



Received: 14-02-2022

Accepted: 24-03-2022

## International Journal of Advanced Multidisciplinary Research and Studies

ISSN: 2583-049X

### Manpower development and organizational growth of service industry in Nigeria

<sup>1</sup> Akpan Itoro Udofot, <sup>2</sup> Dung, Emmanuel Boston, <sup>3</sup> Omotosho Moses Oluseyi

<sup>1</sup> Department of Computer Science, Federal School of Statistics Amechi-Uno Awkunanaw, Enugu, Enugu State, Nigeria

<sup>2</sup> Department of Computer Science, Federal School of Statistics, Manchok, Kaduna State, Nigeria

<sup>3</sup> Department of Computer Science, Federal School of Statistics, Sasha Ajibode Road Ibadan Oyo State, Nigeria

Corresponding Author: Akpan Itoro Udofot

#### Abstract

This study examined effect of manpower development on organizational growth of service industry in Nigeria. The specific objectives are to: evaluate the effect of formal education on competitive advantage in Nigeria service industry, examine the effect of programmed instruction on large market share in Nigeria service industry. The research design used was descriptive survey methods. The sample size of 231 respondents was drawn from population of 548 employees of Wema Bank Plc, Sterling Bank Plc, First Bank of Nigeria Plc and Access Bank Plc in Asaba, Delta State which are the selected service industries. The method of data technique used were; regression, t-statistics, frequency table, mean and standard deviation. The following are the major findings of the study: (i) The study revealed that there is a positive significant effect of formal education on

competitive advantage in Nigeria service industry because formal education provides opportunity to employee to get specialized training and skills capable promoting organizational competitive advantage (t-statistics (53.984) > critical value (0.000)). (ii) The study revealed that there is a positive significant effect of programmed instruction on large market share in Nigeria service industry because programmed instruction provides management with special directive to employee to reduce the need for continuous direction and supervision (t-statistics (59.146) > critical value (0.000)). The study recommended that employees of service industry in Nigeria should try to acquire formal education as it provides them with the opportunity to get specialized training and skills capable of promoting organizational competitive advantage.

**Keywords:** Manpower, Development, Organizational Growth, Service Industry

#### Introduction

Increase competition amongst organizations owing to globalization, transformations in technology, political and economic environments prompt organizations to train their employees as one of the ways to prepare them to adjust to the dynamics of time to enhance their performance (Tukunimulongo, 2016) <sup>[10]</sup>. The prime objective of every organization be it private or public, is to improve its productivity and this achievement to a great extent is determined by the abilities and capabilities of its employees. Accountable organizations know that human resources are their main resource in attaining the desired objectives. Subsequently, workers must be prepared and trained effectively to ensure that their abilities, skills, and knowledge enable the accomplishment of organizational goals and objectives. (Banjoko, 2011) avowed that manpower is the principle of all other resources employed in production and hence an essential factor in converting other resources to the advantage of mankind. In this way, how well we formulate a worker is essential to selecting the amount we will accomplish our dreams as a country. Consequently, manpower training should be an essential part of every organization. This is because manpower training improves employee productivity, thus subsidizing significantly to the attainment of the organizational objectives (Banjoko, 2011). Manpower training hence plays significant role in ensuring that the programmed goals of the public sector are accomplished. This is significant because the public sector comprises of individuals who are main instruments that deliver public programs, goods and services. Manpower development is a method of knowledgeable and emotional attainment; it provides the revenues by which people can develop on their jobs. It transmits to series of actions, which an enterprise would embark up on to advance its managerial capacity. Manpower development is significant in any discussion of tactical human resources management. The prominence on manpower training and development is inclined by the certainty that it is now desirable to focus more consideration on areas which in the past has been comparatively ignored.

To authenticate this statement, (Singh & Mohanty, 2012), postulate that training is a dominant and powerful instrument for the actual fulfillment of organizational objectives and goals, causing in higher output. As such, the achievement of an organization to an unlimited extent depends on the competences and skills of the employees at the administrative and lower levels of the organization and such ability and capacities for the most part initiate from the knowledge and training they obtain (Dialoke, Ukah & Ikoro, 2016) [4]. Also, training is essential in view of the developing technology; the programmed work environment; the quick transformation in administrative settings, conveyed by the demands of diversity management as guarantees and symbols of globalization. The role of employees training and development is unavoidable, as many organizations have come to comprehend that training remains the only standard for growing capabilities, improving productivity, warranting the retention of work standard and improving employee's allegiance to the organization (Dialoke *et al.*, 2016) [4].

