INTERNATIONAL JOURNAL OF ARTS MANAGEMENT AND PROFESSIONAL STUDIES
ISSN: 2814-0370, ORCID ID: 0009-0003-3878-0137
VOL. 6, ISSUE 2, 2026
AVAILABLE ONLINE: www.ijamps.com

# The Impact of Manpower Development and Training on Productivity in the Public Service Sector in Delta State

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## ABSTRACT

This study investigated the impact of manpower development and training on productivity in the public service sector in Delta State. The focus was to determine whether in-service training have any influence on employees' productivity in the public services in Delta State; find out whether workshops and seminars haveany influence on employees' productivity in the public services in Delta State; determine whether the sources of finance have any influence on employees' productivity in the public services in Delta State, and investigate whether the system for selecting staff for training have any influence on employees' productivity in the public services in Delta State. The study adopted the descriptive survey research design in administering 332 copies of the questionnaire to the staff in the Ministries of Education and Water Resources, Asaba, Delta State of which only 284 copies of the administered questionnaires were retrieved. The research questions designed were answered accordingly and the hypotheses formulated were tested using Pearson Product Moment Correlation Coefficient (PPMCC) statistical tools. The result of the findings showed that there is significant relationship between in-service training and employees' productivity in the public services in Delta State. The study revealed that there is significant relationship between workshops/seminars and employees' productivity in the public services in Delta State. The study established that there is significant relationship between sources of finance and employees' productivity in the public services in Delta State. The study confirmed that there is significant relationship between the system for selecting staff and employees' productivity in the public services in Delta State.It was concluded that that manpower development programmes in the form of in-service training, workshops/seminars, sources of finance, and the system for selecting staff have impactor influence on employee's productivity in the public services in Delta State. It was recommended that Training and productivity-oriented organizations in Nigeria should be strengthened for efficient results. Also, training and development should be recommended in the public service as one of requirement for promotion.

**Keywords: Manpower Development, Training, Productivity, Impact, Public Service, Resource, Employee, Workshop, Seminar, System, Selection, in-service, Source, Finance.**

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## 1.0 Introduction

Training is the process of increasing and modifying employees' skills, abilities and capabilities towards ensuring that current and future jobs are carried out more efficiently. According to Billings (2025), training and development play a crucial role in organizations in this era of competition due to the fact that organizations need to survive, excel, develop and diversify. This can be achieved by investing on employee's training and development (Osasah&Mukoro, 2025).

Training is an important tool to enhance and sharpen the skills of workers (Billings, 2025). Yusufu (2025) relating this to Nigeria asserts that, the Nigerian public service score-card over the years is equated to inefficiency and poor performance. This is owing to the understanding that public service personnel are ill-equipped with necessary skills to turn around the fortune of the nation.Gberevbie, Okereka&Mukoro (2025) notes that, training and leadership are widely recognized as a critical driver of organizational success and sustainability.

Viterouli et al. (2024) 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 Delta State, this research aims to provide actionable insights for designing training initiatives that are responsive to the unique challenges and opportunities encountered by employees in Delta State public services especially in the Ministries. 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.

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Studies have been carried out to examine the influence of manpower development programmes on employee's performance but none has been carried out in Delta State. Also, studies have been carried out by Enyinna and Chituo (2021) 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 Delta State. Although there is a broad assumption that manpower has positive effects on organization's productivity, yet there is paucity empirical data on the impact of manpower development and training on productivity in the public service in Delta State which this present study intends to fill the existing gap.

### 1.2 Objectives

The main objectives of the study is to examine the impact of manpower development and training on productivity in the public service in Delta State. The specific objectives includes to:

i. determine whether in-service training have any influence on employees' productivity in the public services in Delta State.
ii. find out whether workshops and seminars have any influence on employees' productivity in the public services in Delta State.
iii. determine whether the sources of finance have any influence on employees' productivity in the public services in Delta State.
iv. investigate whether the system for selecting staff for training have any influence on employees' productivity in the public services in Delta State.

### 1.3 Research Questions

The following questions were designed to guide the study:

i. Is there any influence of in-service training on employees' productivity in the public services in Delta State?

ii. Is there any influence of workshops and seminars on employees' productivity in the public services in Delta State?

iii. Is there any influence of sources of finance on employees' productivity in the public services in Delta State?

iv. Is there any influence of system for selecting staff for training on employees' productivity in the public services in Delta State?

### 1.4 Hypothesis

**$H_0$:** There is no significant relationship between in-service training, workshops/seminars, sources of finance, system of selecting staff and employees' productivity in the public services in Delta State.

