



STAFF TRAINING AND MANPOWER DEVELOPMENT IN
MANUFACTURING COMPANIES IN CALABAR MUNICIPALITY OF
CROSS RIVER STATE, NIGERIA

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ABSTRACT

The study examines staff training and manpower development in manufacturing companies in Calabar Municipality of Cross River State, Nigeria. To achieve the purpose of the study, two research questions were posed and converted into two null hypotheses to guide the study. Survey research design was used for the study. The population of the study comprised 8,431 company workers in the study area. The sample of the study is 160 company workers chosen from selected companies using simple random sampling technique. The instrument used for data collection was a four-point rating scale questionnaire with 20 items titled “Staff Training and Manpower Development Questionnaire”. The instrument was validated by three experts. The hypotheses were tested using Pearson Product Moment Correlation. The result of the analysis showed, among others, that orientation and vestibule training had significant relationship with manpower development in the study area. Based on the findings, it was recommended, among others, that continuous staff training and effective evaluation should be used as a total for enhancing employees’ performance.

Keyword: Staff, Training, Manpower, Development, Workers, Companies

Introduction

Most organizations today are facing problems because of their inability to develop their workforce, neither do they have any systematic human resources management programmes that consider organizational productivity. In the words of Dhamodhaven (2014), manpower is very vital to job productivity and organizational performance, since the formal educational system does not adequately provide specific job skills for a position in a particular organization.

The major objectives of every organization, whether private or public is to improve its productivity, and this achievement to a great extent depends on the quality and competence of its human resources. Responsible organizations recognize that human resources are their main resources in achieving the desired objectives. So consequently, workers must be equipped and trained adequately to ensure that their knowledge, skills, and abilities facilitate the attainment of organizational goals and objectives. The economic development of a country depends on the quality and quantity of its resources,



the state of technology and efficient deployment of resources in both production and consumption process (Griffin, 2013). Helen et al (2025) asserts that literacy education is a key component for economic development.

According to Adeniyi, Kayode in Ogundiran (2018), manpower or state training and development is a necessary work activity that makes a very significant contribution to the overall effectiveness and profitability of an organization, for Fajana (2002) the effectiveness and success of an organization lies on the people who form and work within the organization. According to Helen et al (2025) vocational training programmes are key tools for economic empowerment. The observation of Onuka (2006) implies that it is the developed human capital of a nation that constitutes its wealth. It follows therefore that employees' performance in respect of achieving organizational goal and success is a function of the quantum of the relevant skills and knowledge, and positive work attitude they have been able to acquire from constant manpower development programmes whether through on-the-job training or in-house training programmes and/or out of work training courses they attended.

Omole (2004) posits that manpower development involves providing learning and development opportunities, making training intervention and planning, conducting and evaluating training programmes. The need for improved productivity in an organization has become universally accepted phenomenon that depends on efficient and effective manpower development. It has further become necessary in view of modern global advancement, to invest in human capital training and development. Thus, the role played by staff training and development can no longer be over-emphasized.

Ekpenyong and Ushie (2018) in their study of training in customers services and workers productivity in companies in Cross River State, observed a significant influence of training on customer service on workers' productivity in companies, in all the three dimensions of technical efficiency, labour efficiency, motivation and overall productivity. Specifically, the findings revealed that the higher the level of training, the higher the level of productivity. By implication therefore, the need for organizations to take staff development programme for their employees seriously has become an undisputable imperative. Absence of such staff development programmes in an organization often manifests tripartite problems of incompetence, inefficiency and ineffectiveness.

Oribabor (2000) submitted that training and development is aimed at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organizational growths while Isyaku (2000) postulated that the process of training and development is a continuous one.

Ushie and Ekpenyong (2019) carried out a study on collective bargaining as an instrument of conflict management and workers' productivity in manufacturing companies in Cross River State, Nigeria. The findings of the study established that, there was significant influence of collective bargaining on the company workers' productivity in the study area. That means, as far as union is concerned, collective bargaining de-emphasizes individualism but encourages collectivism between employers and their employees. The findings also show that workers at all times will seek for what is commensurate to their input in their organizations in terms of labour and time while employers on their part will seek for the talent, skills and potentials of workers and in return reciprocate the workers' efforts monetarily to such extent that could not affect their profit margin. This review is relevant to the present study because productivity is an index of manpower development.



According to Abbas (2014), training as an essential element to an employee for the development of the companies because some of the employees lack knowledge, skills and competencies and failed to accomplish task on timely basis. Ubana et al, (2024) opined that artificial intelligence promote skills and competence in a developing state and helps to reducing work stress and tension. Achieving digital skills is a significant tool for economic and social development in a growing and developing country (Cecilia, Ubana & Jerry 2025). Moreso, training is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of achieving occupational goal or task.

