

## Manpower Development and Employee Commitment in Selected Local Government Areas in Delta State

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### Abstract

Nigerian local governments have been investing in employee training and manpower development over the years to improve the institutions' overall performance and level of dedication. This is because it is acknowledged that training and workforce development play a critical role in achieving organizational goals and objectives. Thus, in a few Delta State local government units, this study looked at the relationship between employee commitment and manpower development. Using a self-administered questionnaire, 390 employees provided data, and the Taro Yamane method was used to calculate the sample size. With the help of the Statistical Package of Social Science (SPSS) version 23.0, the collected data was analyzed using percentages and frequency, Pearson's correlation coefficient, and linear and multiple regression. The results showed that employee commitment (affective commitment, continuance commitment, and normative commitment) was highly influenced by manpower development. The study came to the conclusion that employee commitment and manpower development increase organizational effectiveness. Therefore, in order to effectively improve employee performance and organizational effectiveness, policies that enhance workplace commitments and duties must be promoted. Therefore, among other recommendations made by the study, the management of Delta State's Local Government Councils should set up programmes for staff members' professional and personal growth. This means making long-term plans for career development initiatives. Employee commitment (affective, continuance, and normative commitments) will be greatly increased as a result, and employees will be able to meet their goals.

**Keywords:** manpower development, training, affective commitment, continuance commitment, normative commitment

### Introduction

The most important factor in any country's development is its workforce. The term "manpower" describes the human power that comes from people working physically or mentally as opposed to machines. Manpower is used to harness material and natural resources in order to develop a nation's economy. It makes sense that Hassan (2011) notes that maintaining a labour force demands high performance, moral self-discipline, and ongoing study in order to manage men, money, materials, and machinery. The scholar contends that throughout their careers, managers should pursue ongoing education, training, and development. A man who stops accepting new information starts to become a wasted resource for the community, his employer, and himself. In the meantime, a country's ability to improve the standard of living for its citizens and its ability to produce goods and services depends on its resources and the level of technological understanding regarding how to use them. Maybe that's why the World Bank (2003) is pushing for the adoption of a knowledge-based economy, where the application of technology and the use of ideas will be valued more highly than the change of raw materials or the exploitative use of cheap labour. Learning new skills and knowledge is necessary to succeed in the knowledge economy. These include basic academic skills, such as literacy, foreign language, mathematics and science skills, management courses, and the ability to use these skills effectively, act autonomously and reflectively (Okolie, Onyema & Basey, 2019).

Malaolu and Ogbuabor (2013) and Adagbabiri and Okolie (2020) state that the goal of training and development is to build a pool of competent and readily available replacements for employees who may leave or advance within the organization; to improve the company's ability to adopt and use technological advancements due to a staff that is sufficiently knowledgeable; and to build a more productive, efficient, and highly motivated team, which boosts employee morale and improves the company's competitive position. Additionally, the goal of training and development is to help the organization achieve its goals by adding value to its most valuable asset the people it employs and guaranteeing sufficient human resources for expansion into new programmes (Okereka, 2016; Okumagba & Okereka, 2012). There has been a lot of interest in the analytical as well as empirical literature regarding the impact of manpower development on employee productivity and organizational performance. Since the formal educational system falls short in providing particular job skills for a position in a given organization, employee training and development as well as manpower development are extremely important to job productivity and organization performance. Some people might need broad training and development to gain the expertise they require to be able to fit in a specific position and also make a significant contribution

to the performance of the organization, while others might already possess the requisite knowledge, skills, abilities, and competencies (Okereka & Okolie, 2022).

Every organization faces new challenges in today's dynamic and competitive world with regard to developing a committed workforce and achieving competitive organizational performance. No organization can function at its peak in the current competitive climate unless every member of the organization is dedicated to the organization's goals. According to Obi-Anike, Ofobruku, Sylvester, and Okafor (2017), manpower development is still a useful tool for raising employee engagement, productivity within the company, and educating managers, professionals, and all staff members on the knowledge and abilities required to complete tasks both now and in the future. According to Ofobruku (2016), human resource development is a crucial component of competitiveness and is linked to knowledge acquisition in which an individual helps another person advance professionally, which improves organizational performance. This suggests that investing in human resources may increase employee commitment and, as a result, boost productivity within the company. According to Ofobruku (2015), labour is a valuable resource for businesses, particularly when it comes to employees' ongoing development of their expertise, abilities, and skills.

