

Manpower Development & Employee Job Performance in the Nigerian Public & Private Sectors: A Comparative Study of Lagos Broadcasting Corporation and Channels Television

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Abstract

In the face of competitive and dynamic business environment, it is pertinent that business entities should strive to create a cutting edge manpower development in order to remain in the frontline of business. This can however be achieved with the effective utilization of its human capital. This study therefore examined manpower development and employee job performance in the public & private sectors. Cross sectional survey served as a method of data collection. A total of 100 questionnaires were administered to employees using probability sampling technique in both sectors and 88 of the distributed questionnaires were retrieved. The Chi square method was used to test research hypotheses. The findings of the study showed that staff training is not given higher priority and consideration in the public sector compared to the private sector. Findings from the study also revealed that private sector believes in human capital as the most valued asset that can help drive organizational growth. In addition to the findings showed that career growth does not bring optimal performance, especially in the public sector, where promotion is done within a particular period regardless of workers' productivity. The study therefore recommended that organizations should strive towards training and retraining of workers from time to time as employees should not be blamed if they are not well trained. The study concluded that recognition of talents in employees by organizational development expert is one of the panaceas to improve employee job performance at work place and by implication enhance overall performance of the organization.

Keywords: Manpower Development, Job Performance, Career Growth, Staff Training and Talent Management

1.0 INTRODUCTION

In this era of organizational complexity, industrial sophistication and technological advancement, the need for manpower training program cannot be overemphasized, as the application of acquired skills will go a long way in ensuring effective productivity in a world of work (Harrison, 2009). The importance of human resource to any organization; whether public or private has long been identified as a tool for goal attainment. Organizational objectives such as profit maximization, share of market and social responsibilities cannot be fulfilled without human beings who coordinate the activities of organization using other factors of production such as land, capital and entrepreneur. The reduction of the value of human capital to any organization has led to a proposal by experts that people should be classified as "assets" and to be recorded in accounting record (Griffin, 2008). Investment in human capital is a worthy and necessary expenditure if an organization is to discharge its legal, statutory and social responsibilities to its owners, public and the society. In order for a business concern to fair well in the environment in which it operates, it must select the right people, at the right time, to fill the right position. To achieve this aim, the organization must realize the need to develop manpower through staff training, career path, and other essential ingredients (Pitfield, 2009). Since it is obvious that today is never the same with the past, managers are compelled to make the fullest possible use of human resources. The rapid proliferation of computer innovation in production system, increasing size of an organization, changing social values, increasing economic affluence and the emergence of new technologies have swept us to the area of unprecedented change. These changing conditions have significantly increased the demand of managerial, professional and technical talents in organizations along with organizational training, manpower development and staff development programme. Most organisations have realised that the performance of their workers plays a vital role in determining the success of the organisation (Onuka, 2006). As such, it is important for employers and managers alike to know how to get the best out of their workers. One of the antecedent determinants of workers' performance is believed to be manpower development (Lawal, 2008) However, in Nigeria as well as in other developing countries, low productivity remains a recurrent phenomenon, especially in the public sector, owing to the physical and psychological problems created by the inability of management to embrace manpower development. It is then necessary for training of workers in organisations to be enhanced in order to increase commitment and productivity (Oribabor, 2009). According to Fajana (2002), the Nigerian private sector is believed to be more efficient, effective and productive when compared to the public sector. A reference to this can be made to series of awards given to Channels Television repeatedly, even until date as the best television

station in the country, with a host of other international awards. This can be traced to the level of continuous development of its workforce; but due to the inherent corruption in the public sector, periodic development of manpower might be under probability.