The Nigerian service industry in the search of enhanced performance has experienced a broad form of improvements which are focused on manpower training and development. These improvements have been grossly applied to address the issue of productivity and bureaucratic bottlenecks in service delivery (Okorie & Odo, 2014). Also, these improvements became very convenient to address the problems of stumpy productivity and extend the way forward. It objects at making organization more approachable and operative. The general objective is to guarantee efficiency, service delivery, transparency, improved condition of service and productivity in the service industry (Okorie & Odo, 2014). Based on this background, this study intends to examine the effect of business strategies on organizational growth in Nigeria service industries.

### Statement of problem

The significance of training has no doubt been recognized in many organizations as the key factor for enhanced productivity. Nevertheless, manpower training in the public sector is endangered with a number of problems like the lack of regular training notwithstanding the continuous improvements with stress on training. This is because the various reforms in the sector have not considered it necessary to establish definite and continuous training programs that will increase employees' productivity. This implies that when training need is identified and resources and quality time is committed to accomplish the need, the training and improvement exercise can still be inadequate in addressing the productivity deficit. Sometimes, the training exercise is disorganized or crooked in the design, application and participation. At times, training is grounded on a damaged diagnosis of training needs.

Furthermore, there is general consensus that a relationship exists between investment in manpower development and organizational growth. While some studies have provided evidence of positive and sizeable returns on human capital investments, others have documented negative evidence. Again, notwithstanding the significance of training and manpower development, the results of studies piloted in this area mostly differ substantially from country to country and from era to era. In the light of the above, this study therefore is set to examine the effect of manpower development on

organizational growth of service industry in Nigeria.

### Objectives of the study

The main purpose of this study is to investigate the effect of manpower development on organizational growth of service industry in Nigeria. The specific objectives are to:

1. evaluate the effect of formal education on competitive advantage in service industry in Nigeria.
2. examine the effect of programmed instruction on large market share in service industry in Nigeria.

### Conceptual framework

#### Manpower development

In demand to understand the concept of manpower development, it is important to understand the term "manpower" as it relays to this study. Manpower is the full supply of personnel obtainable or engaged for specific job. It is also regarded as the most significant assets needed for the production of goods and services which is also the main instrument for promoting speedy national development and effectual service delivery. Manpower involves men and women who constitute the total labor force of a nation and the ultimate basis for the wealth of nations.

Manpower training is a significant idea usually used by different individuals. It has different meanings to different people. Some researchers see training as the impartation of 'knowledge', 'enlightenment' or 'wisdom' (Ofobruku and Nwakoby, 2015). This entails that these qualities underline manpower training as vital elements of training, which provides the employee with the means for effective performance of duties and routine tasks, this influence on productivity and the apprehension of organizational objectives ultimately. Igbaekemen (2014) affirms that training is a procedure or strategy of upgrading and expanding the abilities, talent and knowledge of workers. As such, a fruitful training program must add to the development and improvement of workers at all levels. Training influences employee development such that the workers' state of mind is improved with an opinion to eliciting their commitment to duties and organizational effectiveness.

Development is related with the procedure of assisting paid workers in the management cadre who carry out duties that are not repetitive to build up their supervisory, directional and policymaking proficiency and expertise.

It has to do with getting workers ready for more advanced duties in future. Ezeuwa (2009) sees development as the application of workforce to objectively alter man's physical and biological surroundings to his advantage. It could also be taken to encompass the initiation of innovations into the society and initiating adjustments on the design of the organization and social structure. To develop staff, (Daniels, 2013) says it refers to making staff to develop along with the organization so that they can be useful in carrying out more demanding task within their level. Development deals with improving human relations and interpersonal relationship (Iwuoha, 2009). In the opinion of Herman and Kurt (2009), staff development includes the training, education and career development has been recognized to include:

1. Establish a collection of quickly obtaining and sufficient substitution for workers who may change their position by going away from the institution or taken to a higher place in the company;
2. Improving the capacity of the firm to accept and apply

- developments in technology due to staff who is a appropriately well - informed;
3. Creating a valuable and inspired team that will build up workers' self-confidence as well as promote the company's competitive position, and
  4. Make certain that the firm has competent, passable and ample human resources to enable her step into bigger programs and new activities.

Development is the method of advancing or developing the understanding and skills of those who belong to the organization with the aim of getting them ready to take to fresh duty and challenges, (Jones, George and Hill 2000). Owojor and Asaolu, (2010) define development to mean helping individual worker to handle future responsibilities with little concern for current duties. Development is also seen as program designed purposefully by any firm to guide into anticipated form those workers who will be leaders in time to come who are likely going to sustain the business of the organization more effectively and more efficiently (Fagbohunge, 2009).