Furthermore, according to Enyinna and Chituo (2021), a knowledgeable and adaptable workforce typically makes adjustments to meet organizational needs and improve job procedures and performance. Enhancing an employee's abilities in their current position and preparing them for more responsibility are two aspects of employee development. Employee commitment and development serve as a scorecard for evaluating their work and holding them responsible for the success as well as failure of the company. All of these reviews essentially highlight the necessity of ongoing workforce development for workers in all economic sectors, including local government personnel. This suggests that the majority of organizations now include personnel development as a significant portion of their overall investment in order to increase productivity. Local government managers continue to pay little or no consideration to manpower development in favour of other resources, even though it increases employees' commitment, productivity, and performance. Local government areas in Nigeria become ineffective due to this practice. According to Egwunyenga (2012), the dearth of manpower development leads to poor employee performance and maladministration. These claims make it necessary to look into the relationship between employee commitment and manpower development in a handful of local government areas in Delta State.

### **Objectives of the Study**

The general objective of the study was to explore the causal link between manpower development and employee commitment in selected local government areas in Delta State. The specific objectives are to:

1. Assess the relationship between manpower development and affective commitment of employee in selected local government areas in Delta State.
2. Explore the relationship between manpower development and continuance commitment of employee in selected local government areas in Delta State.
3. Investigate the relationship between manpower development and normative commitment of employee in selected local government areas in Delta State

### **Research Hypotheses**

These hypotheses will guide this study

**H<sub>1</sub>:** There is no significant relationship between manpower development and affective commitment of employee in selected local government areas in Delta State.

**H<sub>2</sub>:** There is not significant relationship between manpower development and continuance commitment of employee in selected local government areas in Delta State.

**H<sub>3</sub>:** There is not significant relationship between manpower development and normative commitment of employee in selected local government areas in Delta State.

## **Literature Review**

### **Manpower Development and Employee Commitment**

An organization's investment in manpower development is meant to communicate to its staff that the company values their personal growth (McElroy, 2001; Okereka, 2015). Enhancing employees' job performance abilities in the banking sector can lead to increased employee confidence and a sense that the company values their presence. This, in turn, can foster long-term employee commitment (Zeb-Obipi & Kpurunee, 2021). Organizational commitment, when defined as a positive attachment to the larger organizational entity and measured as an eagerness to exert effort in support of the organization, to feel pride as an organizational member, and to have a personal relationship with the organization, is a significant aspect of the state of engagement, according to Macey and Schneider (2008). According to Armstrong (2014), an employee's level of identification and involvement with an organization is reflected in their level of commitment.

According to Agwu and Ogiriki (2014), manpower development is the strategic application of training and development to enhance organizational effectiveness and employee commitment. Employee commitment and manpower development are crucial components of an organization's success. According to Ogbu and Osanaiye's (2017) research, organizational performance is significantly impacted by manpower development. According to Aigbepue and Mammud (2012), in order to ensure an improvement in organizational performance, organizations should concentrate on training and developing their workforce. Because of this, the crucial role that human resources play in an organization, it follows that investing in

their development is essential, regardless of their prior experience or training. The productivity of employees and the performance of the organization depend on manpower development, which is an essential part of strategic human resource management and a way to reduce inefficiencies among the organization's most valuable asset its human resources (Wabara, Sampson, & Okwudili, 2017).

Although few employees may possess the necessary skills, knowledge, ability, and competencies to fit into a specific position of employment in an organization, the official school system does an adequate job of providing unique job abilities for a position in an organization. Employees are therefore trained and developed to fit into organizational strategic goals and objectives through the manpower development process. One of the many elements of HR policy that appears to have an impact on people is commitment. Additionally, certain HRM practices serve as a mediator in improving organizational performance by motivating workers to perform better at work. Employee investment has a positive correlation with organizational commitment, but it can also have a negative effect if it is not used appropriately (Manjurul, 2019). According to Agarwala's (2003) analyses, the most important indicator of employee commitment was the perceived level of novel HR practice introduction by the organizations. Employee commitment can be increased through the dynamic and ever-evolving practice of organizational manpower development.