According to Nunvi (2006), training programmes are directed towards maintaining and improving current job performance while development seeks to improve skills for future jobs. Employers provide staff training to their employees for the growth and progress of the organization. When an employee is highly skilled and efficient, the productivity of the organization increases, therefore helping the company to tough new heights of success. Staff training also helps an employee to advance his/her career. The main aim of employers to provide staff training is to keep employees in line with the organizational goals and objectives. The training programmes that the study sought to focus on are, orientation training and vestibule training.

Orientation training is the training a new hired gets when they first join the company. It is the most common type of employee training because it is necessary for a smooth transition. It mainly consists of welcoming the new employees and introducing them to the company. Orientation training is a training programme organized for a newly hired employee to get used to work and adopt to the company. Orientation training, which has a critical place in the recruitment processes of company, is of great importance in terms of ensuring the rapid adaptation of employees to work and their colleagues (Bennet 2001).

According to Klein and Weaver (2000), new hires who participated in orientation training adopted to the company more than those who did not. The result was that, those that attended were more satisfied with their jobs than the others. After their orientation procedure, newcomers are known to have a very high level of socialization and an initial favourable attitude toward the job. This causes their rate of job satisfaction to peak at the time they join an organization.

Moreso, Joo and Mclean (2006) posited that, orientation programmes are frequently used to forecast workers' (new hires) job satisfaction in a business. This is so because orientation training paves the way for the growth of anticipated attitudes and views that may favourably impact on how an employee approaches his or her task, productivity, and job satisfaction. Compared to other forms or types of training, orientation training is known to have a stronger direct relationship with job satisfaction. As a result, businesses are urged to invest more money in a carefully thought and executed orientation training programme.

On the other hand, vestibule training is an on-the-job training in which technical personnel are taught how to utilize tools and machines in a simulated environment. This type of training is often known as 'near the job training' because it involves the creation of a stimulated work environment near the primary production plant. Professional and experienced trainers are assigned to this location to teach new employees about machinery and equipment similar to those they would use on the job. In vestibule training, the employees are trained on the equipment they will be utilizing in their daily work process, (Vigoda, 2000).



According to Priya and Amutha (2015), vestibule training is commonly used for training of personnel for semi-skilled jobs. The duration ranges from few days to few weeks. It refers to a training school established within the industrial premise, the working conditions and facilities resemble the actual workplace. The emphasis is on instruction rather than production. It is one of the methods of training where the technical staff, especially those who deal with tools and machinery are given the job education training in the workplace other than the main production plant. In other word, vestibule training is called near the job training which means the stimulated set up is established proximate to the main production plant, wherein the technical staff learns how to operate the tools and machinery that may be exactly similar to what they will be using at the actual workplace.

Moreso, Wright and Geroy (2001) posited that, vestibule training is performed near the worksite in conference rooms, lecture rooms and classrooms. This might be an appropriate method to deliver orientations and some skills-based training. For example, to become a journey man electrician, an apprentice performs job shadowing, on-the-job training, and vestibule training to learn the law and codes related to electricity installation. During the busy holiday season, Macy's uses vestibule training to teach new hires how to use the cash register system and provides skills training on how to provide great customer service.

Manpower training and development is "Sine qua non" for achievement of any organizational goals. Manpower training and development is very crucial in correcting any deficiency in the job performance of employees. From the researchers' observation, proportion of business organization like some manufacturing companies in Cross River State are always struggling when it comes to high level of productivity and employee's performance.

The overall performance of many employees does not always reflect the level expected of them due to lack of requisite skills and knowledge to carry out their official responsibilities and lack of effective communication within the company which makes it impossible for most of the employees to know the importance of training as means of self-actualization. Furthermore, most of the workers are not able to operate certain machines and also, some do not even understand the ethics and key corporate policies in their work environment. In spite of the huge investment made by the management to tackle low level of productivity and low level of employees' performance, but it is not able to achieve its objectives or yield expected result in the company.

This study has therefore been motivated by the need to help the company redress the issues of low level of productivity and performance by using training programmes as the antidote. This study sought to determine whether orientation training and vestibule training has any relationship with manpower development in manufacturing companies in Cross River State, Nigeria.

Research questions

The following research questions were posed to direct the study.

- i. To what extent does orientation training relate with manpower development?
- ii. How far does vestibule training relate with manpower development?

Research hypotheses

Two research hypotheses were formulated to guide the study:

H₀₁: There is no significant relationship between orientation training and manpower development.



H₀₂: Vestibule training does not significantly relate with manpower development.

