractions in the workplace [14]. The implication and relevance of Expectancy Theory as it applies to this study is that in the workplace, it is imperative to recognize that employees have different sets of goals and expectations and therefore must be motivated according to their personal preferences and choices. On the aspect of valence, Local Government Service Commission (LGSC), Taraba State should know the most attractive methods of motivating its' employees in order for them to acquire relevant skills, values, and knowledge. By understanding and appreciating the most attractive methods of motivating its' employees, will help the Local Government Service Commission (LGSC), Taraba State to tailor the right kind of rewards that will be most desirable or valuable to their employees. Expectancy Theory sheds light on the complex interplay between individual beliefs, organizational support, and performance outcomes within the LGSC. According to Vroom, expectancy refers to an individual's belief that their efforts will result in successful task performance, while instrumentality pertains to the perceived likelihood that successful performance will lead to desired outcomes, such as rewards or recognition. In the context of training interventions within the LGSC, employees' expectancy and instrumentality perceptions play a crucial role in determining their motivation to actively participate in training activities and apply the knowledge and skills acquired to their work tasks [15]. Recent research by AlKhalifa et al., underscores the importance of organizational support and leadership in fostering employees' expectancy and instrumentality perceptions, thereby enhancing their motivation to engage with training

initiatives and ultimately improving performance outcomes. By drawing on Expectancy Theory, the study can explore how organizational factors, such as leadership support and recognition systems, influence employees' beliefs about the effectiveness of training programs, thereby shaping their motivation to participate in training activities and their subsequent performance outcomes within the LGSC. In the context of the Local Government Service Commission (LGSC) Taraba State, Expectancy Theory suggests that employees' participation in training programs such as in-service training and workshops and seminars is influenced by their expectations regarding the effectiveness of such programs in enhancing their skills, advancing their careers, and improving their job performance [16]. Recent empirical studies have provided support for the applicability of Expectancy Theory in organizational contexts. For instance, research by Tumi et al., found that employees' motivation to engage in training activities was positively influenced by their perceived expectancy of achieving desired outcomes, such as skill enhancement and career advancement. By integrating Expectancy Theory into the theoretical review, the study can illuminate the motivational mechanisms driving employees' engagement with training initiatives such as in-service training and workshop and seminars within the LGSC, thereby offering insights into how expectations of training effectiveness shape employee behaviour and performance outcomes.

2. Materials and Methods

This study adopts the survey research design. The adoption of the survey research design is because of its accuracy and widely acceptance by researchers to sample opinion from the respondents and to test hypothesis formulated in a study. This study was carried out in Local Government Service Commission, Taraba State, Nigeria with a staff population of 131. The population is derived thus; Management Staff - 12, Senior Staff - 68 and Junior Staff - 51. The sample size for the study is 131. This is due to the fact that the entire population of the study was deemed appropriate for the study. In addition, the purposive sampling technique was used to select the entire population in each of the levels (ie. Management Staff – 12; Senior Staff – 68; and Junior Staff - 51) in the Local Government Service Commission, Taraba State. In this study, data were generated through both primary and secondary sources. The primary source consists of questionnaire and interview while the secondary sources consist of information generated from text books and journal articles [17]. The instrument for data collection is questionnaire and interview. The set of closed ended questionnaire was structured in Likert modified four points responds scale of Strongly Agree – 4 points, Agree – 3 points, Disagree – 2 points, and Strongly Disagree – 1 point.

The Likert scale offers a structured and quantifiable approach to measure individuals' perceptions and attitudes. It is worth noting that Likert modified four points response scale has been widely accepted and employed in various research fields due to its versatility and ability to yield precise data. In this study, the frequency distribution tables were used to present the raw data from the field quantitatively for the purpose of easy and accurate interpretation. The simple percentages (%) was used to present the respond rate of the questions asked and to convert information generated from the field into a more statistical construction so as to produce a concise report, the mean analysis was used to analyze the data generated from the field while the chi-square (χ^2) statistical tool was used to test the hypotheses formulated in the study. However, the interview involved a conversion scenario whereby the objective was to obtain first-hand information to the questions asked [18]. However, the interview schedule consists of questions that aimed at eliciting information on manpower development programmes and employee's performance in Local Government Service Commission, Taraba State. The reason for the interview is to supplement and validate the information generated in the study from the questionnaire and also, to complement the findings of the study.

3. Results

The indicators of the independent variable 'Manpower Development Programmes' are: in-service training, and workshops and seminars. While the indicators of the dependent variable 'Employee's Performance' are: employee's productivity and employee's job knowledge. The frequency distribution tables were used to present the raw data from the field quantitatively for the purpose of easy and accurate interpretation [19]. The simple percentages (%) was used to present the respond rate of the questions asked and to convert information generated from the field into a more statistical construction so as to produce a concise report, the mean analysis was used to analyze the data generated from the field while the chi-square (χ^2) statistical tool was used to test the hypotheses formulated in the study. A total of 131 copies of questionnaire were administered to the respondents and 126 copies were successfully retrieved [20]. This entails a 96.2% return of the research instrument and was deemed adequate for analyzing the data generated from the field.