**$H_1$:** There is significant relationship between in-service training, workshops/seminars, sources of finance, system of selecting staff and employees' productivity in the public services in Delta State.

## 2.0 Theoretical Framework and Literature Review

### 2.1Theoretical Framework

The theoretical framework considered applicable to this paper is the Human Capital Theory. Theodore Schultz in 1961 was the first scholar to use human capital as a term, his postulation was expenditures on human capital is seen as investment rather than consumption. However, the first scholar to apply the theory in Economics is credited to Gary Becker in 1964, who developed

a model of individual investment in human capital which he likened to physical means of production and refers to all activities that influence future real income through the embedding of resources in people (Adiele and Jide, 2017). Human capital is the skills, attitudes, knowledge among others that personnel will acquire through education and training being a form of capital, and it is a product of investment that yields result. This theory recognizes people and their collective dexterity, skill and experience along with ability to deploy their skills in the interest of their organizations and equally consider people as source of competitive advantage to their organizations. The utilization of this theory was due to the confirmation of positive link between manpower and productivity since knowledge and skills are functions of education, training and experience.

Olaniyan and Okemakinde, (2018) opined that human capital represents the investment that people make in themselves which enhances productivity in an organization. Human Capital Theory is based on the premise that education is crucial in improving productivity, HCT places emphasis on how education enhances the productivity of workers. It is pertinent to note that, human capital accumulation can be achieved through formal schooling, on-the-job training and off-the job training.

According to Adiele and Jide (2017), managing training and manpower productivity in the Nigeria public service is an arduous task. However, managers and human resources experts must as a matter of necessity ensure that manpower training is properly shouldered so as to create a competitive edge in an increasingly volatile business environment and increase the Nigeria public service productivity base. To begin with, managers must advocate for budgetary support to most productivity-oriented organizations as this will strengthen the organizations and enhance

efficient delivery of their core mandates. There is need for a consistent and long-term strategy for productivity improvement by government and its agencies so as to provide significant basis for adequate supply of goods and services for human development, social progress, and national and economic growth. To further provide pathway for the effectiveness and efficiency of training and manpower productivity in Nigeria, there is need for strong corporate linkages between educational system and requirements for the economy. The nation's educational system must be inclusive and encompassing in-line with international standards and best practices. Also, there is need to address the mal-functioning of labour and capital market, as well as dominance of public service in the economy which has been identified as one of the banes of manpower productivity in Nigeria public service. In addition to the above, there is need for adequate motivation of employees by managers because motivation will stimulate the inner minds of employees to perform more than expected on their job (Adiele and Jide, 2017).

Employers of labour must equally give adequate attention to employees' job dissatisfaction because a satisfied employee is a productive employee. When an employee is satisfied with his or her job, it creates atmosphere for high productivity, organizational efficiency, improved morale, low labour-turnover, low-absenteeism and organizational commitment. Nigeria government must prioritize the provision of infrastructural facilities such as power and transportation to enhance the nation's productive base. Finally, there is need for Nigerian government to invest heavily in science and technology and provide policy support to businesses so as to improve the productive capacity of the nation (Adiele and Jide, 2017).

It is evident from this study, that there is a preponderance of low productivity in the public service due to some factors. This issue has given rise to the emphasis on manpower development

and training, so as to achieve high productivity. Labour skills are so crux to improving productivity, it then now means, that there is a positive correlation between manpower training/development and workers' productivity. Also, relevant to this study is the Fredrick Taylor's scientific management theory which centers on the perception that workers are economic beings and must be fully utilized for optimal productivity through the use of scientific training and development (Halidu, 2025; Stoner, et al., 2018). Stoner et al. (2018) categorically stated that the whole idea of scientific management is on the need to increase productivity and efficiency by replacing the old rule of thumb with scientifically developed techniques; obtaining harmonious relationship rather than creating discord among workers; working for maximum output and complete training and development of workers for individual and organizational growth.

**2.2Literature Review**

The importance of training and development is very crucial given the growing complexity of the work environment, the rapid change in organizations and advancement in technology, among other things. Training and development helps to ensure that organizational members possess the knowledge and skills they need to perform their jobs effectively, take on new responsibilities and adapt to changing conditions. Training both physically, socially, intellectually and mentally is very essential in facilitating not only the level of productivity but also the development of personnel in organizations. Therefore, training can be put in a context relevant to school administrators. However, knowledge is the ability, the skill, the understanding, the information, which every individual requires in order to be able to function effectively and perform efficiently (Billings, 2025).