Manpower training is not merely concerned with the worker's present activity, but prepares the worker for imminent work requirements (Kum, Cowden and Karodia, 2014). Therefore, effective development programs must be put in order to allow management sustain a body of workers that could adequately substitute employees who may exit the organization or who are redeployed to different departments. Therefore, manpower training allows employees to adjust to progressive or modern-day technology, and guarantees that suitable manpower is made obtainable for development into different and new areas.

### Approaches to manpower training and development

There are numerous methods of manpower training that an organization can utilize and this largely depends on the objectives of the organization. The specific approach chosen by an organization would be determined by the cost of the training, available time and number of people to be trained. Approaches to manpower training can be considered fewer than three main subtitles:

- On- the-job training;
- Off-the-job training; and
- Simulation methods.

However, organizations often adopt a mixture the three methods because there are no perfect training programs to achieve the needs for training. The method of training selected should reflect the aim of the training, the available resources and the desires of employees for training and development Olaniyan & Ojo (2008) and Okeke (2011) identified the following approaches:

#### On- the-job training

On-the-job training is a broadly used technique, where the learning takes place in the work environment. This method is implemented in the context of work, at the same time the real work is being performed. Most organizations prefer on-the-job training for the attainment of effective skills and abilities. With this method, employee's initiation and skills advancement is achieved more rapidly and employees benefit from relating with co-workers (Okeke, 2011). Another advantage of on-the-job training session is that it provides employees with the specific knowledge and skills

required in their job. The awareness and abilities obtainable during in-house training are particularly connected to the job requirement. Job rotation, Job instruction, coaching and apprenticeship training are the most common methods of in-house training (Alipour, 2009). On-the-job training could take the following forms:

**Orientation/Induction training:** This tactic is precisely designed for newly engaged employees to get them acquainted with the overall requirement of the organization such as norms, ethics, goals, rules and protocols and so on. It is also geared towards getting the new employees acquainted with the organization's goals, structure, culture, work standard and diverse conditions of employment. This familiarization with the work environment will protect them from making costly mistakes. Dialoke, (2016)<sup>[4]</sup>, affirm that orientation is carried out for the new employees or staff on new appointment as soon as they assume duty, to get them familiarized with their current posts and to make them apprehend the general aims, policies, scope, challenges, and organization of the industry.

**Apprentice training:** This approach to manpower training entails the acquirement of proficiency through expansive training over a period of time by the apprentice. Isiwu (2012) submit that the training medium may be either informal or formal. Within an informal setting, the apprentice is attached to the trainer, and he is obligated to pay and agreed fee for the period of training. On the other hand, the formal setting requires an employee to be attached under an apprentice within an organization with specific charges.

**Job rotation:** this approach to training involves the rotation of staff from one section to another in the same organization. The aim is to expose the trainees to various experience need to improve in the jobs. It is also organized to reduce monotony of work and to discover the hidden potentials of the employees. Other reason for organizing this program is to widen the capabilities and knowledge of workers in different professions. The added knowledge may be needed for performing higher level tasks and taking up higher level responsibilities (Lawal, 2006).

**Coaching:** this system of training has to do with person- to-person or direct way of influencing the behavior of a worker. It is designed achieve some specific purpose within a short time. Generally, coaching is designed in a way that the learner follows certain guidelines that is focused on improving the system of job performance. The individual being coached is usually exposed a number of programmed instructions to speed-up the learning process.

#### Off-the-job training

These are professional training aimed at exposing employees to new techniques adopted in modern work environments. They are usually performed on full-time basis in educational institutions like, universities, polytechnics, colleges and so forth, lasting through a specific period (Malaolu & Ogbuabor, 2013). Off-the-job training happens when employees are transferred or moved to another location outside their work environment to receive training. The main disadvantage of this type of training is that employees after acquiring better skills or experiences may

resign for a job with higher pay.

**Formal training:** This style of training is done within or outside an organization. It is also referred to as in-house or off-the-job training in professional zones, like, universities, polytechnics, training institutes/centres. Off-the-job training are provided by educational and learning institutions. They are well-structures training provided to personnel with certifications. Formal learning takes place when an instructor or a teacher exercises control and authority over a student to impart knowledge through a structured curriculum of an approved educational institution (Konings, 2010).