Table 1. Respondents Perception on Whether Manpower Development in The Form of in-Service Training has Impact on Employee's Productivity in Local Government Service Commission, Taraba State?

S/N Items	SA	A	D	SD	Total	Mean	Decision
1. Have you participated in the in-service trainings such as technical training, leadership training, soft skills compliance training in LGSC, Taraba State?	22	101	2	1	126	3.1	Accepted
2. I have experienced noticeable improvements in my productivity after participating in the in-service training in LGSC?	19	103	2	1	126	3.1	Accepted
3. My productivity towards job performance has improved due to the skills and knowledge acquired during in-service training in LGSC?	18	104	2	1	126	3.1	Accepted
Cumulative Mean						3.1	Accepted

Source: Field Survey, 2024.

Table 1 shows the respondents perception on whether manpower development programme in the form of in-service training has impact on employee's productivity in Local Government Service Commission, Taraba Stat. On item 1, out of 126 respondents, (17.5%) strongly agreed that they have participated in the in-service trainings such as technical training, leadership training, soft skills compliance training in LGSC, Taraba State., (80.1%) agreed, (1.6%) disagreed, while (0.8%) strongly disagreed. On item 2, out of 126 respondents, (15.1%) strongly agreed that they have experienced noticeable improvements in my productivity after participating in the in-service training in LGSC, (81.7%) agreed, (1.6%) disagreed, while (0.8%) strongly disagreed [21]. On item 3, out of 126 respondents, (14.3%) strongly agreed that their productivity towards job performance has improved due to the skills and knowledge acquired during in-service training in LGSC, (82.5%) agreed, (16.1%) disagreed while (0.8%) strongly disagreed. In addition,

items 1,2, and 3 indicate the mean score of 3.1, 3.1, and 3.1 respectively and in generality, a cumulative mean score of 3.1 which entails that the respondents responded greatly that manpower development programmes in the form of in-service training have impact on employee's productivity in Local Government Service Commission, Taraba State.

Table 2. Respondents Perception on Whether Manpower Development in The Form of Workshops and Seminars have Influence on Employee's Job Knowledge in Local Government Service Commission, Taraba State?

S/N Items	SA	A	D	SD	Total	Mean	Decision
4. Have you participated in workshops and seminars organized by LGSC Taraba State?	23	94	6	5	126	3.1	Accepted
5. Workshops and seminars I participated in through the LGSC have been instrumental in expanding my knowledge on job-related concepts and tasks?	19	98	6	3	126	3.0	Accepted
6. Workshops and seminars conducted by LGSC Taraba State effectively address the knowledge gaps I encounter in my job, leading to improvements in my performance?	18	99	7	2	126	3.0	Accepted
Cumulative Mean						3.0	Accepted
Field Survey, 2024.							

Table 2 shows the respondents perception on whether manpower development programmes in the form workshops and seminars have influence on employee's job knowledge in Local Government Service Commission, Taraba State. On item 4, out of 126 respondents, (18.2%) strongly agreed that they have participated in workshops and seminars organized by LGSC Taraba State, (74.6%) agreed, (4.8%) disagreed, while (2.4%) strongly disagreed [22]. On item 5, out 126 respondents, (15.1%) strongly agreed that workshops and seminars they participated in through the LGSC have been instrumental in expanding their knowledge on job-related concepts and tasks, (77.8%) agreed, (4.8%) disagreed, while (2.4%) strongly disagreed. On item 6, out of 126 respondents, (14.3%) strongly agreed that workshops and seminars conducted by LGSC Taraba State effectively address the knowledge gaps they encounter in their job, leading to improvements in their performance, (78.6%) agreed, (5.5%) disagreed while (1.6%) strongly disagreed. In addition, items 4,5, and 6 indicate the mean score of 3.1, 3.0, and 3.0 respectively and in generality, a cumulative mean score of 3.0 which entails that the respondents responded greatly that manpower development programmes in the form of workshops and seminars have influence on employee's job knowledge in Local Government Service Commission, Taraba State [23]. Test of Hypothesis One:

H01: In-service training does not have significant impact on employee's productivity in Local Government Service Commission, Taraba State.

H11: In-service training has significant impact on employee's productivity in Local Government Service Commission, Taraba State.

The percentage values of the respondent's responses on items 1, 2 and 3 respectively in table 1 was used to test hypothesis one.

Table 3. Chi-Square Tests.

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	38.424 ^a	6	.156
Likelihood Ratio	47.459	6	.298
N of Valid Cases	126		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 18.08.

Result Interpretation.