1.1. STATEMENT OF THE PROBLEM

Human resource (manpower) is considered the most critical to any organizational survival, because it is that resource which ensures that adequate supply of material and financial resources are made available and effectively utilized to bring about the desired goals of the organisation (McSane and Glinow, 2008). However, most organizations plan meticulously for their investment in physical and capital resources, which are reviewed with utmost attention to detail, while rarely do such organizations pay attention to human investment in which the capital and equipment will be in vain. Not many organizations consider the necessity of a well-defined and sustained manpower development for staff in order to upgrade their performance (Aamodt, 2007).

The very few organizations that give thought to this very important aspect of staffing functions do so with lack of seriousness, all round attention and continuity. The programmes are carried out not only once in a blue moon but are also lopsided in terms of content and staff participation. As a result of this, lackadaisical attitude of management towards training and manpower development, there had been a progressive decline in the ability of manpower to cope with the challenges that attend the over unfolding new dispensation in the industry. In this circumstance, what we find is that the rise in industrial output is inconsequential in spite of the enormous wave of modern technology that now exists in industrial activities. It is the opinion of industry to observe that the poor performance of employees follows from their inability to keep abreast with the new technological due to their lackadaisical attitude to appropriate and sufficient manpower development

1.2 RESEARCH OBJECTIVES

This main objective of the study is to examine the relationship between manpower development and employees' job performance, with a comparative study of Lagos and Channels Broadcasting Corporations, representing both the public and private sectors respectively. However, the specific objectives are to:

1. Examine the relationship between staff training and employees' job performance;
2. Investigate the relationship between career growth and employees' job performance;
3. Examine the relationship between talent management and employees' job performance; and
4. Investigate the relationship between career counseling and employees' job performance.

1.3 RESEARCH QUESTIONS

The study poised towards providing answers to the following research questions.

1. Does staff training impact on employees' job performance?
2. To what extent does career growth affect employees' job performance?
3. Is there any relationship between talent management and employees' job performance?
4. Is there any relationship between career counseling and employees' job performance?

1.4. RESEARCH HYPOTHESES

The following Hypotheses are stated in Null Form to guide the study

H₀₁: there is a relationship between staff training and employees' job performance

H₀₂: there is a significant relationship between career growth and employees' job performance

2.0 CONCEPTUAL CLARIFICATIONS ON MANPOWER DEVELOPMENT

Manpower development can be said to mean a system by which the management of an organization help each staff or individual of the organization to realize his/her potential, develop it and bring it to bear for the growth of the organization (Cannel, 2004). It Involves activities such as indoctrination and training programmes, which could be conducted at various points, systematically performed in physical location and in the individual supervisor's performance appraisal, apprenticeship systematic coaching, sponsorship and other comparable activities in which a selected and group of young employees are groomed systematically for high level jobs.

Also, Manpower development according to Nedler (2007), involves other specific educational devices such as participation in conference and training programmes and the likes. It also covers a range of elaborate schemes of selection approval and placement.

2.1 EMPIRICAL STUDIES REVIEW

Harbison & Myers (2004), was of the opinion that the goal of modern societies as we have already stressed are that of political, cultural and social, as well as economic and human resource development. Agreeing with Harbison and Myers on the prime importance of human resource to any society or organization, Ugorji (2008) echoed the agreement that, human resource, not capital, not income nor material resources, constitute the

ultimate basis of wealth of nations. Capital and material resources are passive agents who accumulate wealth, exploit material resources, build social, economic and political organizations and carry forward national development.

Adeniyi (2005) and Arikewuyo (2009) have all drawn attention of all and sundry to the inestimable value of manpower development. According to them, it is an avenue to acquire additional and new knowledge; and develop further the skills and techniques to function effectively in the ever dynamic world in which we belong and live. Thus, staff development is obviously indispensable not only in the development of the individuals but also in facilitating the productive capacity of the workers and thus, that of the company.

Pitfield (2009) is of the opinion that the objectives of manpower development is to: provide the skills, knowledge and aptitudes necessary to undertake required job, and efficiently develop the workers so that if they have the potentials, they would make progress, increase efficiency by reducing spoilt work, misusing of machines and lessening physical risks.

