



# MANPOWER DEVELOPMENT AND ORGANIZATIONAL PERFORMANCE IN TELECOMMUNICATION COMPANIES IN BAYELSA STATE

By

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## Abstract

The research work sought to investigate the effect of manpower development on organizational performance in selected telecommunication companies in Bayelsa State. The population for this study covers seven (70) of the total workforces of telecommunication companies in Bayelsa State. The human capital theory was adopted for this study; the result from the analysis show employee training has a positive significant relationship with employee commitment of selected telecommunication companies in Bayelsa State. Also, employee welfare has a positive significant relationship with employee commitment of selected telecommunication companies in Bayelsa State. While reward has a positive significant relationship with employee commitment of selected telecommunication companies in Bayelsa State. I recommend that telecommunication companies in Bayelsa State should prioritize the issue of training of its employees because it is one of the best-known ways of motivating employees, this can be attributed to the fact that employees learn relevant jobs necessary for the performance of their jobs when they attend training programs.

## Keywords:

Manpower Development, Organizational Performance, workforces, employee commitment

**How to cite:** Adias, L. T. (2025). MANPOWER DEVELOPMENT AND ORGANIZATIONAL PERFORMANCE IN TELECOMMUNICATION COMPANIES IN BAYELSA STATE. *GPH-International Journal of Social Science and Humanities Research*, 8(7), 11-33.  
<https://doi.org/10.5281/zenodo.16731803>



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## Introduction

Organizational performance has been the most important issue for every organization, be it profit-making or non-profit-making (Elsafy & Tahon, 2020). Managers need to know factors that can influence performance in order to take appropriate measure for adoption or implementation (Rosnerova & Hraskova, 2020). Performance measures could include result-oriented behavior (criterion-based) and relative (normative) measures, education and training, concepts and instruments, including management development and leadership training, which were the necessary building skills and attitudes of performance management (Otoo, et al., 2021).

Development of the organizational manpower is a dynamic and evolving practice used to enhance organizational performance. Manpower development focuses on turning out a human resource that is needed for effective performance in the organization. The most effective strategy to improve manpower productivity is to devote resources for its development. Manpower is an important asset an organization can leverage on for success and gain a competitive edge in the turbulent environment in which the organization operates. Human resources is a key player in the actualization of organizational goals, it combines other resources together to achieve organizational set goals (Boxall & Purcell, 2022).

Globally, an investment in the human capital element of an organization guarantees the existence of employees with the skill required for the attainment of organizational goal regardless of how competitive the business environment may be (Greer, 2021). Manpower development improves quality of employees, customer satisfaction, productivity, morale, management succession, business development, profitability and organizational performance. Manpower development plays a prospective role in developing work distinctiveness which promote meaningfulness such as career development, criticism and mentoring towards attaining organizational goals (Onyekwere, 2022).

In spite of the significance of manpower development, the resources spent on manpower development of employees are not in any way wasted as tenaciously held by most employers, rather there are investments that boost employees' talents, information, and passion towards higher productivity and job satisfaction for tomorrow (Onyekwere, 2022). Concurring to this, Obi-Anike, Ofobruku & Okafor (2017) argued that organizations had begun to draw on the performance of their employees as a strategy to gain competitive advantage in the ever-busy global markets. It is however disappointing some organizations think otherwise and attempt to carry out manpower development of their employees in an ad-hoc and haphazard manner. Consequent upon this, these organizations, have become more or less unplanned and unsystematic manpower development is central to the realization of organizational set-goals (Obi-Anike, Ofobruku & Okafor 2017). Further, it serves as a strategy to improve the pursuit of the attainment of organizational goals in any competitive business environment. Essentially, manpower development improves employee performance and by extension, the overall productivity of organizations through training, organizational development, career development, rewards and employee welfare. Manpower development creates awareness of

the rules and procedures which guide job performance and also prepares employees for projected career satisfaction and fulfillment (Swanson, 2022).

The usefulness of manpower development clearly manifests in the transfer of what employees learned in the course of the training and development activities to attain organizational set-goals. (Onyekwere, 2022). Training is important for the employees' development and the employees' development encourage self-fulfilling skills and abilities of the employees, decreased operational costs, limits organizational liabilities and changing goals and objectives. It is very difficult for an employee to perform well at the workplace without any pre-training. Trained employees perform better than the untrained ones. As a result, it is very necessary for every organization to train its employees in order to meet overall goals of the organization

Basically, since the prime objective of manpower development is to equip workers with the basic knowledge and skills for the successful realization of organizational goal, this study is therefore geared towards examining manpower development with the view to emphasizing its essence on organizational performance in selected telecommunication companies in Bayelsa state.

The success of every organization in many other developing countries such as Nigeria depends on employees adhering to the principles and values of organization. Once employees experience a "sense of unity" in the organization, the degree of productivity is very strong and they work as a team in the corporation (Tamunomiebi&Ehior, 2019). Training and development of employees is seen as a key factor in achieving organizational goals and objectives. One of the key goals of human resources management is to establish the conditions for the employees to realize their latent potential and to ensure their contribution to the organization's success (Rodriguez, & Walters, 2017). There's no doubt around the world that organizations in the same industry aspire to be competitive and outcompete others. Employees are seen as the primary force that controls the organization's capital. It is also observed that organizations usually prioritize technology and systems over employees, without recognizing that employees control an organization's technology and systems (Beloor, Nanjundeswaraswamy, and Sammy, 2017).