#### **Manpower Development and Affective Commitment**

Wegwu and Princewill (2020) claim that manpower development, which continuously aligns an individual to the organization, makes them a part of the large corporate family and gives them a sense of belonging, increasing the individual's satisfaction with the job and the organization, is the reason behind the fundamental common organizational cultural values embraced by big corporations and multinationals. According to Choo and Bowley (2007), employees who are committed to learning foster a higher level of organizational commitment, which has a positive impact on their performance. Training and development can be used as a tool to increase affective commitment. Additionally, Ahmad and Bakar (2003) conducted a study among Malaysian local professionals to investigate the connection between employee commitment and organizational development and training. The findings indicated that the three aspects of employee commitment and training and development, as well as development variables, generally have a positive relationship. On the other hand, affective commitment and the accessibility of training and development were substantially correlated. According to Manjurul (2019), human resource development fosters a sense of belonging among staff members, who are then more inclined to work towards the organization's goals and show a greater desire to stick around. The affective responses of employee willingness include commitment and satisfaction, as well as the behavioural responses of absenteeism and turnover. The organizational outcomes are mainly centred on operational performance measures, like quality, productivity, as well as customer satisfaction.

#### **Manpower Development and Continuance Commitment**

In accordance with Rowden and Clyde (2005), any organization can use workforce development to improve employee retention and continuous commitment. The intellectual capital that manpower development practices provide is what many organizations now consider to be their most valuable asset. When workers are dedicated to their jobs, they are less likely to be absent from work, produce more, and quit. Understanding the effects of HRD procedures and how they affect workers' commitment is therefore crucial (Oparanma, 2019). In order to investigate the relationship between organizational continuance commitment and training and development, Owoyemi, Oyelere, Elegbede, and Gbajumo-Sheriff (2011) carried out a study in a financial services organization in South-Western Nigeria. The dependent variables in the statistical analysis were levels of training and development based on the number of days the employee had received training and development, and continuance commitment. Less than one day, less than two days, two to five days, less than ten days, and more than ten days were the different amounts of days. The number of training days that employees completed and their ongoing dedication to the company were found to be positively correlated, according to their findings. A study of a similar nature was conducted in China by Newman, Thanacoody, and Hui (2011) among Chinese workers employed by multinational corporations. The findings of their research indicated a strong correlation between commitment to continuous improvement and the perception of training and development availability. Dixit and Bhati (2012) assert that a worker is consistently devoted when they are aware of the advantages of working for a company. By performing better at work, they become more invested in realizing the goals and missions of the company. Employees that exhibit a high level of continuous commitment are likely to put in a lot of effort to see that the organization's goals and objectives are met because they are valued members of the team. According to Razzaq, Aslam, Bagh, and Saddique (2017), manpower development is the process of improving the working conditions of employees within an organization in order to boost employee commitment and improve workforce performance.

#### **Manpower Development and Normative Commitment**

Manpower development, according to Stone (2010), can improve employees' performance and normative commitment. This can be achieved by making clear to them what needs to be done, giving them advice on how to do it better, rewarding exceptional work, and boosting employee engagement and empowerment. Yang, Sanders, and Bumatay (2012) also found a link between organizational commitment and workers' perceptions of their availability for training and development. Information gathered from workers in two Philippine organizations revealed a strong positive correlation between organizational commitment and workers' perceptions of their proximity to training and development. Employee perception of themselves also played a mediating role in this relationship. For workers with an elevated collective self-construal, normative commitment was positively correlated with their perception of having the opportunity for training and development. According to Enyinna and Chituo (2021), insufficient training for employees has an impact on their skills as well as competency, which ultimately affects their overall development. If these issues are not resolved, the

banking sector may experience negative effects on service delivery, staff commitment, and productivity. According to Matthews and Shepherd's (2002) research, dedicated workers exhibit a strong desire to stay a member of the organization, have a firm conviction in and recognize the organization's goals and values, and are willing to put in a significant amount of effort on its behalf. According to Golden and Veiga (2008), people who are dedicated to their organization are far less likely to be absent from work or have high employee turnover. This indicates that in both public and private organizations, employee commitment is positively correlated with productivity, with higher productivity being recorded in the former.