Olabisi (2007) submits that manpower development aimed at developing competences such as technical expertise to lead others; the need to perform one's job efficiently and the desire to meet organizational objectives of higher productivity and profitability. According to her, the main objective of setting up a company is to make profit and to achieve organizational goals; adequate manpower and development programmes should be put in place to enhance workers' performance.

2.2 PERFORMANCE

Gordon (2010), posited that performance is a branch of people management that deals with the workplace. It most commonly refers to whether a person performs their job well. Despite the confusion over how it should be exactly defined, performance is an extremely important criterion that relates to organizational outcomes and success. Among the most commonly accepted theories of job performance comes from the work of Campbell (2009). Coming from a psychological perspective, Campbell describes job performance as an individual level variable. That is, performance is something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables.

2.3 TRAINING AND JOB PERFORMANCE.

The quality of employees and their development through training are major factors in determining long term profitability and optimum performance of employees as well as organizations. According to Murphy (2004), to hire and keep quality employees, it is good to invest in the development of their skills, knowledge and ability so that they, and ultimately, organizational productivity can increase

Traditionally, training is given to new employees only, and this indeed is a mistake, as employee development should also cut across existing staff of every organization. Organizations that are committed to quality, invest in training and development of its employees. Training and development have become an essential responsibility of Human Resources Development department in organizations particularly as employees require new skills, knowledge and abilities as a result of the dynamic and changing business environment (Dole, 2000).

2.4. CAREER GROWTH AND JOB PERFORMANCE.

Career growth is used interchangeably with career ladder as indicated by Phil (2013). Most successful companies chalk out a career path/career ladder for the employees in order to provide them with a realistic picture of their position in the coming years in order to retain them. Having a clear idea about future positions and job responsibilities, the employee and the company can work to identify areas where relevant training is required for the employee to build his competencies to fulfill future job requirements. This largely ensures for human capacity building and optimal job performance.

The work of Scarpello et al (2004) is in concert with the above illustrations where they believed that career path is the growth path, which takes an individual to a higher position over a period of time. Most organizations map out various steps in a job family in advance. This is done as a proactive measure to ensure that fluid job movements across vertical and lateral or cross functional roles can be achieved when employees are ready to be moved

2.5. TALENT MANAGEMENT AND JOB PERFORMANCE.

Talent management is a business strategy and must be fully integrated within all of the employee related processes of the organization. Attracting and retaining talented employees, in a talent management system, is the job of every member of the organization, but especially managers who have reporting staff (talent). An effective strategy also involves the sharing of information about talented employees and their potential career paths across the organization. This enables various departments to identify available talent when opportunities are made. In larger organizations, talent management requires Human Resources Information Systems (HRIS) that track the

career paths of employees and manage available opportunities for talented employees in order to make them more productive (Amstrong, 2010).

3. METHODOLOGY

A non-experimental research design was used. A non-experimental study uses various methods to describe data and describe the relationship among variables. The reason for the adoption of non-experimental research design is that there is no control group. The objective in selecting a research design is to minimize possible errors by maximizing the reliability and validity of the data. A non-experimental research design which consists of cross-sectional method will be adopted to identify the impact of Manpower Development on Job Performance; a comparative study of Lagos Broadcasting Corporation and Channels Television. The method of data collection to be used involves the combination of a cross sectional survey method and Key informant interview, which would be used to make generalizations on the behavior of the whole study population i.e. a quantitative study. From the survey method, probability sampling method will be used in choosing the respondents during the course of the study.

4.0 DATA EXHIBITION

The quantitative data that will be obtained will be evaluated through univariate and bivariate modes of analysis. The Statistical Package for Social Sciences (S.P.S.S) will be used in collating and analyzing the data. Chi-square will be used to test the hypotheses, while for the qualitative method, responses will be transcribed verbatim.