Manpower development is synonymous to training. An organization will find it difficult to deliver if the employee does not receive regular training. Staff development is crucial and no organization can deliver if the training needs are not met. Thus, organisations that do not embark on staff development may not survive (Mohammed, Mohammed & Gana, 2022).

Different studies have been carried out to consider the effect of manpower development on organizational performance (Mohammed, et al., 2022; Tamunomiebi&Ehior, 2019; Onyekwere, 2022 among others). Despite the establishment of these scholars that manpower development leads to an increase in productivity and performance, managers still pay little or no attention to manpower development but focus more on other resources. This practice renders organizations in Nigeria ineffective. Lack of manpower development results in maladministration and underperformance of the employees (Naveed, et al., 2021). Based on

these assertions, it becomes pertinent to investigate the effect of manpower development and organizational performance in selected telecommunication companies in Bayelsa state.

Hence, the general Objective of this study is to examine the effect of manpower development on organizational performance in telecommunication companies in Bayelsa State. The specific objectives seek to;

- 1 Examine the effect of employee training on employee commitment
- 2 Investigate the effect of employee welfare on employee commitment
- 3 Determine the effect of reward on employee commitment

### **Theoretical Review**

The study anchored on human capital theory advocated by Garrick (1999). Its states that employees are worth investing in as a form of capital. Training and Manpower development are tools being used by the management to empower employees with requisite skills, knowledge, abilities and competencies required for precise job function and also boost their morale in order to attain organizational set goals. In view of this, Chen, Reniers and Khakzad (2020) submits that employee's performance and the domino effect can then be considered as a return on investment and assessed in terms of costs and benefits. Substantiating, Kuzminov, Sorokin and Froumin (2019) holds that training and manpower development which rests squarely on human resources development concentrates on the agency of human beings through skill knowledge, effort in augmenting production, and possibilities. Hence, the author holds that training and manpower development improve employee performance and by extension the overall productivity of organizations through training and development, organizational development, career development, and talent development to achieve organizational set-goals. Going by this, it is obvious that human resources have become a very fundamental resource in organizations, it can also be posited that employees have also turned out to be one of the most significant assets that represent the potential of organizations' accomplishments. In other words, training and manpower development create awareness of the rules and procedures that guide job performance and also prepare employees for projected career satisfaction and fulfillment towards the promotion of efficiency and effectiveness of organizations.

The significance of the theory as applied in this study focuses on employees' work performance, as an investment is vital to achieving organizational set goals through training and manpower development. Thus, as employees improve their skills, the mastery of their subject area begins to yield higher productivity. Going by this, it implies that since the utmost quality of any organization is its human resources, it is without doubt that the training and manpower development of employees are fundamental in the attainment of organizational goals. Concurring with this assertion, Babalola and Arakeji (2020) agrees that training and manpower development is the supply and demand of human resources in line with the requirements of the organization to boost the morale of employees as well as develop a well-tailored manpower development programs to enhance the approval of the employees.

It is expected that training and manpower development policies are the responsibilities of management to ensure that each employee is appropriately trained and manpower developed to the needs of organizations. In respect to this study, the managers are responsible for implementing such guidelines to ensure that employees are trained and developed appropriately. This is done for a better return on investment as informed by the theory so that benefits are more than costs to realize maximum gain and help to increase productivity better than ever.

### **The Concept of Manpower Development**

In order to ensure business effectiveness in organisations, manpower remains an asset and instrument to grow productivity (Chigozie, et al., 2018). This implies that manpower development could lead to better employees' productivity and ultimately improve organisation productivity. Mahapatro (2021) stated that manpower is an important resource for organisations especially for employees' continuous improvement of knowledge, skills and abilities. Swanson (2022) posited that human resource development is concerned with the provision of learning, development and training opportunities in order to improve individual, team and organisational performance

Through planning and monitoring of employee work results, development programs are designed to ensure employees acquire pertinent skills and qualities required for working at higher levels. This motivates the workers and enhances their career growth. Systematic training programs also place the organization in a unique position to confront the growing and changing needs of manpower, technology and diversification of business activities. Globally, since the utmost quality of any organization is its human resources, it is without doubt that the training and manpower development of employees are fundamental in the attainment of organizational goals.

Internationally, manpower development (MPD) has four elements, namely, training and development, organizational development, career development and talent development. These, when circumspectly attained improve quality of employees, customer satisfaction, productivity, morale, management succession, business development, profitability and organizational performance. The attainment of organizational goal requires an investment in the human capital element of an organization so as to guarantee the existence of employees with the skill required for the attainment of organizational goal in a turbulent and competitive business environment. Swanson (2022) defines manpower development as the tendency of raising and/or unleashing human expertise through organizational development, personnel training and development for the cause of impacting performance.