Methodology

The research design adopted for this study was survey research design. The study was carried out in Calabar Municipality of Cross River State, Nigeria. The population of the study comprised 8,431 company workers in the study area. The sampling technique used for the study is the simple random sampling. A sample size of 160 was used for the study.

The instrument for data collection was a questionnaire titled; “Staff Training and Manpower Development Questionnaire (STMDQ)”. The questionnaire comprised two sections, A and B. Section A was designed to collect demographic data, while section B had 20 items. Section B was sub-divided into two parts; part 1 contained items on how staff training relates with manpower development of workers in companies in the study area. Part 2 was used to collect information on the indices of manpower development. Each item on the questionnaire required the respondents to express their opinion under Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD). The scoring of the instrument was 4 points, 3 points, 2 points and 1 point respectively. The instrument was validated by three experts. The reliability coefficient were determined using Cronbach Alpha Reliability estimate. The instrument had reliability coefficients ranging from 0.78 to 0.98.

The researchers visited the companies and administered the instruments to the company workers, with the help of four trained research assistants. The data obtained from the administered instruments were analyzed using Pearson Product Moment Correlation Analysis. The hypotheses were tested at 0.5 level of significance. Decision rule for the test of hypotheses was to reject the hypothesis when the calculated r-value is greater than the critical r-value, otherwise the hypotheses should be accepted.

Presentation of results

H₀₁: There is no significant relationship between orientation training and manpower development.

Table 1: Pearson Product Moment Correlation of the relationship between orientation training and manpower development (N=160).

Variables	$\sum x$ $\sum y$	$\sum x^2$ $\sum y^2$	$\sum xy$	r-value
Orientation training	2811	4765	68172	0.60*
Manpower development	2534	4685		

*Significant at .05 level, critical r= .159, df = 158

From table 1, the calculated r-value of 0.60 is greater than the critical r-value of .195 required for significance at 0.05 level of significance with 158 degree of freedom. This means that, there is a significant relationship between orientation training and manpower development. Hence the null hypothesis was rejected at .05 level of significance.

H₀₂: Vestibule training does not significantly relate with manpower development.

Table 2: Pearson Product Moment Correlation of the relationship between vestibule training and manpower development (N=160).



Variables	$\sum x$	$\sum x^2$	$\sum xy$	r-value
Vestibule training	2779	4689	65907	0.53*
Manpower development	2534	4685		

*Significant at .05 level, critical r= .159, df = 158

From table 2, the calculated r-value of 0.53 is greater than the critical r-value of .159 required for significance at 0.05 level of significance with 158 degrees of freedom. This means that, vestibule training significantly relates with manpower development. Hence the null hypothesis was rejected at .05 level of significance.

Discussion of findings

The result of the first hypothesis indicated that there is a significant relationship between orientation training and manpower development. This finding is in line with the views of Bennet (2001) who posited that orientation training is the training a new hired gets when they first join the company. It is the most common type of employee training because it is necessary for a smooth transition from unemployment period to gainfully employed period. It mainly consists of welcoming the new employees and introducing them to the company. Klein and Weaver (2000) were of the opinion that, new hires who participated in orientation training adopted to the company more than those who did not. The result was that, those that attended were more satisfied with their jobs than the others. After their orientation procedure, newcomers were known to have a very high level of specialization and an initial favourable attitude toward the job.

The result of the second hypothesis tested revealed that vestibule training has significant relationship with manpower development in the companies under study. The finding is in consonance with Vigoda (2000) who posited that vestibule training is an on-the-job training in which technical personnel are taught how to utilize tools and machines in a simulated environment. This type of training is often known as ‘near the job training’ because it involves the creation of a stimulated work environment near the primary production plant. Moreso, on the views of Priya and Amutha (2015), vestibule training is commonly used for training of personnel for semi-skilled jobs. The duration ranges from few days to few weeks. It refers to a training school established within the industrial premises, the working conditions and facilities resemble the actual workplace. The emphasis is on instruction rather than production.

Moreover, Wright and Geroy (2001) posited that, vestibule training is performed near the worksite in conference rooms, lecture rooms and classrooms. This might be an appropriate method to deliver orientations and some skills-based training. For instance, to become a journeyman electrician, an apprentice performs job shadowing, on-the-job training, and vestibule training to learn the law and codes related to electricity installation.

Conclusion

Based on the findings from this study, it was concluded that orientation training and vestibule training have a significant relationship with manpower development in the study area. This suggest that, if company workers are well trained using both orientation and vestibule training, it goes a long way to improve manpower development in industrial sector.



Recommendations

In the light of the findings, the following recommendations were made;

1. training and development policies, goal and objectives should be carefully planned, drafted to capture the core values, culture of the organization and training, needs of the individual staff and the industry in general.
2. continuous staff training and effective evaluation should be used as a tool for enhancing employees' performance.

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