4.1 HYPOTHETICAL ISSUES.

This section seeks to address the objectives of this study. The hypotheses formulated in this study were also tested. To achieve this, Chi square (X^2) statistical method was adopted.

The Chi-square (X^2) formula is given as:

$$X^2 = \sum \frac{(o-e)^2}{e}$$

Where X^2 = Chi-square

O= observed frequency

e= expected frequency

\sum =summation

The degree of freedom is the number of respondents ('r') observed in the sample size multiplied by the population ('c') parameters estimated from sample observations.

Thus D.O.F = (r-1) (c-1)

Where r = Row, c=column

The level of significance is 0.05 (alpha level)

The decision region is based on the rules that if the p value (i.e. asymptomatic value) is less than 0.05, there is a significant relationship. However, if the p value is higher than 0.05, then there is no relationship.

4.1.1 HYPOTHESIS 1:

In testing this hypothesis, question 14 (How many times did you go for training in the last six months?) and question 15 (Have these trainings impacted on your job performance?) were analyzed.

H₀: There is no significant relationship between staff training and employees' job performance

H₁: There is a significant relationship between staff training and employees' job performance.

Table 4.1: Testing the relationship between staff training and employees' job performance

Number of trainings in the last six months	Impacts on Employees Job Performance				Total
	Lagos Television		Channels Television		
	Yes	No	Yes	No	
None	1 (5.3%)	18 (94.7)	6 (75.0%)	2 (25.0%)	27 (100.0%)
1 time	0 (0.0%)	2 (100%)	17 (100%)	0 (0.0%)	19 (100.0%)
2 times	-	-	42 (100%)	0 (0.0%)	42 (100.0%)
Total	1 (4.8%)	20 (95.2%)	65 (97.0%)	2 (3.0%)	88 (100.0%)

$X^2 = 0.111$, DF= 2, "P"= 0.740

$X^2 = 15.204$, DF=2, "P"= 0.000

Field Survey (2014)

NB: 62 respondents (54 in Lagos Television and 8 in Channels Television) are not applicable because they have not gone for training in the last six months

4.1.2 Findings & Discussion of Tested Hypothesis

The analysis above shows the test to measure whether a relationship occurs between staff training and employees' performance. In Lagos Television, the Chi square value is 0.111, with a degree of freedom of 1, while the P- value is 0.740 which is greater than 0.05 level of significance; thus, we accept the null hypothesis and reject the alternative hypothesis. We therefore conclude that there is no significant relationship between staff

training and employees' job performance in Lagos television. Reasons for this are that public owned enterprises do not always see the need to train and develop its workforce. Although the policies for trainings are there, but they are not strictly followed, and as the respondents reacted to this in the course of the study, those who go for trainings are selected based on favoritism or one's ability to win the heart of his or her boss. This is why training cannot determine performance in Lagos Television. To allude to this fact, during the key informant interview, the administrative manager that was interviewed; though, believed in the efficacy of training, but was of the opinion that training is relegated to the background in Lagos Television. The 45 years old civil servant who has been working in the establishment for the past 25 years said the state government does not release enough fund to help build human capacity in the work place, this why they believe in just training few workers based on the little capital generated.

However in Channels Television, the Chi square value is 15.204, with a degree of freedom of 2 and a P value of 0.000 which is less than 0.05 significant levels; thus we reject the null hypothesis and accept the alternative hypothesis and conclude that there is a significant relationship between staff training and employees' job performance. This is due to the fact that Channels Television, as a private owned establishment focuses more on profit and believes that human capital is very crucial to an organizations sustainability, hence, more emphasis are placed on training and capacity development. The key informant interview clearly shows this relationship, in that the Corporate Affairs manager stated categorically that their workers must at least go for trainings 3 times in a year. The 49 years old mass communication graduate said that some of their staff are being taken abroad for training, and this has made Channels Television to stand out among its competitors in the industry. She further said that this has been the reason behind Channels Television winning the best television station in Nigeria for 8 times. This is because of the adequate trainings given to their workers.