Level of Significance: 0.05

Degrees of Freedom (df): 6

Table Chi-Square (χ^2_{table}): 12.592

Calculated Chi-Square (χ^2_{cal}): 38.424

P-value: < 0.05

Since the calculated value of chi-square (38.424) is greater than the table value of chi-square (12.592), and the P-value is less than 0.05, we reject the null hypothesis (H0) and accept the alternative hypothesis (H1) and conclude that manpower development programmes in the form of in-service training has significant impact on employee's productivity in Local Government Service Commission, Taraba State. Test of Hypothesis Two [24].

H02: Workshops and seminars do not have significant influence on employee's job knowledge in Local Government Service Commission, Taraba State.

Hi2: Workshops and seminars have significant influence on employee's job satisfaction in Local Government Service Commission, Taraba State.

The percentage values of the respondent's responses on items 4, 5 and 6 respectively in table 2 was used to test hypothesis two.

Table 4. Chi-Square Tests.

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	35.476 ^a	6	.125
Likelihood Ratio	47.476	6	.258
N of Valid Cases	126		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 15.25.

Result Interpretation

Level of Significance: 0.05

Degrees of Freedom (df): 6

Table Chi-Square (χ^2_{table}): 12.592

Calculated Chi-Square (χ^2_{cal}): 35.476

P-value: < 0.05

Since the calculated value of chi-square (35.476) is greater than the table value of chi-square (12.592), and the P-value is less than 0.05, we reject the null hypothesis (H0) and accept the alternative hypothesis (H1) and conclude that manpower development

programmes in the form of workshops and seminars have a significant influence on employee's job knowledge in Local Government Service Commission, Taraba State [25].

4. Discussion

The hypothesis one of this study reveals that, manpower development programme in the form of in-service training has significant impact on employee's productivity in Local Government Service Commission, Taraba State. The finding is in tandem with Frimpong who maintained that, employees who participated in structured in-service training programmes showed higher levels of productivity, resulting from improved job-related skills, increased efficiency, and greater job satisfaction [26]. In addition, the study is equally in consonance with Ajayi and Udeh who stressed that, teams comprising members who underwent regular in-service training sessions demonstrated higher levels of collaboration, communication, and collective productivity compared to teams without such training opportunities [27]. The finding of an interviewee, Secretary to the Local Government Service Commission, Taraba State, who maintained that:

"the Local Government Service Commission usually allows conducts manpower development on in-service training to the employees such as leadership training and educational training, administrative training etc. whenever the need arises. After acquiring the training, the productivity of the employees in order for them to fulfill their duties and responsibilities at work are ascertained".

The hypothesis two of this study reveals that, manpower development programme in the form of workshops and seminars have significant influence on employee's knowledge in Local Government Service Commission, Taraba State. The finding is in line with Robinson and Patel who averred that, the alignment between the content covered in workshops and seminars and the strategic goals of the organization is crucial for ensuring that employees acquire relevant and applicable knowledge [28]. Therefore, organizations need to carefully assess their training needs and objectives to design workshops and seminars that address specific skill gaps and contribute to overall organizational success. The finding is equally in agreement with Yimam, who averred that, leaders who actively endorse and participate in workshops and seminars set a precedent for their teams, signaling the importance of ongoing skill enhancement and professional growth [29]. Thus, organizations should invest in leadership development initiatives that equip managers and supervisors with the necessary knowledge and skills to effectively support and facilitate learning within their teams, thereby maximizing the impact of workshops and seminars on employees' job knowledge. The finding is in agreement with an interviewee, Director, Planning, research and Statistics in the Local Government Service Commission, Taraba State who averred that.

"the Local Government Service Commission, Taraba State, conduct manpower development programme in the form of workshops and seminars for their staff for them to improve their skills and knowledge. The Commission usually two times a year, send their employees for conferences, workshops and seminars outside the commission. In August, 2024, some of the staff were sent for conference at National Institute for Policy and Strategic Studies, Kuru. I believe that, the skills acquired in the workshops and seminars have contributed immensely in enhancing the knowledge of the employees for the betterment of the commission at large".

5. Conclusion

From the findings of the study, it is discovered that manpower development programmes in the form of in-service training and workshops and seminars have impact or influence on employee's productivity and job knowledge in Local Government Service Commission, Taraba State, Nigeria. Based on the findings of the study, the study proffered the following recommendations:

1. Since manpower development programme in the form of in-service training has impact on employee's productivity in Local Government Service Commission, Taraba State, Taraba State government should continue to ensure that the employees in Local Government Service Commission are subjected for in-service training. By so doing, the employees will acquire additional skills and values required which in turn increases their productivity at work.
2. Notably, that manpower development programme in the form of workshop and seminar training have influence on employee's job knowledge in Local Government Service Commission, Taraba State, Taraba State government should ensure that the employees in Local Government Service Commission are sent for consistent workshops and seminars. In doing so, the employees will acquire more relevant and applicable job knowledge for enhancing the strategic goals of their workplace.

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