**Guided discussion:** This is a training technique that encourages learners to reflect on their past experiences and discover alternative means of solving particular challenges. It permits the group leader greater opportunity to get reactions to an idea than the lecture method. In the guided discussion method, the leader presents an idea to the group and encourages them to discuss it, but makes it clear to the group that he asserts the right to make the ultimate or final decision (Otti, 2011).

**Programmed Instruction:** this is a modern training method that uses coaching machines, automated books or filmstrips. It varies from traditional methods of training in which the instructor guides the learner to acquire new techniques, because the materials to be used are offered in a manner which the learners can regulate. Programmed instruction is a special technique of teaching new topics to students through self-instruction or learning. The teacher prepares an instructional material and give to the students to study by themselves.

**Workshops, Seminars and Conferences:** There are several institutions that organize workshops/seminars aimed at inculcating specific skills on the public. Professionals present papers and discussions on variety of topics in such conferences. New procedures and ideas are studied and participants are engaged in related interactions in order to contribute their views on the topic (Okereke and Igboke, 2011). A seminar is a form of scholastic guideline, either at a scholarly establishment or offered by a business or expert association. It has the capacity of uniting little gatherings who concentrate on some specific subjects where everybody present papers. While a workshop is a sort of intuitive preparation where members complete various exercises rather than listen to an address or presentation.

**Special lectures:** This is likewise called as classroom training where the employees are given addresses about the occupation prerequisites or requirements and the necessary information required for actualizing the assignment. There is normally a classroom or a workshop where the complete job information is given to the employees by the trainers or instructors from the expert establishments. The trainers usually communicate with spoken words which they need the students to learn, it is fundamentally a one-way type of communication of learning skills and capabilities from the trainers to the trainee. It is also a verbal presentation for a large audience or trainees.

**Group Training:** in accumulation to individual training,

many firms arrange group training schemes. These can be residential courses for supervisors, sales representatives, accounts personnel, clerks or secretaries or stenographers lasting for a week or more. The courses can include such topics as principles of management, the foreman's responsibilities for the organization of production, his part in the training of new workers, marketing, time studies, costing, the significance of clear speaking and writing, joint consultation and other aspects of human relations.

### Simulation methods

This process is a part of Laboratory Training, done under off- the- Job training. It is an increasingly popular technique of management development. Under this process of training, the learner is essential to learn the operations of machines and equipment that are specifically designed to look like those installed at the real work environment. This is one of the most widely recognized method for training where the employees learn to operate equipment and operating tools that are similar to those, they would be utilizing at the real work floor. This method aims at educating and learning in an existing and impressive way instead of simply entertaining the learners, it is applied to improve productivity and process skills, management as well as the interpersonal skills. Several of the demerits of simulations method are: trainee can focus on learning without involving in much hazards, interest and motivation are high as real work conditions are replicated, this technique is useful in circumstances where at on-the-job training may result to serious injuries and damages of valuable machineries and materials, it is a costly technique, it requires consistent updating as new information about workplace is obtained.

### Organizational growth

Organizational growth is used as one indicator of efficiency for small and large businesses and is a essential concern of many practicing managers. Eventually, success and growth will be evaluated by how well a firm does comparative to the goals it has set for itself. HR is a vital driver of organizational growth, since it has to arise as a tactical business partner helping the top management build an organization that is good not just for today, but for tomorrow and beyond. It is now working with the top management to propel the organization forward. HR should be reviewed and we stopped looking at what is happening in other strategies and start looking at best HR practices in large corporate (Odongo and Owuor, 2015)<sup>[7]</sup>.

Odongo and Owuor, (2015)<sup>[7]</sup> opined that such growth can be mainly disorienting for employee and owner alike: "often the people involved may not comprehend that anything significant has happened until they realize by experience that their familiar procedures no longer work and that their familiar routines have been bizarrely altered. Business owners, then, face a dizzying collection of organizational elements that have to be reviewed in accordance with fluctuating realities. Maintaining effective means of communications with and between workers and departments, for example, become ever more essential as the firm grows.

