

Manpower training and service delivery in Onitsha north and south local government areas of Anambra state, 2014 - 2022

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ABSTRACT

This study investigated manpower training and service delivery in Onitsha North and South local government areas of Anambra State. The motivation for this study is to establish the relationship between manpower training and service delivery in the local government system of Nigeria. To this end, the specific objectives of the study were as follows; to examine the nature of relationship between manpower training and service quality in Onitsha North and South Local Government Areas; to ascertain the relationship between manpower training and employee commitment in Onitsha North and South Local Government Areas and to determine relationship between manpower training and service culture in Onitsha North and South Local Government Areas. Based on the above objectives, three research questions and hypotheses were formulated and tested for the study. Relevant literatures were thoroughly reviewed and the study was anchored on the Reinforcement theory. Data were collected from a sample size of 293, drawn from a population of 1100 using the Taro Yamane formula. The data collected were presented using simple percentage and the hypotheses were tested using Pearson correlation statistical tool at 95 percent confidence level and 5 percent level of significance. The study found out that manpower training has a significant positive relationship with service quality in Onitsha North and South Local Government Areas. The study also found that manpower training has a significant positive relationship with employee commitment in Onitsha North and South Local Government Areas. The study therefore, recommends that local government should place greater emphasis on staff training to ensure optimum performance as at when required.

Keywords:

Efficiency, Effectiveness, Knowledge, Learning, Skills.

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1. INTRODUCTION

Manpower training, in ideal situation, is embarked upon to improve the performance of employees in an organization and enhance the delivery of service by the organization. The success of any organization be it public or private is largely dependent on the quality of its manpower and the efficient and effective utilization of such manpower. Every organization is established for a purpose and the main reason for its establishment is to accomplish its set goals and objectives. In order to achieve the organizational purpose, the factors of production must be available of which human is the most vital. The employees of any organization be it public or private must be trained to improve and optimize the service they deliver to the public. Thus, the success or failure of any establishment depends much on the quality and quantity of its work-force. Hence, the necessity of manpower training and development. Chukwuemeka (2013) stated that training is a learning process that involves the acquisition of skills by employees to enable them increase their performance. He went further to reveal that most organization does pay less attention to training of their employee with their reasons of maximizing profit which he summarized as acting in their own danger. Famibuyan (2001) as cited in Obi-Anike and Ekwe (2014) defined training as the systematic process of altering the behaviour and or attitudes of employees in direction to increase organizational goals and development as programmes generally aimed at educating supervisory employees above and beyond the immediate technical requirement of the job and have a main objective of the improvement of the effective performance of all managers. The importance of manpower training has become more obvious given the growing complexity of the work environment, the rapid change in organizations and advancement in technology among other things. Arising from this, manpower training helps to ensure that Organizational work-force possess the knowledge, skill and attitude they need to perform their specific functions effectively. Training molds the behavior and attitudes of workers towards their jobs and organization and it also helps workers to keep abreast with new skills, innovations and techniques introduced in the organization. Training helps to increase workers job satisfaction and motivation and also cut cost and waste in terms of workers' mistake. Frequent training of employees increases understanding of their job

because the objectives of those training were to influence the workers' overall performance and service delivery.

Surprisingly, most organizations both public and private tend to ignore employees training in their bid to maximize profit. They regard or see training as not very important to the growth of the organization. Little did such organization know that this practice is to their own risk or disadvantage. In many public sector organisations, staff training is either nonexistent or is seen as a mere ritual conducted to fulfil some requirements for certification, promotion, membership of professional bodies, etc. The emphasis on knowledge and skills acquisition is usually secondary and this is not supposed to be so. In some cases, management of organizations institute training programmes mainly because it is presently in vogue, and not necessarily to address skills deficiencies. This posture has hampered the chances that manpower training has to effect positive changes in the work behavior and attitudes of employees. For the local government as an institution closest to the people at the grassroots, it is supposed to serve as a prototype of what government and governance should look like. In a cosmopolitan area like Onitsha North and South local governments, for instance, the poor attitude of the employees in the council appears to be creating a negative image of the state to visitors and the many non-indigenes that reside in the area. An explicit example is the issue of revenue collection by local government staff where the uncouth, untrained and poor customer relation skills of the local government employees are most noticeable. In view of the foregoing however, this study investigates manpower training and service delivery in Onitsha north and south local government areas of Anambra state, from 2014 to 2022.