### Theoretical Framework

The Human Capital Theory, developed by Babalola (2003) and proposed by Theodore Schultz in 1960, will serve as the foundation for this investigation. According to the human capital theory, education—including training, coaching, and mentoring—increases the efficiency and effectiveness of employees by transferring practical knowledge and skills, which in turn increases workers' lifetime or future earnings (Becker, 2003). The foundation of human capital theory is the idea that raising a population's potential for productivity requires and greatly benefits from formal education. Human capital theorists essentially contend that people with higher levels of education are more productive. Human capital theory highlights how education raises workers' levels of productivity and efficiency by boosting the cognitive stock of human capacity for economic productivity, which is the result of both investment in people and innate abilities. The theory's proponents believe that investing in human capital—which includes formal education—is just as valuable as or even more so than physical capital (Dobson & Boodoo, 2013). Macroeconomic development theory is the theoretical foundation of the theory. According to the tenets of traditional economic theory, organizational labour is viewed as a commodity that can be bought and sold. This conventional theory places a strong emphasis on using labour as a resource. Becker (1993), highlighting the importance of the manpower principle for society and the economy, proposed that investing in organizational manpower is the most valuable resource of all. Additionally, Becker (1993) maintained that knowledge gained by employees via training and development constitutes organizational manpower development.

When talking about manpower development, a few theories are pertinent. According to Ekpo (2001), these theories are known as the theories of development. Nonetheless, the primary theory chosen was human capital theory, whose fundamental premise is that an organization's competitive advantage is derived from the critical competencies, skills, knowledge, and abilities of its workforce. It draws attention to strategies and practices related to reward systems and human resource development. The idea of developing human capital has sparked discussions among academics about a number of fascinating issues. What, for instance, is human capital development? What impact does the development of human capital have on maritime productivity? There is a tone of literature available to address these issues. Both endogenous growth models and neoclassical growth models emphasize the importance of human capital (Anyanwu, 2015). It is a bid to capture the social, biological, cultural, and psychological complexity as they communicate in explicit and/or economic transactions. It is an aggregate monetary view of the human being acting within economies. The role of human capital in economic development, improved productivity, and creativity has often been cited as a justification for government assistance for education and job skills training (Simkovic, 2013). Numerous theories explicitly link education to investments in human capital development.

This study on employee commitment and manpower development is related to human capital theory. The rationale is that employee skill, ability, and commitment are the main foci of manpower development, and these factors enhance organizational performance. The theory thus aligns with this study's goal. The theory thus emphasized that improved organizational performance results from the development and effective use of human resources. Therefore, it will improve employee commitment, efficiency, and productivity in local government administration if Delta State local government areas incorporate the principles of this theory into their manpower development strategies and practices.

### Method

This study adopted the cross-sectional survey research design and the total projected population of this study was 773,900 persons. The total population as at the June 2022 was broken down as follows: Warri North (186,600), Warri Sout (427,600) and Warri Central (159,700) (National Population Commission, 2022). The determination of the sample size of 390 was attained using the sample size determination of Yamane's formula:

$$n = N / (1 + Ne^2)$$

Where N = Population size,  
 n = Sample sized,  
 e = Sampling error

Given the population size and with a sampling error of 5 percent, the required sample size is computed as:

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{773,900}{1 + 773,900 (0.05)^2} = 325.74 = 390 \text{ Approximately}$$

As a result, 390 people made up the sample size that was used. Therefore, in order to specifically choose respondents from the Warri North, Warri South, and Warri Central Local Government Areas in Delta State, the purposive sampling method was used. In order to accomplish the goals of this study, respondents with particular characteristics must be added. To analyze the data, the information gathered from the questionnaire was combined, coded, and input into the Statistical

Package of Social Science (SPSS version 23.0, 2020). The demographic data content of the respondents, which includes gender, age, marital status, education, and years of work experience, will be analyzed using percentages and frequency; the hypotheses will be tested at the 0.05 level of significance using mean, standard deviation, Pearson's coefficient of correlation, and linear regression. These are deemed appropriate given the nature of this work's investigation.

