Manpower training and organizational objectives in the banking sectors in rivers state, Nigeria

[1]Joy Chidiebere Onuoha & [2] Christopher Onuoha

[1] (Dr.), Department of Taxation, Faculty of Arts, Management and Social Sciences, University of Agriculture and Environmental Sciences (UAES), Imo State, Nigeria. Email: chidieberejoy@gmail.com

[2] (Dr.), Department of Accounting, Faculty of Management Sciences, University of Uyo Nigeria, Email: chrisonuoha.ng@gmail.com

Abstract

This study looked into the connection between organisational goals and employee training in the banking industry in Rivers State, Nigeria. Seven hypotheses were put out for this study, and a questionnaire was created to help the researchers get the data needed to test the hypotheses. The Spearman Rank Order Correlation Coefficient statistical technique was used to test the developed study hypotheses. The results of the test showed a strong correlation between the dimensions of manpower training and the measures of organisational objectives. The researchers came to the conclusion that manpower training drives the organisational objectives of the banking sectors through the service delivery approach and profitability target. Based on the aforementioned, the report advises banking industries to implement skill-development programs and manpower training in order to meet profitability and service delivery goals.

Keywords: Manpower Training, Organizational Objectives Good Service Delivery, Profitability Target

Introduction

The methodical process of improving workers' knowledge, abilities, attitudes, and competencies in order to boost productivity and match personal development with company objectives is known as manpower training (Nwosu & Obiora, 2022). Organizations that invest deliberately in workforce development are better positioned to adapt to change, drive innovation, and consistently meet performance benchmarks while organizational objectives is the specific measurable performance targets that aim to achieve within a defined period.

In Nigeria, the banking sector occupies a pivotal role in the nation's economic architecture, serving as the primary conduit for financial intermediation, credit allocation, and capital mobilization. The Central Bank of Nigeria (CBN) has consistently emphasized the need for capacity building among banking professionals as a prerequisite for sector stability and growth (CBN Annual Report, 2023). Despite the strategic importance of manpower development, many organizations in the state still grapple with underperformance attributable to skill gaps, inadequate training programs, and poor alignment between staff capabilities and organizational objectives (Eze & Amadi, 2021).

Organizational objectives in the banking context typically encompass profitability targets, customer satisfaction indices, regulatory compliance, deposit mobilization, and non-performing loan reduction. According to Okafor, Nnaji, and Chukwu (2023), achieving these objectives requires a workforce that is not only technically competent but also aligned with the strategic vision of the institution. Training involves on-the-job training, mentoring, management development programs, and e-learning platforms serve as critical mechanisms through which banks can bridge competency gaps and reinforce desired organizational behaviors. The nexus between manpower development and organizational performance has been well established theoretically through frameworks such as the Resource-Based View (RBV) and Human Capital Theory (Becker, as cited in Madu & Okonkwo, 2022).

Empirical evidence from Sub-Saharan Africa underscores that banks with structured manpower development frameworks consistently outperform their counterparts on key metrics such as return on assets, customer retention, and operational efficiency (Afolabi & Kehinde, 2022).

In the dynamic and competitive banking industry, achievement of organizational objectives heavily depends on the competence and efficiency of the workforce. The ideal situation would be a banking sector where manpower training is effectively implemented, leading to highly skilled employees who can adapt to technological advancements, improve service delivery, and drive organizational success (Okoye & Nwachukwu, 2019). Such a scenario would result in increased productivity, customer satisfaction, and competitive advantage.

According to Ojo & Abubakar, 2022, the challenges are crucial for formulating strategies that enhance training effectiveness and thereby improve organizational objectives by leveraging it effectively to meet their organizational goals which may hinder the realization of the full benefits of manpower training in the banking sectors. As a result, the researcher examined how manpower training affected organisational goal metrics in this study. Among the goals of the study are:

Examine the relationship between manpower training and organizational objectives in the banking sectors in Rivers State, Nigeria.

Determine the relationship between manpower training and service delivery in the banking sectors in Rivers State, Nigeria.