1.1 Statement of the Problem

It has been observed that service delivery in the local government does not confirm to the expectations of the public because most employees of the local government appears to be inefficient in performing their job functions due to lack of planned and systematic training, lack of well-articulated policy guidelines and no parameter for identification of employees training needs, no definite job analysis and job description, and indiscriminate training of employees that have no relevance to their tasks and most essential is lack of fund for manpower training. The major challenge confronting manpower training and development in Nigeria are corruption, godfatherism and lack of funding. The public service today

needs specialized skills in many fields like public finance, public health, public works, etc. With the constant changes in the world of work, it becomes imperative that constant training is required to keep workers abreast of recent trends in their elds of endeavour. Sadly, the static nature of public sector organisations and the local government in particular do not encourage such dynamism, thus, impacting negatively on service delivery. In spite of the efforts made in recent years to train staff, the local government remains short of skilled manpower so urgently required for the successful execution of development policies and programmes. In 1979, Local Government was recognized as the third tier of government by the constitution of the federal republic of Nigeria. This meant that local government were expected to provide specified public services and contribute to economic and social development. In order to achieve these objectives, local government need an efficient and effective work force. Local government personnel must have requisite knowledge and skills to perform the varied tasks of the local government in which they serve. The rate of truancy and absenteeism in Onitsha north and south local council headquarters and many other local council secretariats that are far away from the state capital makes one to assume that disservice is an unwritten service culture in the local government system in Nigeria. The few that show up to work are usually busier running their personal affairs than they are doing their official work. All of these bequeath poor service to the people, thus, necessitating the conduct of this research to investigate manpower training and service delivery in Onitsha north and south local government areas of Anambra state, from 2014 to 2022.

1.2 Objectives of the Study

The objective of this study is to examine the relationship between manpower training and employee service delivery in Onitsha North and South Local Government Area of Anambra State. Specifically, the objectives of the study are as follows:

- To examine the nature of relationship between manpower training and service quality in Onitsha North and South Local Government Areas.
- To ascertain the nature of relationship between manpower training and employee commitment in Onitsha North and South Local Government Areas.

2. CONCEPTUAL REVIEW

2.1 The Concept of Manpower Training

Training is the methodical gaining and improvement of knowledge, skills, and behaviours imperative for employees to complete the job responsibilities or to perform better in their work environment (Tharenou, Saks & Moore, 2007). Based on various other studies training can also be interpreted, as intentionally improve attitude, knowledge or skill while learning in order to attain improved performance in a specific task or variety of tasks (Beardwell & Holden, 2001). Its major goal is to improve individual competences and to be equipped to meet the current and future needs of the organization. It is important to note that training helps in the improvement of employees' service delivery. Noe (2010) refers to training as a planned effort by a company to facilitate employees learning of job-related competencies. These competencies include knowledge, skills or behaviour that are critical for successful job performance. Amoff (2001) observes that training and development foster the initiative and creativity of employees and help to prevent manpower obsolescence, which may be due to attitude or the inability of a person to adapt him or herself to technological changes. According to Obisi (2001) training is a process through which the skills, talent and knowledge of an employee is enhanced and increased. He argues that training should take place only when the needs and objectives for such training have been identified and that training is the corner-stone of sound management for it makes employees more effective and productive. Manpower training plays an important role in improving performance, increasing productivity and service delivery. This leads to organizations being at an advantage in facing competition and staying at the top. Devi and Shaik (2012) describe an effective training program as one that address training needs and deliver training according to training objectives. Training is said to be useful when the training outcomes match with their objectives. Training programmes should therefore be designed and delivered to meet the need of both the employees and the organization. The employee should be able to apply what they learned on the job and this should reflect in reduced cost of production, save time, improved services, increased customer/client satisfaction, improved morale, decreased grievance or complaints and improved capabilities to meet future demands and higher productivity.