## Results and Discussion

This study looked at the connection between employee commitment and manpower development in a few Delta State local government units. Three hundred and ninety (390) questionnaires were distributed throughout the three local government districts in Delta State that were chosen in order to accomplish this. The subject matter and the respondent's personal information make up the administered questionnaire.

**Table 1: Distribution of Questionnaire and Response Rate**

S/N	Local Government Areas	Questionnaires Distributed	Questionnaire Retrieved	Percentage %
1	Warri North	94	77	19.7
2	Warri South	215	183	46.9
3	Warri Central	81	65	16.7
	<b>Total</b>	<b>390</b>	<b>325</b>	<b>83.3</b>

**Source:** Researcher' Fieldwork (2023)

Thus, out of the three hundred and ninety (390) questionnaires distributed, only three hundred and twenty five (325) were retrieved from respondents, representing eighty three point three percent (83.3%) response rate.

### Bivariate Analysis (Test of Relationship)

Finding the bivariate link between the independent and dependent variables is the test that is part of the bivariate analysis. When  $P < 0.05$ , reject the hypothesis based on evidence of an insignificant link between the variables, and when  $P > 0.05$ , accept the hypothesis based on evidence of a substantial relationship between the variables, is the decision rule that applies to all bivariate test outcomes.

**H<sub>1</sub>:** There is no significant relationship between manpower development and affective commitment of employee in selected local government areas in Delta State.

**Table 2: Correlation of Manpower Development and Affective Commitment**

	Variables		Manpower Development	Affective Commitment
<b>Spearman's rho</b>	Manpower Development	Correlation Coefficient Sig. (2-tailed) N	1 325	.836** .000 325
	Affective Commitment	Correlation Coefficient Sig. (2-tailed) N	.836** .000 325	1 325

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

**Source:** SPSS Output, 2023

Table 2 used Spearman's correlation coefficient techniques to illustrate the relationship between affective commitment and manpower development. The analysis's findings indicated that affective commitment and manpower development have a very strong positive and significant relationship at ( $\rho = 0.836$ , and  $P < 0.05\%$ ). As a result, the null hypothesis was rejected, and it was reiterated that there is a highly significant and positive relationship between employee affective commitment and manpower development in Delta State local government areas.

**H<sub>2</sub>:** There is not significant relationship between manpower development and continuance commitment of employee in selected local government areas in Delta State.

**Table 3: Correlation of Manpower Development and Continuance Commitment**

	Variables		Manpower Development	Continuance Commitment
<b>Spearman's rho</b>	Manpower Development	Correlation Coefficient Sig. (2-tailed) N	1 325	.817** .000 325
	Continuance Commitment	Correlation Coefficient Sig. (2-tailed) N	.817** .000 325	1 325

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

**Source:** SPSS Output, 2023

Table 3 employed Spearman's correlation coefficient techniques to illustrate the relationship between manpower development and continuance commitment. Manpower development and continuance commitment have a very strong positive and significant relationship, according to the analysis's findings ( $\rho = 0.817$ ,  $P < 0.05\%$ ). Consequently, the null hypothesis was rejected, and it was reiterated that there is a highly significant and positive relationship between employee commitment and manpower development in Delta State local government areas.

**H<sub>3</sub>:** There is not significant relationship between manpower development and normative commitment of employee in

selected local government areas in Delta State.