Blanchard and Thacker (2023) view manpower development as a process of learning sequence of programmed behaviour which involves a combination of skills development, and knowledge transfer, and also sustaining attitudinal change to generate awareness of the rules and procedures that direct job performance and also prepares personnel for anticipated responsibilities in organizations. With this development, Onyekwere, et al., (2020) declare that organizational goals are effectively pursued to enable personnel take on new tasks so as

to adapt to the changing conditions in organizations. Put differently, manpower development improves quality, satisfies clients, and increases job performance, which ultimately helps to attain organizational set-goals.

Manpower development is typically a part of the organization's human resource strategy and aims to maximize human capital potential so as to attain strategic business objectives. Besides, manpower development encourages employees to develop their career in order to meet their individual yearnings and aspirations. In addition, it creates flexibility of employees to the ever-varying work environment and technological changes occurring on daily basis. Furthermore, it assists to shorten the gap between existing performance ability and desired performance, and also helps in the creation of job satisfaction for the employees

## **Measures of Manpower Development**

### ***Employee Training***

Training is the systematic evolution of a person's intended attitude and skill pattern to carry out a given task correctly (Ensour, Zeglat & Shrafat, 2018). It strengthens their skills, changes their working attitude and creates a commitment to the company. Training aims at enabling employees to develop the requisite experience and skills to work and to truly improve their abilities in the business fields. To succeed in their work the performance and skills of the trained employee should be improved (Blanchard & Thacker, 2023).

Training refers to a planned intervention aimed at enhancing the elements of individual job performance” (Paul, & Audu, 2019). It is all about improving the skills that seems to be necessary for the achievement of organizational goals (Al Kurdi, et al. 2021). Training programs may also help the workforce to decrease their anxiety or frustration, originated by the work on job (Pandey, & Singh, 2023). Training may be defined as an organized and coordinated development of knowledge skills and attitudes needed by an individual to master a given situation or perform a certain task within an organizational setting.

Training is known to be a systematic approach to learning and improving individuals, communities and organizations (Rossi, Lipsey, & Henry, 2018). Therefore, the sequence of activities carried out by an enterprise leads to the development of knowledge or skills. Thus, it increases human capital, industry and society as an entire well-being and development. Fariz (2022) also defines training as an action aimed at increasing competitiveness and the professional abilities of employees in order to improve quality for the goods and services provided by the organization.

Training programs not only develop employees but also help an organization to make the best use of their human resources in favor of gaining a competitive advantage. Therefore, it seems mandatory by the firm to plan for such training programs for its employees to enhance their abilities and competencies that are needed in the workplace, (Daniel, 2018). Training not only develops the capabilities of the employee but sharpens their thinking ability and creativity in order to take better decision in time and in more productive manner (David, 2014). Moreover,

training also enables employees to deal with the customer in an effective manner and respond to their complaints in timely manner (Blanchard & Thacker, 2023).

Training is considered helpful in increasing the performance of organizations. As addition to enhancing workplace capital, it offers a forum for them to develop and improve their skills. Training thereby increases staff 'productivity and companies' competitiveness. Famodun, (2020) study found that CBN uses a range of development programs for personnel resources. The requirement to use a specific scheme includes the amount of work content and the rate of market of the structure of organization's costs. It has had a positive impact on their human capital development and the performance of workers in the Central Bank of Nigeria. Nonetheless, numerous reports examine the contribution to employee performance that training provides. According to Flegl, Depoo, and Alcázar, (2022), training is one of the most common methods for increasing the efficiency of employees and communicating to employees' organizational priorities. This claim is further supported by (Kareem, 2019) that training was described as an important resource to enhance workforce efficiency and also enhances the value of the organization. Aruldoss, et al., (2022) believe that organizations need to balance training and its value.

### ***Employee Welfare***

Welfare is a broad concept which refers to the state of living of an individual or a group in a desirable relationship with the total environment- ecological, economic and social. After basic pay and incentives, the third major components of organizational reward system are welfare and social security benefits some of which are mandated by law and some are voluntary. Adequate levels of earnings, safe and humane conditions of work and access to some minimum social security benefits are the major qualitative dimensions of employment which enhances quality of work life of workers and their productivity (Michael, Taoheed& Chinedu, 2022).

As a concept, welfare can be considered to be a desirable state of existence involving physical, mental, moral and emotional well- being. Poi (2020) defined employee welfare programmes as the good fortune, health, happiness and prosperity of a person, group, or organization; wellbeing: to look after a child's welfare; the physical or moral welfare of society. This is the financial or other assistance to an individual or family from an organization, city, state, or national government. Employee welfare is a comprehensive term including various services, benefits and facilities offered to employees by their employers. The welfare packages need not only be monetary. They could be benefits in kind or other forms but also capable of being monetised. These include items such as allowances, housing, transportation, medical insurance and food. Employee welfare also includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against diseases, accidents and unemployment for workers and their families. Through such benefits services and facilities, the employer makes life worth living for employees hence improved employee performance.

According to Abu (2016), employee welfare is any effort by the employer to make life worth living for workmen. Welfare is a comprehensive term including various service, benefits and facilities offered to employees by their employers through such generous fringe benefits that make their life worth living and thereby motivate them to give their best at work. Welfare includes anything that is done for comfort and improvement of employees and is provided over above the wages. Welfare helps in keeping the morale and motivation of the employees high so as to retain the employee's services. Employee welfare includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against disease, accident and unemployment for the workers and their families. Employee welfare entails all those activities of employer which are directed towards providing the employees with certain facilities and services in addition to wages or salaries. The very logic behind providing welfare schemes is to create efficient, healthy, loyal and satisfied labour force for the organization to enhance performance level (Nwinyokpugi, & Kora, 2021).