2.2 Concept of Service Delivery

Service delivery simply means the extent to which an individual, unit or department of an organization discharge their assigned or statutory responsibilities. It is also a means by which an organization evaluates an individual employee or unit input and output level especially in the area of attaining set goals or task assigned. In the view of Byars and Rue (2006) service delivery is the degree to which an employee accomplished the tasks that made his or her job. Service delivery refers to the actual delivery of a service and product to the customers or clients (Lovelock & Wright, 2012). It is therefore, concerned with the where, when, and how a service or product is delivered to the customers and whether this service or product is fair or unfair in nature. Chukwuemeka, Ubochi & Okechukwu (2017), view service delivery as the achievement of targets performance, output and productivity of the tasks assigned to organizations or employees' within particular period of time. Similarly, Riekert (2011) cited in Olalekan, Jide & Oludare (2017), view service delivery as the provision of a product or service by a government body or organizations to the citizens. According to Oronsaye (2010) service delivery can be seen as the process of meeting the needs of citizens through prompt and efficient procedures. This implies that interaction between government and citizens are such that the needs of the citizens are met in a timely manner, thereby making the citizens key in public service delivery. The implication here is that, as the private sector considers its customers 'king', thereby ensuring quality service delivery, the public should be regarded as 'master' and the beneficiary of enhanced performance of the public service (Aladegbola & Jaiyeola, 2016). According to Ahmed (2005) service delivery has been an old concept which draws attention of organizations to their responsibility to render service to their customers, in the most satisfactory manner. The terminology varies depending on the time, place or context. The concept presupposes that, in public service, there is contractual relationship between the customer (the public) and the service provider (government agency) which obliges the latter to render service to the former in most satisfactory way, be it in terms of utility, quality, convenience, timelines, cost, courtesy, communication or otherwise (Chuks, 2020). EL-Rufai (2013) summaries service delivery as the degree of an organization and/or employee performance, output and productivity in the discharge of their responsibilities within the available time, money and other resources towards the achievement of overall goals of the organization. The spate of service delivery is determined by the performance of employees in achieving organizational goals and satisfying the public. However, for the purpose of this study, service delivery is the achievement of targets of task assigned to organization or employees within particular period of time. It involves the execution of duties and responsibilities assigned to Onitsha North and Onitsha South Local government which they have promised to do, so as to achieve set goals of the organization. Therefore, the degree to which an organization or employees perform its duties and functions towards achieving goals determines the spate of service delivery. To ensure that Onitsha North and South Local Governments employees deliver optimal service to the public which they serve they must adopt regular and continuous manpower training and retraining.

2.3 Factors Hindering Manpower Training and Employee Service Delivery in the Local Government Council

Dibie (2004) after surveying 150 local government councils in Nigeria during the summer of 2001 arrived at the conclusion that the most local government councils in Nigeria pay lip services to the training of the personnel. He further says that the rather lackadaisical attitudes of the most local government council's staff to their official duties cannot be extricated from the cavalier disposition of most local government councils in the country to issues of training and development. While discussing problems relating to training especially local government staff, Oladosu (1981) mentioned seven major problems as follows:

- How to design programmes for students of different educational background experience and age;
- How to design programmes that would meet the need of different units with different standards;
- Communication problems, especially for the lowly educated;
- The general dislike of courses which involve calculation or use of numerical ability;
- The nature and timing of the programme;
- How to give the programme local flavor; and
- Problem of staff recruitment of the right caliber of personnel, who are conversant with the training procedures.

Ezeani (2004) analyzed that in most sub-Saharan African Countries, training of Local Governments staff is still sporadic and unsystematic. He further posits that there is little emphasis on training for technical and professional staff, for instance surveyors, accountants, engineers and

doctors. And that emphasis seems to be on the administrative cadre. Another constraint to training and utilization in Nigeria's local government council is the counter-productive disposition of the local government service commission of the various states of the federation to the training and utilization of local government senior staff of grade level O7 and above. For instance, Mukoro (2007) pointed out that the "training fund" at the disposal of the local government service commission of most states of the federation are spent more on casually organized workshops and seminars for staff rather than the much more rigorous and carefully planned formal classroom training programmes that have the capacity to equip staff with requisite skills, knowledge and competencies. In a similar way, Agalamanyi (2002) saw that some chairmen of local government service commissions now see the training fund as a ready source for personal aggrandizement. And as a result, spurious consultancies are undertaken as veritable channels for siphoning the training funds, consequent upon which the aim of staff training and utilization is defeated.