### Manpower training and development and organizational growth

Dearden, Reed and Reene, (2016) further investigated the impacts of work-related training on direct measures of

productivity, using a new panel of British industries 1983-1996. The authors contended that organization training route should be anchored and recognized on a well-defined training policy, drawn on manuals, which should be made to continue to increase productivity in organization. In the past, the nature of manpower training in many organizations was determined by existing rules, customer service requests, and the issue of compliance in safety and health. Nevertheless, the study found that organizations are currently providing work-related training as an approach for enhancing employee productivity. Another study, Tahir, Yousafzai, Hashim and Jan, (2014) analyzed the influence of training and development on employee performance and productivity using the United Bank Limited Peshawar City, Pakistan as a case study. The main purpose was to examine the influence of training and development on employees' performance and productivity, using descriptive statistic tools SPSS. The results of the study revealed that the employees of UBL in region Peshawar were in favor of manpower training as they measured it as the major factor that drives employees' performance and Productivity. This study established that bank administrators who are interested in employee's productivity and efficiency have no option but to embrace the idea of employee training and development as a blueprint for success. The study concluded that training and development would offer opportunities for promotion and better career life for employees in the organization. In doing so, organizations productivity would be accelerated.

Singh and Mohanty (2012) studied the influence of training practices on workers' productivity, using personnel from different sectors such as motor assembling plants, agricultural sectors, insurance, banking sector and paint companies in India. Their investigation reveals that employees' productivity is related directly to the nature of training adopted by the various organizations. The research concluded that manpower training has an important role to play on employees' productivity. Furthermore, Colombo and Stanca (2008) investigated the effect of training on productivity using evidences from large panel of industries in Italy. The study used information collected from Excelsior, a study carried out annually with a sample size of approximately 100,000 Italian firms in Italy from 2002 to 2005. The study established that manpower development has an important and substantial influence on productivity. The findings of the study specify that the profits of on-the-job training may possibly be strictly underrated if training is not given a preference to other variables.

### **Empirical literature**

Farooq and Aslam (2011), conducted a study to examine the effect of personnel training and development as a tool for organizational efficiency. Employees of MTN Corporate Head Office in Lagos State served as the study population. The study adopted a qualitative approach method. Sample size of 110 respondents was drawn from population of 217 employees of MTN Nigeria. Bar charts was used to illustrate the degree of response; the result of the findings shows that respondents agreed that there is a significant effect of training and development on employee commitment, employee morale and motivation, employee corporate behavior and organizational efficiency. Based on the findings, the study recommended that MTN Nigeria should involve always in training of her employees, in order to

correct professional errors, improve employee commitment and corporate behavior and guarantee organizational efficiency.

Dialoke, Ukah Finian and Ikoro (2016)<sup>[4]</sup>, conducted a study to investigate the implications of training and manpower development on employee productivity, using Alvan Ikoku Federal College of Education, Owerri as a case study. The study applied structured questionnaires to a sample size of 450 drawn by proportional stratified random sampling. The data generated was analyzed using mean score, standard deviation and grand mean. The researcher made the following findings; orientation, in-house training, on-the-job training, workshops, seminars, etc are the most common development programs available to employees in AIFCE, Owerri. It was also observed that there are challenges to effective training and manpower development in the study area. The study recommends that organizations should conduct training needs assessment to ensure that the right training is given; ensure that their training programs should be on a continuous basis and accessible to all.

Owolabi and Amisu (2016)<sup>[8]</sup>, conducted a study to examine manpower development and employee job performance in the public and private sectors. The study employed Cross sectional survey. Sample size of 88 respondents was drawn from population of 100 employees. The Chi-square method was used to test research hypotheses. The findings of the study showed that staff training is not given higher priority and consideration in the public sector compared to the private sector. The study thus recommended that organizations should strive towards training and retraining of employees from time to time as employees should not be held responsible if they are not well trained.

Wabara, Sampson and Okwudili (2017), conducted a study that concentrated on the effects of manpower development on organizational efficiency, a case study of Enugu Electricity Distribution Company (EEDC) in Umuahia Abia State, Nigeria; covering the period of 2014 to 2016. The researcher adopted survey research design. Descriptive Statistics, and Logistic Regression analysis were used run the analysis. Findings revealed that orientation, internship training, case study system, seminar/workshop and classroom system are the major training and developmental programs used by EEDC in developing their manpower, while internship training method, case study method, and seminar/workshop impacts on the performance of the employees. The researcher recommends that training programmes should be design to acquaint individual participant with specific knowledge and skills required to improve their efficiency in the organization, while serving the career goals of the employee. The need for the manpower developmental policies of the organization to be continuous and in congruence with their strategic policies was also emphasized.