The International Labour Organization (ILO) broadly classifies welfare services into two groups. The first group are referred to as intra-mural activities which are provided within the establishment such as latrines and urinals, drinking water, washing and bathing facilities, crèches, rest shelters and canteen, drinking water, arrangements for prevention of fatigue, health services including occupational safety, uniform and protective clothing and shift allowances. The second group are extra-mural activities which are undertaken outside the establishment such as maternity benefits, social insurance measures like gratuity pension, provident fund and rehabilitation, physical fitness and efficiency, family planning and child welfare, education facilities, housing facilities, recreational facilities including sports, cultural activities, transport to and from the place of work. Welfare may also be divided into statutory and voluntary welfare services which comprise the legal provision in various pieces of labour legislation and activities which are undertaken by employees for their workers voluntarily respectively (Poi, 2020).

Itodo& Abang (2018) equally concluded in their study that good welfare package has a strong influence on the performance level of the officers and men of the police force. Therefore, to promote job commitment and satisfaction on the part of the workforce mostly in the civil service, government and management team of public organizations should design appropriate and adequate welfare packages for the workers in order to promote high performance. According to Agusioma, Nyakwara& Mwit (2019) lack of effective reward system for compensating the employee impacts negatively on the level of employee job satisfaction and work morale. An organization's performance could be viewed from quality-of-service delivery, level of productivity, internal business process in terms of efficiency and effectiveness in the utilization of resources, employee job satisfaction and motivation. An organization could be assumed to be performing well when there is high quality service delivery, high level of productivity, high level of efficiency and effectiveness in the utilization of available resources, high level of employees' job satisfaction, motivation and retention. According to Abbah (2014) an organization that is sincerely committed to Employee welfare is concerned about creating a positive work environment where the



employees recognize that they are valued. This sense of value and belonging will enhance their performance.

Employees welfare comes with its own limitations: Inadequate funds which attributed to be one of the problems faced by employers in an attempt to maintain the welfare of employees in an industry. This arises from the inadequacy in fund with in an industry to cater for the wages, salaries and the resources that run the day-to-day activities of the of the organization as a result of such issues it becomes impossible for employers to provide welfare services to employees in terms of health, compensations (Tokbaeva&Achtenhagen, 2023). Another limitation of employee welfare is low productivity by the employer, which is been broadly appreciated by all organization globally, but due to low productivity by the employees in the organization hinder the performance of an organization this results from low profits which cater for the provision of organizational requirements (Li, Bonn and Ye, 2019).

### ***Reward of Employee***

Generally, workforce is motivated by the reward they receive for the work done. The nature of the reward motivates the employee on job. Hence remuneration is the factor which improves the performance of employees by enhancing the quality, positive work attitudes to fine tune with organisation goals (Shyamasundar, & Bindurani, 2022).

Rewards refer to all form of financial returns and tangible services and benefits an employee receives as part of an employment relationship. “Reward is the benefits that arise from performing a task, rendering a service or discharging a responsibility” (Obiaga, & Johnson, 2021). Reward is the compensation which an employee receives from an organization for exchanging for the service offered by the employee or as the return for work done (Daniel, 2019). Reward also refers to the collection of brain structures that try to control and regulate behaviour by inducing pleasure (Navratilova & Porreca, 2014). Human resource can be rewarded and optimally utilized through rewarding it using different techniques of significant importance. Reward system according to Tegene (2020) consists of an organization’s integrated policies, processes and practices for rewarding its employees in accordance with their contribution, skill and competence and their markets worth. The reward system is developed within the framework of the organization’s reward philosophy, strategies and policies and contains arrangements in the form of processes, practices, structures and procedures which will provide and maintain appropriate types and levels of pay, benefits and other forms of reward. Nosike&Nosike(2022) opines that reward is a prize given to employees as an inducement towards their performance. Robert (2005) defines reward system as the process of developing and implementing strategies, policies and systems which help the organization to achieve its objectives by obtaining and keeping the people it needs and increasing their motivation and commitment.

### **Organizational Performance**

Performance of organisation depends on the knowledge and ability of its employees toward understanding the dynamism in the market. Prajogo, (2019) defines performance as how well a person completes tasks and also the attitude with which he/she completes the tasks.

Organization 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.

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). According to Phina (2020) organizational performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.); and shareholder return (total shareholder return, economic value added, etc). Organizational performance is the ultimate dependent variable of interest for researchers concerned with just about any area of management (Elsafy& Tahon, 2020). This broad construct is essential in allowing researchers and managers to evaluate firms over time and compare them to rivals. In short, organizational performance is the most important criterion in evaluating organizations, their actions, and environments. There are several methods that have been put forward for measuring organisational performance at employee and organisational level. One group of performance measures which is traditional are financial and accounting based and these were based on the assumption that organization performance is only measured in quantifiable units. These financial measures include income or sales from operations, rate of return on investment, and residual income (Brown, et al., 2023). There are now new enhanced metrics to measure performance being adopted by financial specialists and these include measures such as activity-based costing and economic value added (Witjaksana, 2019). Another recent concept to measure performance is a balance scorecard.