Manpower development and training are so crucial not only to the development and training of the workers but also in enhancing the productive strength of the workers and the organization. Training and Development of personnel are also seen as a process of creating organizational conditions that will cause personnel to strive for better performance. The identified functions of manpower development and training are to: Increase productivity, enhance the quality of work, improve skills, bring about sound knowledge, reduce wastes, increase turnover, eliminate lateness/Absenteeism, enhance the implementation of new policies and regulations, ensure the survival and growth of the organization (Ogundiran, 2018). Manpower development and training seeks to improve the performance of work units, departments, and the whole organization. It looks in depth at where an organization stands in comparison to where it hopes to be in the future and develops the skills and resources to get there. The ultimate goal of staff training and development is to enable the organization to grow stronger in achieving its purpose and mission (Adeniyi, 2025).

Organizations in order to enhance efficiency and effectiveness embark on the human resource development; equipping individuals with the understanding, skills and access to information, knowledge and training that enable them to perform effectively, organizational development which entails the elaboration of management structures, processes and procedures, not only within organizations but also the management of relationships between the different organizations and sectors (Public, Private and Community); and institutional and legal framework development that deals with making legal and regulatory changes to enable organizations, institutions and agencies at all levels and in all sectors to enhance their capacities (Ajibade, 2023). The recognition that human resources are value means for improving

productivity as the most valuable assets of any organization since the management of other resources (e.g. information resources, material resources e.t.c) entirely depends on it, this study was based on how those assets could be developed.

Arikewuyo (2019), Ajibade (2023), and Adeniyi (2025) have drawn the attention of the entire sundry to the inestimable value of training and development. It is an avenue to acquire more and new knowledge and develop further the skills and techniques to function effectively. Ama (2020) opined that the objectives of training are to; provide the skills, knowledge and aptitude necessary to undertake required job efficiently and develop the workers so that if he has the potentials, he may progress, increase efficiently by reducing spoilt work, misuse of machine and lessening physical risks. Scholars, experts, social scientist and also school administrators now recognize the fact that training is obviously indispensable, not only in the development of the individuals but also facilitates the productive capacity of the workers.

The review has shown that there is no study on manpower development and training in the public service sector in Delta State, there is no information on such study in Delta State. Based on the dearth in existing literature on the topic under review, this study is therefore conducted to fill the research gap that previous studies have failed to cover.

## 3.0Methodology

### 3.1: Study Area

This study was carried out in Delta State which is located in the South-South Geo-Political zone of Niger Delta region of Nigeria with a total population of 5.5million. Delta State has twenty-five (25) local government areas with various ministries and government parastatals.

### 3.2 Research Methods

This study adopted the survey research design. This study used a sample size of 332 staff out of the total population of the staff of Ministries of Education and Water Resources (1,956). The Taro Yamene formula was used to derive the sample size. The purposive sampling techniques was taken from the given population of staff in the Ministries of Education and Water Resources. This is because the researcher discovered that it was not possible to reach the Ministries of Education and Water Resources. The instrument for data collection is questionnaire. The set of closed ended questionnaire was structured in Likert modified four (4) points likert scale of Strongly Agree (4), Agree (3), Disagree (2), and Strongly Disagree (1). In this study, data were generated through both primary and secondary sources. The primary source consists of questionnaire while the secondary sources consists of information generated from text books and journal articles.

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 also 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 Pearson's Product Moment Correlation Coefficient (PPMCC) statistical tool was used to test the hypotheses formulated in the study.

## 4.0 Results

### 4.1Estimation of Results

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From Table 1, the calculated mean score of all items is above 2.50. The average calculated mean score of 2.893 with a standard mean value of 1.70 (2.893±1.70> 2.50) indicates that there is significant influence of in-service training, workshops/seminars, sources of finance, and system of selecting staff on employees' productivity in the public services in Delta State.

**Table 1:**Mean Score statistics on the influence of in-service training, workshops/seminars, sources of finance, and system of selecting staffon employees' productivity in the public services in Delta State

| S/N | Items | Agree | Disagree | X | S.D | Remark |
|---|---|---|---|---|---|---|
| 1. | Manpower development and training | 186 | 98 | 2.906 | 1.70 | Agree |
| 2. | In-service training | 172 | 112 | 2.937 | 1.71 | Agree |
| 3. | Workshops/Seminars | 246 | 38 | 2.858 | 1.69 | Agree |
| 4. | Sources of finance | 231 | 53 | 2.820 | 1.68 | Agree |
| 5. | System of selecting staff | 182 | 102 | 2.943 | 1.72 | Agree |
| | **Average Mean** | | | **2.893** | **1.70** | **Agree** |

**Source: Researcher's Computation (2026)** **Agree > 2.50** **Disagree < 2.50**

**Testing of Hypothesis**

The null hypotheses formulated in this study were tested below using the regression statistical tool;

**Hypothesis Statement:** There is no significant relationship between in-service training, workshops/seminars, sources of finance, system of selecting staff and employees' productivity in the public services in Delta State.