4.2 HYPOTHESIS 2:

In testing this hypothesis, question 24 (Have you ever been promoted since you joined the organization?) and question 29 (Does promotion enhance your job performance?) were analyzed.

H₀: There is no significant relationship between career development and employees' job performance.

H₁: There is a significant relationship between career development and employees' job performance.

Table 4.2: Testing the relationship between career growth and employees' job performance.

Promoted since joining the organisation	Does promotion enhance job performance?				Total
	Lagos television		Channels television		
	Yes	No	Yes	No	
Yes	68 (91.9%)	6 (8.1%)	67 (98.5%)	1 (1.5%)	142 (100.0%)
No	1 (100.0%)	0 (0.0%)	7 (100.0%)	0 (0.0%)	8 (100.0%)
Total	69 (92.0%)	6 (8.0%)	74 (98.7%)	1 (1.3%)	150 (100.0%)

$X^2 = 0.088, DF = 1, "P" = 0.767$ $X^2 = 0.104, DF = 1, "P" = 0.747$

Field Survey, (2014)

4.2.1 Findings & Discussion of Tested Hypothesis

From the table above illustrating the relationship between career growth and employees' performance, shows that for Lagos television, the Chi square value is 0.088 with a degree of freedom of 1, and a P- value of 0.767, which is greater than the significant level of 0.05; thus, we accept the null hypothesis and reject the alternative hypothesis and conclude that there no significant relationship between career path and employees' performance. In this regard, we are referring to promotion being used as a tool for career pathing in Lagos Television. From all indication, promotion does not in any way motivate or propel these workers to optimal performance due to the bureaucratic nature of the civil service. From the information gathered from the key informant interview, the civil service structure has a fix time for promoting workers, and whether you perform well or not, promotion is sure since you can pass the interview. Even majority of these respondents in Lagos television (from table 5.3.6) agreed that the number of years spent should determine promotion. For instance Level 1-7 workers are promoted every 2 years, Level 8-12 workers are promoted every 3 years while workers on Level 13-17 are promoted every 4 years. However, workers can move through the ranks without even performing well.

On the other hand, in Channels Television, the Chi square value is 0.104 with a degree of freedom of 1, and a P- value of 0.747 which is greater than 0.05 significant level. Hence, we accept the null hypothesis and reject the alternative hypothesis, and conclude that there is no significant relationship between career path and employees' job performance in Channels Television. Reasons being that, although a good number of respondents believe that promotion is quite good, and moving through the ladder is also good, but that to some extent it cannot determine productivity. The corporate manager corroborated this during an interview with her that promotion is an aftermath of performance, that is, it is when workers perform to optimal standard that they are promoted. This will however drive them towards performance, unlike in Lagos Television where promotion is fix based on the number of years spent or a fix period.

5.0 CONCLUSION & RECOMMENDATIONS

The study has revealed that manpower development is indispensable in every organization. For every organization to achieve optimal performance of its thinking asset (human resource), it must employ the tools of manpower development, most especially training of the work force. This study further examined manpower development and employees' job performance, and analyzing it in comparative terms from the public and private sectors. It was discovered that employees in the public sector; in this case, the researcher chose Lagos Television, and it can be concluded that manpower development is not taken seriously most, especially training and development programmes. Results from training have shown that employees' job performance can be influenced positively. This can be seen in the case of Channels Television, that trains workers from time to time due to the dynamism of the business environment and this has affected the overall productivity of the organization. However, any organization that hopes to develop must first of all develop its crucial and most important resource that is human resources. Training of employees is paramount to the achievement of organizational goals, both material and human resources of organization must be well managed especially human because they play pivotal role in the achievement of organizational goal and plan. This human resources can be develop through proper training of staff therefore both public and private organization should put proper training of staff in place so they can achieve their target as employee which will invariably lead to organizational target being achieved.

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