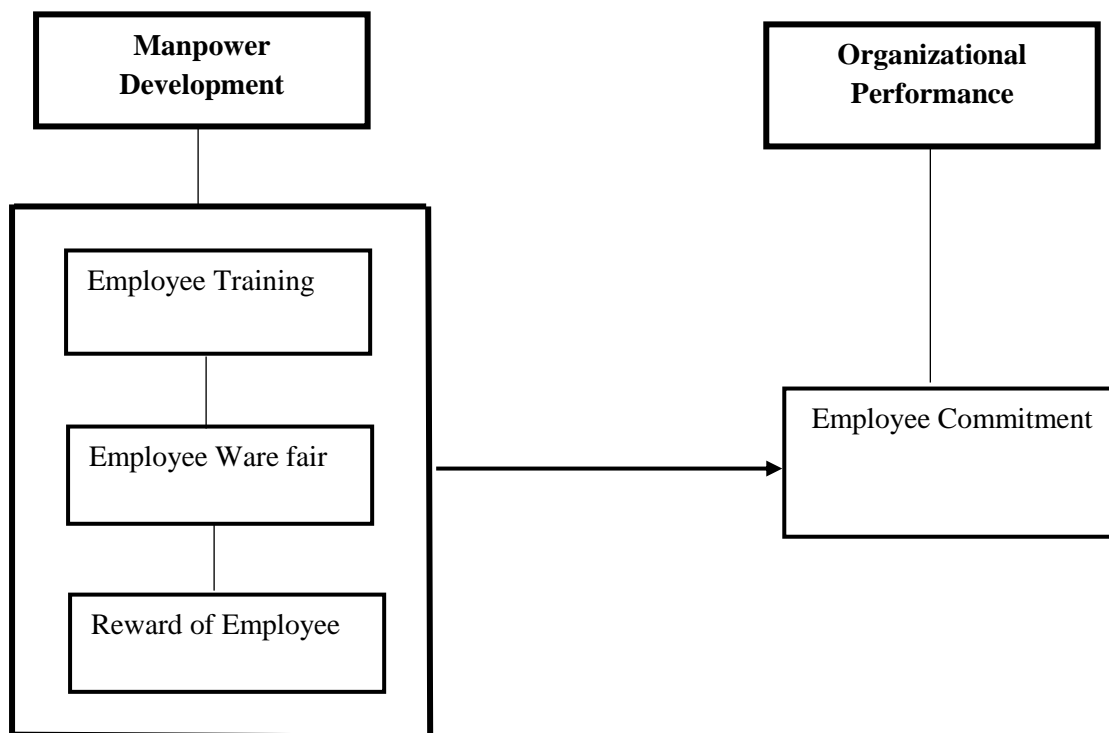
### **Manpower Development and Organizational Performance**

In this dynamic business environment today whether individual or corporate, the measures to ensure employee health and safety greatly play an important role in organizational performance. Liaises in terms of growth, profitability as well as market shares (Ajmal, Isha & Nordin, 2021). There is a continuous need for organizations to be market leaders, therefore when such organizations facilitate and ensure that their employees are comfortable; this would lead to increased productivity. Thus, the organization would be able to make high success at the end of the financial year leading to expansion, (Goleman, 2018). More so, increased employee commitment may result from good employee welfare; since the workers view the organization as one that comes for them. They would have an effective attachment to the organization. Therefore, committed employees are efficient, effective and goal oriented leading to improved organizational performance (Goleman, 2018)

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. The community views the organization as one that cares for its employees. This helps to boost employee morale since their company owns a good public

reputation, (Ali, & Anwar, 2021). It is thus upon such circumstances that there is a good and improved organization performance since such organizations have the support and the mandate of the community. Turnover rates greatly result from healthy and safety procedures and in turn, determining organizational performance. (Anzazi, 2018). Organizations with high rates of turn over tend to be in effective and slow down the production process. This hampers productivity of the organization leading to poor performance. Ogbu and Osanaiye (2017), in their study, revealed that manpower development has a strong impact on organizational performance. Olusoji, Adedayo, and Godbless (2017) ascertain that manpower development helps in the actualization of organizational goals. Abdikarim (2019) suggested that organizations should focus on manpower training to secure improvement in organizational performance.

### **Conceptual Framework**



Source: Authors Conceptualization (2025)

### **Methodology**

This study employs survey research design which enables the researcher to obtain a better understanding, comprehensive and intensive data collection on practices, procedures, importance and impact of employee welfare on organizational performance. This method was chosen because it will help the researcher in getting the required data and also assist in answering the research questions in order to achieve the research objectives. The sample size was comprised of employees from the selected telecommunication companies in Bayelsa

State. The researcher believed that this was enough representation because of equal repression of male and female, old and new staff. The random sampling technique which is a probability sampling technique which ensures that all elements in the population are given equal chance of being selected was adopted for this study. The sample size of 70 respondents was determined as adequate for the study, determined using Yamane's formula (1967).