**Table 4: Correlation of Manpower Development and Normative Commitment**

	Variables		Manpower Development	Normative Commitment
Spearman's rho	Manpower Development	Correlation Coefficient Sig. (2-tailed) N	1 325	.771** .000 325
	Normative Commitment	Correlation Coefficient Sig. (2-tailed) N	.771** .000 325	1 325

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

Source: SPSS Output, 2023

Table 4 employed Spearman's correlation coefficient techniques to illustrate the relationship between normative commitment and manpower development. According to the analysis, there is a highly significant and positive relationship between manpower development and normative commitment at ( $\rho = 0.817, P < 0.05\%$ ). As a result, the null hypothesis was rejected, and it was reiterated that there is a highly significant and positive relationship between employee normative commitment and manpower development in Delta State local government areas.

**Influence of Manpower Development on Employee Commitment in Local Government Areas in Delta State**

Since correlation does not imply causation, a simple and multiple regressions analysis was done to verify the influence of manpower development on individual and joint components of employee commitment. A simple regression was used to estimate the impact of manpower development on employee commitment that was decomposed into three dimensions of affective commitment, continuance commitment and normative commitment. The simple regression analysis which was conducted at 5% level of significance was used to further test hypotheses formulated for this study. Summary results of test are presented in Table 4.6 below.

**Table 5: Summary of a Simple Regression Analysis of Manpower development and Employee Commitment**

	R Square	Adjusted R Square	Coefficient	F-stat	F-sig.	T-stat	t-sig.	D.W
Affective commitment	.105	.097	.423	21.025	.000 <sup>b</sup>	4.651	.000	1.952
Continuance commitment	.092	.085	.350	17.043	.000 <sup>b</sup>	4.307	.000	1.937
Normative commitment	.083	.060	.321	11.950	.005 <sup>b</sup>	3.715	.005	1.925

Source: SPSS Output, 2023

Using the regression analysis's model summary as a guide, we saw that the impact of manpower development on affective commitment had an R-squared value of .105, or the coefficient of determination. According to this value, the development of the labor force accounts for or initiates 10.5 percent of the growth in affective commitment in Delta State local government areas, with the remaining 89.5 percent accounting for the change in affective commitment. in local government areas in Delta State are explained by other elements not included in the model, but taken care of by the error terms. When coefficient of determination was adjusted for the degree of freedom it yielded .097 or approximately 9.7%. This indicated that manpower development account approximately 9.7% of systematic (change) in affective commitment after adjustment to degree of freedom. The Durbin-Watson statistic, which is 1.952, implies absence of serial auto-correlation in the regression analysis and the model can be relied upon in making policies related to the subject matters. The F-statistic test of 21.025 at prob (Sig) = .000<sup>b</sup> conducted at 5% level of significant depicted in the regressions results revealed that overall, there exist statistically significant linear relationships between manpower development and affective commitments in local government areas in Delta State. Similarly, the t-statistics of 4.651 at p-value (sig) of 0.000 obtained in the model for affective commitment which is less than 5% level of significant also indicated that there is significant relationship between manpower development and affective commitments in local government areas in Delta State. The coefficient of .423 further indicated that one percent increase in manpower development result in 42.3 (%) percent increased in affective commitments in local government areas in Delta State.

Based on the model summary presented by the regression analysis, we noted that the coefficient determination, or R-squared value, was .092 for the influence of manpower development on continuance commitment. This value means that manpower development triggers or explains 9.2% of increase in continuance commitment in local government areas In Delta State while the remaining 90.8% causes of change in continuance commitment in local government areas in Delta State are explained by other elements not included in the model, but taken care of by the error terms. When coefficient of determination was adjusted for the degree of freedom it yielded .085 or approximately 8.5%. This indicated that manpower development account approximately 8.5% of systematic (change) in continuance commitment after adjustment to degree of freedom. The Durbin-Watson statistic, which is 1.937, implies absence of serial autocorrelation in the regression analysis and the model can be relied upon in making policies related to the subject matters. The F-statistic test of 17.043 at prob (Sig) = .000<sup>b</sup> conducted at 5% level of significant depicted in the regressions results revealed that overall, there exist statistically significant linear relationships between manpower development and continuance commitments in local government areas in Delta State. Similarly, the t-statistics of 4.307 at p-value (sig) of 0.000 obtained in the model for

continuance commitment which is less than 5% level of significant also indicated that there is significant relationship between manpower development and continuance commitments in local government areas in Delta State. The coefficient of .350 further indicated that one percent increase in manpower development results in 35.0 (%) percent increased in continuance commitments in local government areas in Delta State.