2.4 Theoretical Framework

The study adopted the reinforcement theory as a framework. The reinforcement theory was first documented in the works of psychologist Ivan Pavlov (1927) (behavioral conditioning) and B. F. Skinner (1937) (operant conditioning). The basic premise of the theory of reinforcement is both simple and intuitive: According to proponents of the theory, an individual's behavior is a function of the consequences of that behavior. The idea of a positive effect reinforces the cause of an action positively and vice versa. This can be applied to the workplace. A hardworking employee is expectedly supposed to earn higher wages as a motivation for himself to keep working harder, and for others to emulate him or her. A lazy employee who is not hardworking is punished, demoted or relived of his or her duties in the organization. The punitive measures will serve as a deterrent to those who might want to toe that path. Reinforcement theory provides four interventions that can be used to modify employee behavior.

- Positive Reinforcement - Used to increase desired behavior. It consists of making certain that positive behaviors are reinforced with positive rewards.
- Negative reinforcement - Used to increase the desired behavior. This involves placing negative consequences on failure to perform the desired behavior. If the desired behavior is performed, the negative consequences are removed. The main problem with this approach is that negative consequences may lead to unexpected behaviors and may fail to stimulate the desired behavior.
- Extinction - Used to reduce undesirable behavior. This involves not providing any form of reinforcement for a behavior. The result is that the employee stops doing the unnecessary or undesired behavior.
- Punishment - Used to reduce undesirable behavior. This method uses negative consequences if an undesirable behavior occurs (Gordon, 2022)

Training programmes are some of the positive reinforcement schemes put forward by the management of organizations as tools that stimulate the delivery of quality services, which emanates from a deep sense of commitment to the organization, and an organizational service culture that enforces and reinforces positive work behaviours and actions of their employees. The reinforcement theory is important and relevant to our discussions in this study because as a management tool, it serves to motivate employees and encourage positive work behaviours. One important feature of human resource managers is to get the best from their employees or subordinates in the service of the organization. Ideally, the notion behind manpower training is to equip employees with the requisite knowledge and skills to discharge their duties and responsibilities to the organization efficiently and effectively.

3. METHODOLOGY

This research work adopted quantitative approach and the descriptive survey research design. The population of this study is five hundred and forty (540) employees in Onitsha North and five hundred and sixty (560) employees in Onitsha South Local Government. The entire population for this study is One thousand one hundred (1,100) employees. The figure was obtained from the personnel departments of the local council authorities under investigation. The study made use of both primary and secondary sources of data generated from the use of questionnaire, personal interviews and observation. A well-structured questionnaire about manpower training and employee service delivery has been distributed to each of the selected staff for completion and return. Data obtained from secondary sources were used to provide general

background for the study. They include text books, reports, periodicals, newspapers, pamphlets, and journals of professional bodies, papers presented by eminent scholars at conferences and seminars, published and unpublished thesis materials. The data collected was analyzed using descriptive statistics; frequency tables and percentage to answer the research questions while Pearson correlation analyses was adopted in the test of hypotheses.

4. ANALYSIS OF DATA

Data obtained from the latter part of the questionnaire were analyzed in line with the research questions and the hypotheses and were presented in the tables below. A mean value of 3.0 was taken as a criterion to judge the mean for the items in the respective sections. Therefore, any item in the instrument which has a mean equal to or higher than 3.0 will be regarded as 'agreed' while items with less than 3.0 will be regarded as 'disagreed.'