Data were collected using a structured closed ended questionnaires distributed among telecommunication companies in Bayelsa State. This type of questionnaire provides the respondent with more room to give his/her answer. A structured questionnaire, containing manpower development Questionnaire Scale organizational performance Questionnaire Scale, was used to collect relevant information from the study participants and was analyzed through SPSS. The questionnaire had 20 closed-ended items which used 5-point Likert scale. (5-Strongly Agree, 4-Agree, 3- Indecisive, 2--Disagree and 1-Strongly Disagree). This scale was used to measure the respondent's opinion on manpower development on organizational performance of selected telecommunication companies in Bayelsa State. The scale was developed and validated by Azman, Muhammad and Sebastian (2013).

The study used content validity which refers to the extent to which a measuring instrument provides adequate cover to the topic. It is carried out through consultation with supervisor.

**Table 1: Reliability Test**

Variables	Items	Cronbach Alpha
Commitment	5	0.79
Training	5	0.86
Employee welfare	5	0.93
Reward	5	0.87

**Source:** SPSS Version 23.

## Results

### Demographic Characteristics of the Respondents

This section shows the demographic information of the respondents such as their gender, age, educational qualification, marital status, job position, and working experience of the respondents are shown in Table 4.2 below

**Table 2: Respondent Biodata**

Variable	Category	Frequency	Percentage
Gender	Male	29	42.6
	Female	39	57.4

	Total	68	100
Age	Less than 30 years	27	39.7
	30-39 years	21	30.9
	40-49 years	12	17.6
	More than 49 years	8	11.8
	Total	68	100
Educational Qualification	SSCE	13	19.1
	B.Sc/B.A	17	25.0
	M.Sc/M.A	22	32.4
	Ph.D	16	23.5
	Total	68	100
Marital status	Married	47	69.1
	Single	18	26.5
	In a relationship	3	4.4
	Total	68	100
Job Position	Management	41	60.3
	Staff	27	39.7
	Total	68	100
Working Experience	1-5years	30	44.1
	6-10years	16	23.5
	11-15years	19	27.9
	16-20years	3	4.4
	Total	68	100

**Source:** SPSS Version 23

From the 68 research participants, 42.6% (29 participants) are male and 57.4% (39 participants) are female. 39.7% (27 participant) are less than 30 years, 30.9% (21 participants) are between the age of 30-39, 17.6% (12 respondent) are with the age 40-49years and 11.8(8 respondent) are more than 40 years. 19.1% (13 participants) are SSCE holder, 25.0% (17 respondent) are BS.c./B. A holder, 32.4% (22 participant) are M.Sc/M. A holder, 23.5% (16 participants) are Ph.D. holder. The analysis further shows that majority of the respondent 69.1 % (47 participant) are married, 26.5% (18 respondent) are single while 4.4% (3 respondent) are in a relationship. Most of the participant held management position 60.3% (41 participant) while 39.7% (27 respondent) are staff. 44.1% (30 respondent) have worked to their organization for 1-5 years, 23.5% (16 respondent) have worked for 6-10 years, 27.9% (19 respondent) have worked for 11-15 years and 4.4% (3 respondent) have worked for 16-20years.

### **Descriptive Analysis**

The result from the sampled respondent were analyzed below to show the contribution of each component in the questionnaire to the principal component on manpower development on organizational performance. The responses are rated on a 5-point Likert scale ranging

from 5-strongly agree, 4- agree, 3 – indecisive, 2-disagree and 1-strongly disagree. Their response is shown in the tables below

**Table 3: Descriptive Analysis on Employee commitment**

S/N	STATEMENT	SA (5)	A (4)	U (3)	D (2)	SD (1)	Total	Mean
1	I have a strong link with my organization	32	17	9	8	2	68	4.01
2	I understand my organization's priorities and what they want me to do	48	12	8	0	0	68	4.59
3	I have a positive attitude to my work	12	43	7	4	2	68	3.87
4	I can't go extra mile to make sure the tasks I am given is carried out	5	1	7	43	12	68	2.18
5	For the rest of my career, I am very pleased to be with the organization	51	8	7	2	0	68	4.59
6		38	13	11	3	3	68	4.18

**Source:** Field Survey (2022).

Table 4.3 above shows the respondent opinion on employee commitment. The highest mean score of 4.59 shows that most of the respondent strongly agree that they understand their organizations priorities and what they want them to do. The lowest mean score of 2.18 shows that most of the respondent disagree that they can't go extra mile to make sure the tsks given to them are carried out. The respondent further opine they have a strong link with their organization

**Table 4: Descriptive Analysis on Employee Training**

S/N	STATEMENT	SA	A	U	D	SD	Total	Mean
1	Staff awareness to training programmes affects their commitment at work	21	32	15	0	0	68	4.09
2	Identification of training needs by employer enhance staff effective performance	37	12	13	6	0	68	4.18
3	Training helps in the improvement of staff skills, knowledge, attitude and acquire new capability	42	10	12	3	1	68	4.31
4	Employee training helps in reduction in errors, accidents and material wastage	37	12	8	9	2	68	4.07
5	Training increase productivity and efficient service delivery	9	12	31	9	7	68	3.10

**Source:** Field Survey (2022)

Table 4.4 above shows the descriptive analysis for employee training. According to the table, the highest mean was 4.31 which shows that most of the respondent (42) strongly agree that training helps in the improvement of staff skills, knowledge, attitude and acquire new capability. The lowest mean score of 3.10 shows that most of the respondent were indecisive of whether training increase productivity and efficient service delivery. The respondent further opines that staff awareness to training programmes affects their commitment at work (mean= 4.09), Identification of training needs by employer enhance staff effective performance (mean = 4.18), Employee training helps in reduction in errors, accidents and material wastage (mean = 4.07).