Finally, we saw that the R-squared value, or coefficient determination, for the impact of manpower development on normative commitment was .083, based on the model summary provided by the regression analysis. This value means that manpower development triggers or explains 8.3% of increase in normative commitment in local government areas in Delta State while the remaining 91.7% causes of change in normative commitment in local government areas in Delta State are explained by other elements not included in the model, but taken care of by the error terms. When coefficient of determination was adjusted for the degree of freedom it yielded .060 or approximately 6.0%. This indicated that manpower development account approximately 6.0% of systematic (change) in normative commitment after adjustment to degree of freedom. The Durbin-Watson statistic, which is 1.937, implies absence of serial autocorrelation in the regression analysis and the model can be relied upon in making policies related to the subject matters. The F-statistic test of 11.950 at prob (Sig) = .005<sup>b</sup> conducted at 5% level of significant depicted in the regressions results revealed that overall, there exist statistically significant linear relationships between manpower development and normative commitments in local government areas in Delta State. Similarly, the t-statistics of 3.715 at p-value (sig) of 0.005 obtained in the model for normative commitment which is less than 5% level of significant also indicated that there is significant relationship between manpower development and normative commitments in local government areas in Delta State. The coefficient of .321 further indicated that one percent increase in manpower development results in 32.1(%) percent increased in normative commitments in local government areas In Delta State.

**Table 6: Multiple Regression Analysis of Manpower Development and Employee Commitment**

Variables	B	Beta	T	Sig.	R	R <sup>2</sup>	F	P
(Constant)	2.590		12.251	.000				
AC	.244	.253	2.248	.028				
CC	.319	.370	4.123	.105	.467	.189	13.911	< .05
NC	.086	.89	1.780	.005				

**Independent variable: Manpower development**

**Source:** SPSS Output, 2023

**Key:** AC: Affective commitment; CC: Continuance commitment; NC: Normative commitment

The result of the multiple regression analysis shows that the R for the model is .467, while the R<sup>2</sup> value is .189 indicating that 18.9% variation in employees' employee commitment is caused the independent variable. Furthermore, a diagnostic test was conducted and the result of the variance inflation factor (VIF) ranged from 1.115 to 1.788, which were still within the standard threshold of 10. Therefore, multicollinearity was not an issue as it shows the absence of autocorrelation in the model. The overall model is significant (F = 13.911; p < .05); in terms of the influence of manpower development on each of dependent variables, the model showed that manpower development significantly influenced employees' affective commitment ( $\beta = .253$ ; p < .05), manpower development significantly influenced employees' continuance commitment ( $\beta = .370$ ; p > .05) and manpower development had no significant influence on employees' normative commitment ( $\beta = .089$ ; p > .05). However, only affective commitment and continuance commitment made a unique statistical contribution to the model.

### Discussion of Findings

Three hypotheses were developed for the study, and the first one's outcome was corroborated by Zeb-Obipi and Kpurunee's (2021) findings, which improved Employees who receive on-the-job training and development are more affectively committed, which leads to higher performance. In line with this finding, Yang et al. (2012) contended that employee affective commitment to their organization is largely dependent on manpower development; consequently, it is critical to prioritize initiatives that can strengthen employee commitment. Wabara et al. (2017) discovered that at the Abia State electricity distribution company, employee affective commitment and organizational efficiency are positively impacted by manpower development. In support of this finding, Wegwu and Princewill (2020) also demonstrated that manpower development decreases employees' desire not to leave, increases involvement and commitment to the organization and enhances organizational productivity.