**Table 2:** The relationship between in-service training, workshops/seminars, sources of finance, system of selecting staff and employees' productivity in the public services in Delta State

| Variables | Mean | S.D | Sum | r | $r^2$ | $r^2$% | Sig. | Remark |
|---|---|---|---|---|---|---|---|---|

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| In-service training, workshops/seminars, sources of finance, system of selecting staff | 2.75 | 1.20 | 284 | 0.685 | 0.469 | 47 | .097 | There is positive relationship |
| Employees' productivity | 2.75 | 1.20 | 284 | | | | | |

Table 2 presents the Pearson's Product Moment Correlation Coefficient (PPMCC)analysis for the hypothesis, which aims to investigate the significant relationship between in-service training, workshops/seminars, sources of finance, system of selecting staff and employees' productivity in the public services in Delta State. The data indicates a significant positive correlation between these two variables with r value of 0.685, which suggests that the computed r-value of 0.685 is significant (i.e; p = 0.685 α 0.05) which shows positive relationship at 0.05 level of significance. Therefore, $H_0$ is rejected and $H_1$ is accepted. Thus, there is significant relationship between in-service training, workshops/seminars, sources of finance, system of selecting staff and employees' productivity in the public services in Delta State.

### 4.2 Discussion of Findings

From the findings obtained in the research questions and hypothesis, it could be deduced that there is significant relationship between in-service training, workshops/seminars, sources of finance, system of selecting staff and employees' productivity in the public services in Delta State as shown that the calculatedaverage mean score of all items (2.893) with a standard mean value of 1.70 is significantly higher than the standard mean score of 2.50 (2.893±1.70> 2.50) and the computed r-value of 0.685 is significant (i.e; p = 0.685 α 0.05) which shows positive relationship at 0.05 level of significance.The results obtained above shares similar view with studies conducted on similar topic.For instance, the findings of Adeniyi (2025) found that the role of

manpower planning and development in promoting sustainable development of any nation cannot be underestimated. He concluded that, the socio-economic and political development of Nigeria to a large extent depends on the quality and quantity of existing human resources.The findings of Gberevbie, et al (2025) shares similar view. They observed that, training and leadership are widely recognized as a critical driver of organizational success and sustainability.According to Mukoro (2022), it has increasingly become evident that the system of government inherited from the colonial powers in Africa have proved to be a failure, because of the reasons of uninhibited particularism and the inherent contradictions found with western systems of democracy in Africa. Oyibokure, et al. (2023) asserts that, the compelling challenges associated with training which influences the collective will of most organizations to work in concert with formal institutions of government so as to bring about organizational productivity.

## 5.0Conclusion

The study concluded that manpower development and training (in-service training, workshops/seminars, sources of finance, and system of selecting staff) have significant impact on employees' productivity in the public services in Delta State.

## 6.0 Recommendations

1. The study recommended that organizations in Nigeria, particularly the public sector should ensure that manpower training is handled by competent human resource practitioners so as to have a round peg in a round hole.
2. Training and productivity-oriented organizations in Nigeria should be strengthened for efficient results. Above all, a detailed empirical study is required to draw solid inference.
3. Training and development should be recommended in the public service as one of requirement for promotion.

4. The study recommends the need to ensure that training is handled by competent human resources experts and practitioners for efficient results. Also, training and productivity-oriented organizations in Nigeria must be strengthened for effectiveness.
5. Organizations should encourage good and quality training programme since it is responsible for employee's efficiency and effectiveness in their work place. Good and quality training programme such as on the job training, organizing of seminars and orientations periodically, etc., can help to improve the employees performance.

## 7.0 Policy Implication

This study having pointed out the need for policy planners and educationists especially teachers to improve on training so as to boast manpower development in ministries particulary the ministries of education and water resources in Delta State as seen in this study which showed that training and development is animportant aspect of organization management because it is a function that seeks to makeavailable for the organization skills that are necessary for its functioning effectively andefficiently. Staff training and development has been identified by various scholars to be verycrucial to an organization and its effectiveness. In the light of the above, organizations aretherefore encouraged to train and develop their staff to the fullest advantage in order toenhance their effectiveness.

This study therefore recommended policies that the government need to implement to address issues arising from poor training in the public service sectors in Delta State. These policies as highlighted in this study if not implemented will drag ministries backward in Delta State and Nigeria at large thereby affecting the public service sector.

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