**Table 5 Descriptive Analysis on Employee welfare**

S/N	STATEMENT	SA	A	U	D	SD	Total	Mean
1	Welfare and social security benefits are voluntary payment by organizations	39	17	12	0	0	68	4.40
2	work and access to some minimum social security benefits enhances quality of work life of workers	9	17	37	5	0	68	3.44
3	Welfare package could be benefits in kind or other forms but also capable of being monetized	31	21	11	3	2	68	4.12
4	Welfare helps in keeping the morale and motivation of the employees high	33	27	7	1	0	68	4.35
5	The very logic behind providing welfare schemes is to create efficient, healthy, loyal and satisfied labour force for the organization to enhance performance level	12	37	9	8	2	68	3.72

Source: Field Survey (2024)

Table 4.5 above shows the descriptive analysis on employee welfare. The highest mean from the analysis is 4.40 which shows that majority of the respondent strongly agree that welfare and social security benefits are voluntary payment by organizations. The lowest mean score is 3.44 which shows that work and access to some minimum social security benefits enhances quality of work life of workers. The respondents further opine that welfare package could be benefits in kind or other forms but also capable of being monetized (mean = 4.12), Welfare helps in keeping the morale and motivation of the employees high (mean = 4.35).

**Table 6: Descriptive Analysis on Reward**

S/N	STATEMENT	SA	A	U	D	SD	Total	Mean
1	reward is a prize given to employees as an inducement towards their performance	29	21	10	7	1	68	4.03
2	workforce is motivated by the reward they receive for the work done	31	22	9	3	3	68	4.10
3	remuneration is the factor which improves the performance of employees by enhancing the quality	21	33	10	4	0	68	4.04
4	Reward is the benefits that arise from performing a task, rendering a service or discharging a responsibility	41	17	8	2	0	68	4.43
5	reward system helps the organization to achieve its objectives by obtaining and keeping the people it needs and increasing their motivation and commitment.	49	17	2	0	0	68	4.69

**Source:** Field Survey (2024)

The descriptive analysis on reward above shows the highest mean of 4.69 shows that most of the respondents strongly agree that reward system helps the organization to achieve its objectives by obtaining and keeping the people it needs and increasing their motivation and commitment. The lowest mean score of 4.03 shows that the majority of the respondents agree that a reward is a prize given to employees as an inducement towards their performance. The respondents further opine that remuneration is the factor that improves the performance of employees by enhancing quality (mean = 4.04), workforce is motivated by the reward they receive for the work done (mean = 4.10).

### Test of Hypotheses

In this section, the direct effect of manpower development, that is, training, welfare, and reward, has been examined in a relationship with employee commitment of selected telecommunication companies in Bayelsa State. The data was analyzed using the Spearman Rank Correlation to bring out the dependence or the relationship between manpower development on employee commitment of selected telecommunication companies in Bayelsa state

### Hypothesis 1



HO1: Employee Training has no significant relationship with employee commitment of selected telecommunication companies in Bayelsa State

**Table 7: Spearman Rank Correlation Result Relating Training and Employee Commitment**

			Employee training	Employee commitment
Spearman's rho	Employee training	Correlation Coefficient	1.000	.337**
		Sig. (2-tailed)	.	.000
		N	68	68
	Employee commitment	Correlation Coefficient	.337**	1.000
		Sig. (2-tailed)	.000	.
		N	68	68

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Version 23

The result of the analysis as represented in the table above shows that there is a positive relationship between employee training and employee commitment with r value of 0.337 which is significant at  $P = 0.000$  less than 5% level of significance. The study thereby rejects the null and accepts the alternative hypothesis that employee training has a positive significant relationship with employee commitment of selected telecommunication companies in Bayelsa State.

## Hypothesis 2

HO2: Employee welfare has no significant relationship with employee commitment of selected telecommunication companies in Bayelsa State

**Table 8: Spearman Rank Correlation Result Relating Welfare and Employee Commitment**

			Employee welfare	Employee commitment
Spearman's rho	Employee welfare	Correlation Coefficient	1.000	.930**
		Sig. (2-tailed)	.	.000
		N	68	68
	Employee commitment	Correlation Coefficient	.930**	1.000
		Sig. (2-tailed)	.000	.
		N	68	68

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Version 23

With the aid of Spearman rank Correlation (r). The correlation coefficient (r) in the study is  $0.930 = 93.0\%$ . This connotes a positive and significant relationship between employee welfare and employee commitment at 0.05 level of significance. Therefore, pending other statistical evidence, we reject null hypothesis and accept the alternate hypothesis that employee welfare has a positive significant relationship with employee commitment of selected telecommunication companies in Bayelsa State.