Nwaeke, Obiekwe, and Onyebuchi (2017)<sup>[6]</sup>, conducted a study to examine the impact of manpower training and development on organizational productivity. The study noted that the main purpose of employee training and development is to advance employee skills, knowledge and capabilities which are vital in the improvement and advancement of organizational effectiveness, productivity and profitability, as well as in the development of some competitive advantage over competitors. Training and development are grounded on the principle that the attitudes, skills, behaviors, capabilities and competencies of

employees need to be enhanced in order to achieve organizational set goals and purposes. The purpose, importance and some methods of employee training and development, as well as factors affecting training were discussed. Based on the evaluation and discussion made, conclusions and recommendations which target at enhancing organizational productivity and performance were made with esteem to employee training and development in Nigerian organizations.

**Methodology**

Study Area was Delta State. The research design of the study was descriptive survey research method. The study used structured questionnaire to obtain data. The choice of location was based on proximity, effective coverage and cost minimization.

The sample size of 231 respondents was drawn from population of the study which consists of 548 employees of Wema Bank Plc, Sterling Bank Plc, First Bank of Nigeria Plc and Access Bank Plc in Asaba, Delta State. Research questions were answered using mean score and standard deviation. The hypotheses stated were tested using regression statistics.

**Data presentation and analysis**

Two hundred and thirty-one (231) copies of questionnaires were designed and distributed to the respondents. Out of the 231 Questionnaires distributed, 220 (95%) were completed and returned while 11 (5%) were not returned.

Therefore, 95 percent respondents were a good representation. The frequent table and their respective percentage for gender, age bracket, marital status, qualification, work experience and position in the organization were given below.

**Table 1:** Comprehensive Demographic distribution of employees of Wema Bank Plc, Sterling Bank Plc, First Bank of Nigeria Plc and Access Bank Plc in Asaba, Delta State

Title	Frequency	Percentage
<b>Questionnaire Distribution</b>		
Questionnaires Distributed	231	100%
Returned Questionnaires	220	95%
Not Returned Questionnaires	11	5%
<b>Gender</b>		
Female	138	62.7%
Male	82	37.3%
<b>Age Bracket</b>		
21-30 Years	87	39.5%
31-40 Years	103	46.8%
41-50 Years	23	10.5%
51 Years – above	7	3.2%
<b>Marital Status</b>		
Married	151	68.6%
Single	64	29.1%
Widow/widower	5	2.3%
<b>Educational Qualification</b>		
SSCE	22	10.0%
OND	32	14.5%
HND/B.sc	98	44.5%
MBA/M.sc	68	30.9%
<b>Working Experience</b>		
Below 5 Years	114	51.8%
6-10 Years	91	41.4%
11 Years – above	15	6.8%
<b>Position in the Organization</b>		
Management Staff	73	33.2%
Non-Management Staff	147	66.8%

Sources: Field Survey, 2022

**Data analysis**

**Question one:** what is the extent to which formal education affects competitive advantage in service industry in Nigeria?

**Table 2:** Mean rating of the respondents on extent to which formal education affects competitive advantage in service industry in Nigeria

S. No	Question Items	VGE (5)	GE (4)	ME (3)	LE (2)	VLE (1)	Mean	SD
1	Formal education provides opportunity for acquiring better skills and experiences resign for a job with higher pay.	121(55)	46(21)	29(13)	14(6)	10(5)	4.155	0.078
2	Formal education forms the basis training required for employment and further on-the-job training	100(45)	80(36)	20(9)	10(5)	8(4)	4.082	0.073
3	Formal education provides opportunity to employee to get professional training and skills with certificate	111(50)	55(25)	24(11)	18(8)	12(5)	4.068	0.072
4	Formal education provides opportunity to employee to get specialized training and skills capable promoting organizational competitive advantage	108(49)	76(35)	19(9)	11(5)	6(3)	4.223	0.082
	Grand Mean						4.132	0.0763

Source: Field Survey, 2022

This table shows the opinion of respondents on what is the extent to which formal education affects competitive advantage in service industry in Nigeria. The research items 1, 2, 3, 4 have mean score of above 3.0 point respectively and it was rated moderate extent by respondents. Thereby study revealed that formal education has significant effect on competitive advantage in service industry in Nigeria since formal education provides opportunity to employee to

get specialized training and skills capable promoting organizational competitive advantage. The respondents are in agreement with all the items. (The grand me 4.132 is greater than the cutoff point 3).

**Question two:** what is the extent to which programmed instruction affects large market share in service industry in Nigeria?