Regarding the study's second goal, we discovered that employee commitment to their local governments in Delta State was significantly and favourably correlated with manpower development. This result supports the research conducted by Zeb-Obipi and Kpurunee (2021) on employee commitment and on-the-job training and development in particular money deposit banks in Port Harcourt, Nigeria. They discovered that employee commitment to money deposit banks in Port Harcourt is sustained when manpower development is implemented. Samsul et al. (2022) found a positive impact of manpower development on job performance and employee commitment to continuous work, which lends support to this. The findings of this study corroborated those of earlier research by Rowden and Clyde (2005) and Owoyemi et al. (2011), which demonstrated that manpower development is the primary determinant of employees' continuance commitment to their organization. The study also showed a positive influence of manpower development on continuance commitment in local government areas in Delta State.

Additionally, hypothesis three demonstrated a significant and positive relationship between employee normative

commitment and manpower development. This result was consistent with that of Opeke and Mayowa-Adebara (2020), who discovered in university libraries in South-West Nigeria that there was a strong positive correlation between normative commitment and manpower development. Additionally, a strong and positive correlation between normative commitment and manpower development was discovered by Newman et al. (2011). The study also demonstrated that the normative commitment of employees in Delta State local government areas was significantly and favourably impacted by manpower development. Zeb-Obipi and Kpurunee's (2021) findings, which indicated that employee development enhanced the need and desire to stay with the current employer, are consistent with this. According to Hassan and Mahmood's (2016) study, employee commitment in Pakistan's textile industry is positively impacted by manpower development, specifically in the areas of affective, continuance, and normative commitment.

## Conclusions

Lacklustre human resource development has an impact on employees' loyalty to their employers. This made this study necessary by adding to the body of research already done on the subject of the causal relationship between employee commitment and manpower development in local government units. The findings showed that employee commitment in Delta State local government areas was significantly impacted by manpower development. The inclusion of policies related to manpower development in the strategic plans of Nigerian local government areas is becoming more and more crucial. Organisations can obtain a competitive advantage by implementing efficient manpower development policies that enable them to draw in and hold on to highly skilled and experienced personnel. It is important to remember that an organization's personnel development policies must be well-structured to increase employee commitment if it hopes to compete both locally and internationally. Organisational effectiveness is increased by employee commitment and manpower development. Therefore, in order to effectively improve employee performance and organisational effectiveness, policies that will improve workplace commitments and responsibilities must be promoted. One of the most crucial markers of an organization's performance and effectiveness is the degree of dedication its members have to their jobs and to the company. Greater commitment levels are exhibited by workers who are more dedicated to their jobs and the organization, set high standards for themselves, produces better outcomes, and perform better at work; when developing policies for employee manpower development, local governments in Nigeria must take into account various factors that impact the morale, commitment, efficiency, and effectiveness of their workforce.

Based on the research findings, local governments in Nigeria could potentially lower employee turnover and improve commitment by implementing efficient manpower development policies. On this basis, the need to develop appropriate manpower development policies in work settings is becoming more and more important in order to increase employee commitment. As a result, effective personnel development strategies implemented by Nigerian local governments will eventually lead to two outcomes: an organizational competitive advantage and employee commitment. Therefore, maintaining the status quo, failing to develop human resources appropriately, and underutilizing the workforce in the council will not improve the situation with the Nigerian local government system. It is essential, if not required, to make a change for efficient manpower development and utilization that would guarantee strict adherence to the merit issue as a criterion for manpower development and utilization. Based on the study's findings and conclusion, the following suggestions are put forth:

- i. Local government council management in Delta State ought to set up initiatives for staff members' professional and personal growth. This means making long-term plans for career development initiatives. Employee commitment (affective, continuance, and normative commitments) will be greatly increased as a result, and employees will be able to meet their goals.
- ii. The Delta State Local Government Service Commission ought to institute a policy that provides rewards for exceptional work to bolster staff morale and encourage them to strive towards the organization's goals. The Local Government Councils should foster a culture of trainers in every department or unit to support the development of human capacity and boost employee commitment in the workplace.

Local government council management in Delta State, Nigeria, and beyond should make it a habit to mentor new hires, host seminars and conferences to improve skill development in the workplace, and refrain from unethical behaviour like abuse, unfair treatment, betrayal of trust, and manipulation that could encourage employees to engage in counterproductive behaviours like tardiness, absence, intentional turnover, and actual turnover.

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