### Hypothesis 3

H03: Reward has no significant relationship with employee commitment of selected telecommunication companies in Bayelsa State

**Table 9: Spearman Rank Correlation Result Relating Reward and Employee Commitment**

			Reward	Employee commitment
Spearman's rho	Reward	Correlation Coefficient	1.000	.706**
		Sig. (2-tailed)	.	.001
		N	68	68
	Employee commitment	Correlation Coefficient	.706**	1.000
		Sig. (2-tailed)	.001	.
		N	68	68

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Version 23

The Spearman rank correlation coefficient (r) in the study is  $0.706 = 70.6\%$ . This connotes; a positive and significant relationship between reward and employee commitment having a p-value of 0.001 which is less than a 0.05 level of significance. Therefore, pending other statistical evidence, we reject the null hypothesis and accept the alternate hypothesis that reward has a positive significant relationship with employee commitment of selected telecommunication companies in Bayelsa State.

### Discussion of Findings

This study explored the effect of manpower development on the organizational performance of selected telecommunication companies in Bayelsa State. The specific objectives of the study are to determine the relationship between employee training, employee welfare, and reward on employee commitment. The descriptive analysis result in Table 4 above shows the descriptive analysis for employee training. According to the table, the highest mean was 4.31

which shows that most of the respondent (42) strongly agree that training helps in the improvement of staff skills, knowledge, attitude and acquire new capability. The lowest mean score of 3.10 shows that most of the respondent were indecisive of whether training increase productivity and efficient service delivery. The correlation result further shows that employee training has a positive significant relationship with employee commitment of selected telecommunication companies in Bayelsa State. This result is in line with the findings of Owoyemi, et al., (2011) which study shows that a positive and significant statistical relationship exists between the different training levels and the organizational commitment of the employees. The study showed that the various levels of training and the commitment of employee in the company have a positive statistical relationship. Also, Eric and Osei-Wusu (2021) investigated the impact of training and development on employees' productivity and organizational performance in the Asante Akim South Municipal Assembly as a case study. The findings of the study show that the majority (77%) of the respondents agreed that training and development have enhanced their efficiency and job productivity

Table 5 above shows the descriptive analysis on employee welfare. The highest mean score from the analysis is 4.40 which shows that the majority of the respondents strongly agree that welfare and social security benefits are voluntary payment by organizations. The lowest mean score is 3.44 which shows that work and access to some minimum social security benefits enhances quality of work life of workers. The correlation result further shows that employee welfare has a positive significant relationship with employee commitment of selected telecommunication companies in Bayelsa State. This result agrees with Poi, (2020) who examined employee welfare packages and ways in which they can promote the performance of public organizations in Rivers State, Nigeria. The results of the study showed that the employee welfare packages enjoyed by civil servants in Rivers State included rent subsidy and transport allowance but they were less than expected

The descriptive analysis on reward in Table 6 above shows the highest mean of 4.69 shows that most of the respondents strongly agree that reward system helps the organization to achieve its objectives by obtaining and keeping the people it needs and increasing their motivation and commitment. The lowest mean score of 4.03 shows that majority of the respondent agree that reward is a prize given to employees as an inducement towards their performance. The Sparman rank correlation result further shows that reward has a positive significant relationship with employee commitment of selected telecommunication companies in Bayelsa State. This result is in line with that of Shyamasundar&Bindurani, (2022) who describes the impact of an employee reward system on employee productivity in selected service sector organisations. According to the findings, rewarding employees has a considerable impact on staff performance and productivity. Also, Nwamuo, (2019) examined the effect of reward on organizational performance in Nigeria breweries company South-East. The study concludes that reward has a significant positive effect on organizational performance in the sampled Nigeria breweries in South-East.

## Conclusion

The result from the study shows that manpower development variables (training, welfare, and reward) used in the study have a significant relationship with the organizational performance of selected telecommunication companies in Bayelsa State. Thus, judging from the findings of this study, the ability of any organization to improve on its employee training, welfare, and reward system will significantly improve employee commitment. 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 empower their employee. Employees are essentially an organization's assets and thus should be regarded as human resources. The more that is invested in them, the more successful outcomes that will give the company its competitive advantage can be expected of them.

In concluding the study, it is imperative to state that an organisation's manpower and its' human resources are the indispensable forces and essential elements in obtaining and propelling efficient and effective organization, despite the challenges and dynamism that surround the organization and its' environment. Therefore, manpower development becomes a crucial tool for an organisation to develop, harness, and horn the skills, competency, and expertise of its employees in order to overcome its threats and weaknesses, while optimizing it strengths and opportunities towards the achievement of its mission and vision statement

## Recommendations

In light of the findings and conclusion of the study, the following recommendations are made

1. Telecommunication companies in Bayelsa State should prioritize the issue of training of its employees because it is one of the best-known ways of motivating employees, this can be attributed to the fact that employees learn relevant jobs necessary for the performance of their jobs when they attend training programs. However, management hardly allows employees to embark on personal development programs, this is another medium that can be used in motivating employees.
2. Seminars and workshops should be organized for the Human Resource department on the importance of a systematic approach of training and proper procedures to follow in identifying skill gaps in the various departments.
3. The firms must continually provide for the improvement of employee careers through advancement and secure a link to business performance.

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