**Table 3:** Responses of the respondents on the extent to which programmed instruction affects large market share in service industry in Nigeria

S. No	Question Items	VGE (5)	GE (4)	ME (3)	LE (2)	VLE (1)	Mean	SD
1	Programmed instruction creates confidence in an employee to enable him operates his tasks without obstacles and with efficiency and effectiveness.	110(50)	56(25)	24(11)	18(8)	12(5)	4.064	0.072
2	Programmed instruction provides management with special directive to employee to reduce the need for continuous direction and supervision	105(48)	79(36)	19(9)	11(5)	6(3)	4.209	0.082
3	Programmed instruction provides management written rules and regulation to employee necessary to enhance organizational large market share	121(55)	46(21)	29(13)	14(6)	10(5)	4.155	0.078
4	Programmed instruction gives employee special directive to do job with lesser supervision	101(46)	56(25)	33(15)	19(9)	11(5)	3.986	0.066
	Grand Mean						4.104	0.0745

Source: Field Survey, 2022

This table shows the opinion of respondents on what is the extent to which programmed instruction affect large market share in service industry in Nigeria. The research items 1,2,3,4 have mean score of above 3.0point respectively and it was rated moderate extent by respondents. Thereby study revealed that programmed instruction has significant effect on large market share in service industry in Nigeria since Programmed instruction provides management with special directive to employee to reduce the need for continuous direction and supervision. The respondents are in agreement with all the items. (The grand me 4.104 is greater than the cutoff point 3).

**Test of Hypotheses**

This is aimed at finding out the opinion of the respondents in the questions relating to the research hypothesis. The two hypothesis was tested using single regression.

**Test of Hypothesis One**

**H<sub>1</sub>:** Formal education has no significant effect on competitive advantage in Nigeria service industry.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.965 <sup>a</sup>	.930	.930	.28019		
a. Predictors: (Constant), Formal education						
ANOVA <sup>b</sup>						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	228.794	1	228.794	2914.270	.000 <sup>a</sup>
	Residual	17.115	218	.079		
	Total	245.909	219			
a. Predictors: (Constant), Formal education						
b. Dependent Variable: competitive advantage						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.229	.083		-2.758	.006
	Formal education	1.034	.019	.965	53.984	.000
a. Dependent Variable: competitive advantage						
Source: SPSS version 20						

In testing this hypothesis, formal education was regressed against competitive advantage. The result of the single-regression analysis shows the model to examine the extent to which formal education affects competitive advantage in Nigeria service industry.

**Competitive of Advantage = 0.229 + 1.034 Formal education**

The empirical result shows that the coefficient of formal education has positive effect on competitive advantage; it means that formal education has positive and direct influence on competitive advantage. The results of the t – statistics denotes that the coefficient of formal education was statistically significance. This is because observed values of t – statistics (53.984) is greater than its critical values (0.000). The results of the F – statistical test shows that the overall regression of the hypothesis one was statistically significance. This is because observed value of the F – statistics (2914.270) was great than its critical value (0.000). Again, our empirical result shows that the Pearson product moment correlation analysis (r) was 0.965. The strength of relationship between the two variables was high. However, we reject the null hypothesis and conclude that formal education has positive significant effect on competitive advantage in Nigeria service industry.

**Test of Hypothesis Two**

**H<sub>2</sub>:** Programmed instruction has no significant effect on large market share in Nigeria service industry.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.970 <sup>a</sup>	.941	.941	.25724		
a. Predictors: (Constant), Programmed Instruction						
ANOVA <sup>b</sup>						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	231.484	1	231.484	3498.304	.000 <sup>a</sup>
	Residual	14.425	218	.066		
	Total	245.909	219			
a. Predictors: (Constant), Programmed Instruction						
b. Dependent Variable: Large market share						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.258	.076		-3.381	.001
	Programmed Instruction	1.044	.018	.970	59.146	.000
a. Dependent Variable: Large market share						
Source: SPSS version 20						

In testing this hypothesis, programmed instruction was regressed against large market share. The result of the

single-regression analysis shows the model to examine the extent to which programmed instruction affects large market share in Nigeria service industry.

### Large Market Share = 0.258 + 1.044 Programmed instruction

The empirical result shows that the coefficient of programmed instruction has positive effect on large market share; it means that programmed instruction has positive and direct influence on large market share. The results of the t – statistics denotes that the coefficient of programmed instruction was statistically significance. This is because observed values of t – statistics (59.146) is greater than its critical values (0.000). The results of the F – statistical test shows that the overall regression of the hypothesis one was statistically significance. This is because observed value of the F – statistics (3498.304) was great than its critical value (0.000). Again, our empirical result shows that the Pearson product moment correlation analysis (r) was 0.970. The strength of relationship between the two variables was high. However, we reject the null hypothesis and conclude that programmed instruction has positive significant effect on large market share in Nigeria service industry.