Ascertain the relationship between manpower training and profitability target in the banking sectors in Rivers State, Nigeria.

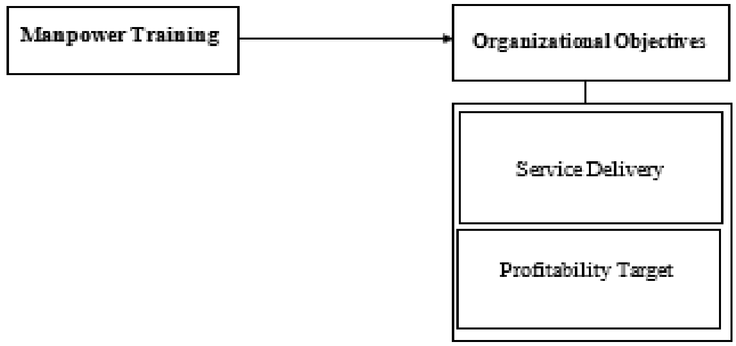

Figure 1: Conceptual framework for the relationship between Manpower Training and Organizational Objectives

Literature Review

Theoretical Foundation

The general systems theory created by biologist Ludwig von Bertalanffy, which postulated that all complex phenomena, whether biological, physical, or social, could be understood as integrated systems of interrelated components working together toward a common goal, is the foundation of systems theory of organisations. Daniel Katz and Robert Kahn (2022), whose foundational work, The Social Psychology of Organizations, reconceptualised organizations as open systems in continuous, dynamic interaction with their external environments, drawing inputs from the environment, transforming them through internal processes, and returning outputs back to the environment (as cited in Okafor et al., 2023).

The core conceptual components of the organizational Systems Theory are: inputs the resources the organization draws from its environment (human labour, financial capital, technology, regulatory guidance, and market information); throughputs or transformation processes the activities through which inputs are converted into outputs (training programs, operational procedures, managerial decisions, customer service processes); outputs the results the organization delivers to its environment (financial performance, customer satisfaction, regulatory compliance, and organizational effectiveness); and feedback loops the mechanisms through which information about outputs is returned to the system to improve future inputs and processes (Nwosu & Obiora, 2022). The theory further distinguishes between closed systems, which operate in isolation from their environment and tend toward entropy, and open systems, which survive and thrive through continuous exchange with their environment a distinction that characterizes all modern banking organizations, which are deeply embedded in regulatory, economic, and social environments.

A critical organizational implication of Systems Theory is the concept of interdependence: no component of the organizational system functions independently or in isolation. A training program, for instance, does not generate organizational outcomes through its own inherent qualities alone; its effectiveness depends on the quality of the organizational context into which it is inserted the leadership environment, the performance management systems, the technological infrastructure, the organizational culture, and the feedback mechanisms that reinforce or extinguish trained behaviors (Eze & Amadi, 2021). Systems Theory thus cautions against simplistic, linear causal thinking about the relationship between training inputs and performance outputs, and instead advocates for a holistic, systemic understanding of how organizational interventions generate results.

The theory explains why training programs even well-designed ones may fail to produce the expected organizational outcomes if the surrounding organizational system is misaligned. The banking sectors that conduct excellent compliance training but lacks a functioning internal audit system, or that provides skills development workshops but maintains a performance appraisal system that does not reward the trained competencies, will not harvest the expected gains from its training investments. Systems Theory therefore directs the researcher's attention to the importance of systemic alignment in maximizing training effectiveness.

Second, Systems Theory supports the study's inclusion of regulatory compliance and operational efficiency as organizational outputs. In the systems framework, these are not merely technical or administrative outcomes but emergent system-level properties that arise from the coherent functioning of trained employees, well-designed processes, supervisory oversight, and regulatory feedback mechanisms working together (CBN Annual Report, 2023).