Table 1: Manpower Training

		N - 235		
S/N	STATEMENTS	Σfx	X	Decision
1	My office organizes training programmes for staff as and when due.	635	2.7	Disagreed
2	Management decision to embark on staff training in my organisation is usually not well thought out and planned.	729	3.1	Agreed
3	Manpower training enhances employees' morale in Onitsha North and South Local Government Areas.	893	3.8	Agreed
4	Manpower training makes employees more eligible for promotion and equipped for higher positions in Onitsha North and South.	776	3.3	Agreed
5	A well-trained workforce enhances employees' knowledge, skills and abilities to perform their jobs more efficiently and effectively.	940	4.0	Agreed
6	Manpower training only imparts one with knowledge of the job. The decision to serve the public efficiently and effectively is a product of individual employee's innate qualities.	752	3.2	Agreed
7	Most of my colleagues go for training and return the same without any visible improvement in their work attitude.	658	2.8	Disagreed
8	Ideally, staff training is supposed to translate to improvement in employees' service delivery in our organization.	987	4.2	Agreed

Source: Field Survey, 2022

Table 1 indicates the various statements generated in relation to one of the sub variables of the study, which is on the issue of manpower training. In human resource practices, training is ideally supposed to help equip employees with better knowledge, skills and capacity to contribute to the attainment of organisational objectives and goals. To this end, eight tentative statements were put forward to elicit responses from respondents with respect to the stated objective. The respondents in the first statement disagreed to the view that their offices organize training programmes for staff as and when due. A simple implication of this response can be found in the general shabby nature that most personnel management functions are performed in the public sector. The next five statements were accepted by the respondents. They agreed to the assertion that management decision to embark on staff training in their respective organisations is usually not well thought out and planned, a further corroboration of their earlier assertion. In looking at some of the gains of manpower training, respondents agreed to the view that manpower training enhances employees' morale in their organisations. Also, they accepted the view that manpower training makes employees more eligible for promotion and equipped for higher positions in their organisations and that a well-trained workforce enhances employees' knowledge, skills and abilities to perform their jobs more efficiently and effectively. While the sixth statement appeared controversial, the respondents supported the position that manpower training only imparts one with knowledge of the job. The decision to serve the public efficiently and effectively is a product of

individual employee's innate qualities. The penultimate statement that most of their colleagues go for training and return the same without any visible improvement in their work attitude was rejected, while the last statement that staff training is supposed to ideally translate to improvement in employees' service delivery in our organization was accepted.

Table 2: Service Quality N - 235

S/N	STATEMENTS	Σ fx	X	Decision
9	The quality of service we render can be improved through effective training programmes	1058	4.5	Agreed
10	Our services are usually of the best quality offered in the interest of the public.	588	2.5	Disagreed
11	Issuance of local government identification letters to indigenes is cumbersome.	823	3.5	Agreed
12	Most of my colleagues hardly report to duty as and when due.	752	3.2	Agreed
13	Absenteeism is a major hinderance to the quality of services rendered in our organization.	893	3.8	Agreed
14	Many of my colleagues live outside of the local government areas that they work in and hardly report to work.	729	3.1	Agreed
15	The attitude of my colleagues towards off the job training programmes makes it look like a wasteful vacation or venture.	846	3.6	Agreed
16	Many of us do not really care about how we attend to the public and whether or not they are satisfied with our services.	917	3.9	Agreed

Source: Field Survey, 2022

The major issue bedeviling the local government as an institution of government is the problem of poor service delivery. Service quality is therefore an important and topical issue of discussion in human resource management especially at the local government level. In the table under review, the respondents agreed to all of the statements in the table except one. There is a general agreement to the assertion that the quality of service we render can be improved through effective training programmes. The respondents disagreed to the second statement that their services are usually of the best quality offered in the interest of the public. The rest of the items in the table were accepted. The idea in the third statement that issuance of local government identification letters to indigenes is cumbersome; the fourth statement that many of the respondents hardly report to duty as and when due, and the fifth one that absenteeism is a major hinderance to the quality of services rendered in our organization were all accepted. Many of the respondents agreed to the statement in the fourteenth item that many of them live outside of the local government areas that they work in and hardly report to work. They also accepted the idea in the penultimate statement that the attitude of their colleagues towards off the job training programmes makes it look like a wasteful vacation or venture. The response pattern for the last statement in the table was also in line with the general opinions in the table as the respondents agreed to the view that many of them do not really care about how they attend to the public and whether or not they are satisfied with our services.