### Summary of the findings

The following are the major findings of the study:

1. The study revealed that there is a positive significant effect of formal education on competitive advantage in Nigeria service industry because formal education provides opportunity to employee to get specialized training and skills capable promoting organizational competitive advantage (t-statistics (53.984) > critical value (0.000).
2. The study revealed that there is a positive significant effect of programmed instruction on large market share in Nigeria service industry because programmed instruction provides management with special directive to employee to reduce the need for continuous direction and supervision (t-statistics (59.146) > critical value (0.000).

### Conclusions

The study concluded that there is a positive significant effect of manpower development on organizational growth in Nigeria service industry, because formal education provides opportunity to employee to get specialized training and skills capable promoting organizational competitive advantage. It provides opportunity for acquiring better skills and experience resign for a job with higher pay, forms the basis training required for employment and further on-the-job training and provides opportunity to employee to get professional training and skills with certificate.

Programmed instruction provides management with special directive to employee to reduce the need for continuous direction and supervision. It creates confidence in an employee to enable him operates his tasks without obstacles and with efficiency and effectiveness and provides management written rules and regulation to employee necessary to enhance organizational large market share.

### Recommendations

1. Employees of service industry in Nigeria should try to acquire formal education as it provides them with the opportunity to get specialized training and skills

capable of promoting organizational competitive advantage.

2. Management of service industries in Nigeria should ensure the use coaching machines, programmed books or filmstrips as instrument of programmed instruction. It should be written clear and understandable language for effective communication between management and staff because it influences the organizational growth

### References

1. Adiele GN, Jide Ibietan. Manpower Training and Productivity in the Nigerian PublicSector: An Appraisal and Human Capital Discourse. *International Journal of Innovative Development & Policy Studies*. 2017; 5(3):1-15.
2. Adeyeye TC. Manpower Development and Economic Growth in Nigeria. *Journal of Economics and Sustainable Development*. 2015; 6(9):23-41.
3. Daniel OC. Effects of Training on Organizational Performance. *Asian Journal of Business and Management*. 2018; 6(5):34-52.
4. Dialoke I, Ukah Finian O, Ikoro Innocent E. Implications of Training and Manpower Development on Employee Productivity Alvan Ikoku Federal College of Education, Owerri. *IIARD International Journal of Economics and Business Management*. 2016; 2(4):12-24.
5. Gadi Dung Paul, Lauko Shadrach Audu. Effects of Training of Academic Staff on Employees' Performance in Federal Polytechnics, Nigeria. *International Journal of Engineering Technologies and Management Research*. 2019; 6(9):1-21.
6. Nwaeke LI, Obiekwe O. Impact of Manpower Training and Development on Organizational Productivity and Performance a Theoretical Review. *European Journal of Business and Management*. 2017; 9(4):12-22.
7. Odongo MS, Owuor D. Effects of Strategic Planning on Organizational Growth (A Case Study of Kenya Medical Research Institute, Kemri). *International Journal of Scientific and Research Publications*. 2015; 5(9):12-21.
8. Owolabi TJ, Amisu OA. Manpower Development & Employee Job Performance in the Nigerian Public & Private Sectors: A Comparative Study of Lagos Broadcasting Corporation and Channels Television. *European Journal of Business and Management*. 2016; 8(4):13-25.
9. Shem JM, Ngussa BM. Effect of Training on Employees' Performance: A Case of Institutions of Higher Learning in Arusha City, Tanzania. *International Journal of Science and Research (IJSR)*. 2017; 6(10):45-52.
10. Tukunimulongo J. Effect of On-The-Job Training on Employee Performance in Kenya: Case of Mumias Sugar Company Limited. *International Journal of Recent Research in Commerce Economics and Management*, 2016.
11. Ademola A. The History of Wema Bank" Retail banking, Commercial Banking, Corporate banking, 2019. <http://www.wemabank.com/newWema/Default.aspx>
12. Ighodaló A. About Sterling | Sterling Bank Plc - The One-Customer Bank". Sterling banking, 2016. Retrieved on 2016-04-22. <https://sterlingbankng.com>

13. Barnes, Noble stoc. Our History | First Bank of Nigeria Ltd, 2019. <https://www.firstbanknigeria.com/about-us/our-history/> [Retrieved on 12-12-2020]
14. Olawoyin O. Nigeria: Access Bank to Become Holding Company: Moves into South African Market (via AllAfrica.com). Premium Times. Abuja, 2020. <https://allafrica.com/stories/202009300593.html> [Retrieved on 30 November, 2020]