Table 3: Employee Commitment N - 235

S/N	STATEMENTS	Σ fx	X	Decision
17	The method of selection of staff for training is open to all the qualified staff.	564	2.4	Disagreed
18	The manpower training methods employed by management in Onitsha North and South Local Government Areas are the best for employee service delivery.	658	2.8	Disagreed

19	The trainees are selected based on the areas of their need.	517	2.2	Disagreed
20	Many of us are dissatisfied with the handling of training programmes in our organization.	870	3.7	Agreed
21	Truancy and lateness to work are symptoms of poor employee commitment.	799	3.4	Agreed
22	We hardly go above board to help members of the public when in need.	846	3.6	Agreed
23	Many of us at the local government are just holding on while looking for other jobs.	799	3.4	Agreed
24	There is a significant difference between manpower training and employee commitment to the organisation.	823	3.5	Agreed

Source: Field Survey, 2022

Employee commitment is a critical component of service delivery. Table 4.2.3 looks at the behavioural disposition of the respondents towards their organizations. In the table under review, the respondents disagreed to the first three statements while agreeing to the remaining five. The first statement that the method of selection of staff for training is open to all the qualified staff was rejected. This means that selection for training in the organisations under review is subjective, rather than objective. The second statement that the manpower training methods employed by management in Onitsha North and South Local Government Areas are the best for employee service delivery was also rejected. The rejection of the third statement that the trainees are selected based on the areas of their need aligns with the views of the respondents in the first statement. The implication of the first three responses shows that the method of selection of participants for staff training is usually subjective. The remaining parts of the table received positive reviews. The notion that most of the respondents are dissatisfied with the handling of training programmes in our organization. Also, the respondents believe that truancy and lateness to work are symptoms of poor employee commitment and that they hardly go above board to help members of the public when in need. In the twenty-third statement, the respondents accepted the view that many of them at the local government are just holding on while looking for other jobs. The last statement that there is a significant difference between manpower training and employee commitment to the organization was accepted, showing that manpower training must take cognizance of the peculiarities of the work environment especially in the creation of the training contents and manuals. The selection process must also be objective, taking cognizance of the knowledge and skills gap that are intended to be filled, as well as the desire to better service the public.

The hypotheses for this study were tested using the Pearson Product Moment Correlation Coefficient. Correlation coefficient test is an inferential statistic and a non-parametric technique used as a tool for establishing the degree of association between two variables.

Hypotheses One

Ho: Manpower training has no relationship with service quality in Onitsha North and South Local Government Areas.

Hi: Manpower training has a relationship with service quality in Onitsha North and South Local Government Areas.

		Correlations	
		Staff training	Service quality
Staff training	Pearson Correlation	1	.435**
	Sig. (2-tailed)		.003
Service quality	Pearson Correlation	.435**	1
	Sig. (2-tailed)	.003	
		N	235
		N	235

** Correlation is significant at 0.05 level (2-tailed).

The result of the correlation coefficient for hypothesis one, as displayed using SPSS version 20 indicates that the Pearson Product Moment Correlation Coefficient is 0.435 showing that training has a strong correlation with service quality.

Decision Rule: From the computation above, the probability value at 0.003 is less than 0.05 significant level. Therefore, we reject the null hypothesis and accept the alternate hypothesis, thus, concluding that manpower training has a relationship with service quality in Onitsha North and South Local Government Areas.

Hypotheses Two

Ho: Manpower training has no relationship with employee commitment in Onitsha North and South Local Government Areas.

Hi: Manpower training has a relationship with employee commitment in Onitsha North and South Local Government Areas.

		Correlations	
		Training	Employee commitment
Training	Pearson Correlation	1	.199*
	Sig. (2-tailed)		.041
	N	235	235
Employee commitment	Pearson Correlation	.199*	1
	Sig. (2-tailed)	.041	
	N	235	235

*. Correlation is significant at 0.05 levels (2-tailed).

The result of the correlation coefficient for hypothesis two, as displayed using SPSS version 20 indicates that the Pearson Product Moment Correlation Coefficient is 0.199 showing that manpower training has a strong correlation with employee commitment.

Decision Rule: From the computation above, the probability value at 0.041 is less than 0.05 significant level. Therefore, we reject the null hypothesis and accept the alternative hypothesis which states that manpower training has a relationship with employee commitment in Onitsha North and South Local Government Areas

5. DISCUSSION OF THE FINDINGS

The focus of this research has been an empirical investigation on manpower training and service delivery in Onitsha North and South local government areas of Anambra state, Nigeria. The study was guided by three specific objectives which were to examine the nature of relationship between manpower training and service quality in Onitsha North and South Local Government Areas; to ascertain the nature of relationship between manpower training and employee commitment in Onitsha North and South Local Government Areas and to determine the relationship between manpower training and service culture in Onitsha North and South Local Government Areas. The specific objectives of the study formed the bases for the research questions and hypotheses for the study. In the test of the hypotheses, the decision rule was obtained from comparing the result of the probability value with our 0.05 level of significance adopted for the study. On that basis, we rejected the null hypothesis where the probability value was less than the value of the significant level adopted for the study and alternatively, accepted the null hypothesis where the reverse was the case. The first hypothesis was centered on the issue of manpower training and service quality. The aim was to establish the nature of relationship that exist between training and the quality of services rendered by the employees to their respective organizations. Analysis of data and test of the first hypothesis led us to reject the null hypothesis and conclude that manpower training has a relationship with service quality in Onitsha North and South Local Government Areas.

The findings from the test of the first hypothesis agree with the study by Nwankwo, Nzekwe and Abumchukwu (2010) on methods and effects of manpower training and development on organizational performance, where it was discovered that organizational performance depends – to a large extent – on manpower training and development. Also, Joseph (2015), in his study on assessment of the training and development needs of employees in the Nigerian local government system, found that the success of any organization depends on the availability of quality human resources at its disposal. By implication, training improves the quality of the human resources and the quality of the services rendered by the organization.

The second hypothesis borders on the issue of manpower training and employee commitment. Analysis of data and test of the second hypothesis led us to rejected the null hypothesis and concludes that manpower training has a relationship with employee commitment in Onitsha North and South Local Government Areas. To this end, the findings from the second hypothesis is in line with the findings from the

study by Anigbo (2013) whose research was on manpower development and utilization in the local government system in Nigeria. His study revealed that manpower training affects the morale of staff positively. A motivated staff is usually committed and dedicated to their jobs.

5.1 Conclusion

The researcher concludes this rigorous academic exercise by reiterating that the human resources of any organization is its most vital asset and thus, the survival and growth of the organization is to a large extent, dependent on it. Organizations are facing increased competition due to globalization, changes in technology, political and economic environments, therefore prompting these organizations to train their employees as one of the ways to prepare them to adjust to the challenges and thus enhance their performance. Staff training are the best means of getting the best of organizational employees for the success of the organization. Therefore, the development of the human resources in an organization is a sure path to effective and efficient service delivery. Organizational ability to deliver services to the employees is an accumulation of the performances of individual employees. Employees' performance, on the other hand, is a function of ability, competence and motivation. The ability and competence can be developed through manpower training and one of its multiplier effects will be an increase in employees' motivation.

5.2 Recommendations

Based on the findings, the researcher recommended the following:

1. The local government should place greater emphasis on staff training to ensure optimum performance as at when required. It has been established in the study that one cannot give what he or she does not have. Therefore, in the face of a dynamic work environment and increasing demand from the public on the government at the grassroots level, the local government workforce needs adequate training to meet up with the huge societal expectations on them.
2. Funding for staff training should be made more available and accessible to the human resource department to enhance their effectiveness, innovation and quality of services rendered to the people at the grassroots level.

5.3 Suggestion for Further Studies

It is evident that this study is not all-encompassing. There are other areas that still require priority attention. To this end, we suggest the following areas for further studies.

1. Comparative analysis of manpower training programmes in public and private sector Organisations in Nigeria.
2. Training programmes and skill acquisition in local government system in Anambra state, Nigeria.

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