A bank achieves sustained regulatory compliance not simply because its employees attended a compliance workshop but because compliance knowledge is embedded within a broader organizational system that continuously reinforces, monitors, and updates that knowledge in response to regulatory changes. Third, Systems Theory informs the study's practical recommendations. By establishing that training effectiveness is a system-level phenomenon, the theory supports the study's recommendation that improving manpower training outcomes in the banking sectors requires systemic organizational reforms including leadership commitment to learning, post-training performance reinforcement, alignment of training with strategic objectives, and investment in the technological and supervisory infrastructure that enables trained employees to perform at higher levels. This systemic perspective distinguishes the current study's contribution from narrower, individually focused human capital analyses and enriches its policy implications for the Nigerian banking sectors in Rivers State, Nigeria. In light of the aforementioned, the researcher postulated that:

HO1: There is no significant relationship between manpower training and service delivery
in the banking sectors in River State, Nigeria.

HA1: There is a significant relationship between manpower training and service delivery
in the banking sectors in River State, Nigeria.

HO1: There is no significant relationship between manpower training and profitability target
in the banking sectors in River State, Nigeria.

HA1: There is a significant relationship between manpower training and profitability target in the banking sectors in River State, Nigeria.

Methodology

This study used a quasi-experimental design because both the unit of analysis and the variables were beyond the researcher's manipulative abilities, and the study included 750 employees from the banking sectors in Rivers State as well as the accessible population in the selected metropolis.

Results and Discussions

This study's data was presented and analysed in full here. Frequency tables were created using the Statistical Package for Social Sciences (SPSS) based on the questionnaire responses.

Table 1: Correlations (Manpower Training and Services Delivery)

			Manpower Training	Services Delivery
Spearman's Correlation	Manp. Train.	Correlation Coefficient	1.000	.372
		Sig. (2-tailed)	.	.000
		N	253	253
	Servi. Delvy.	Correlation Coefficient	.372	1.000
		Sig. (2-tailed)	.000	.
		N	253	253

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

Reject the null hypotheses, which suggest that there is a strong association between organisational aims and service delivery, because the hypotheses demonstrated a significant correlation coefficient at (.372) and a p-value of.000, which is less than alpha (0.05).

Table 2: Correlations (Manpower Training and Profitability Target)

			Manpower Training	Profitability Target
Spearman's Correlation	Manp. Train.	Correlation Coefficient	1.000	.394
		Sig. (2-tailed)	.	.000
		N	252	252
	Profty Target	Correlation Coefficient	.394	1.000
		Sig. (2-tailed)	.000	.
		N	252	252

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

The null hypothesis, which suggests that there is a significant association between organisational aims and profitability target, is rejected since the hypotheses reveal a significant correlation coefficient at (.394) and a p-value of.000, which is less than alpha (0.05).

Table 3: Statistics for Organisational Goal Measures

	N	Minimum	Maximum	Mean	Std. Deviation
Services Delivery	252	1.00	5.00	3.9677	.96789
Profitability Target	252	1.00	5.00	3.9893	.98997
Valid N (listwise)	252				

Source: Research data (SPSS output) 2026.

Conclusion and Recommendations

This study examined the connection between organisational goals and labour training in the banking industry in Rivers State, Nigeria.

Ten hypotheses were put out for this study, and a questionnaire was created to help the researcher gather the data needed to evaluate the hypotheses. The Spearman Rank Order Correlation Coefficient statistical technique was used to test the developed study hypotheses. The researcher concluded that the organisational objectives of the banking sectors through service delivery approach and profitability target are driven by the manpower training because the test results showed a significant relationship between the dimensions of manpower training and the measures of organisational objectives. The results also showed that manpower training had a moderating effect on organisational goals. Thus, we deduce that

HA1: In Nigeria's River State, there is a strong correlation between service delivery and workforce training in the banking industry.

HA1: In Nigeria's River State, there is a strong correlation between the banking industry's profitability goals and employee training.

Overall, the study's results demonstrated that organisational goals are favourably and strongly correlated with manpower training. Despite the varieties at workplace in terms of gender, status, occupancy and educational qualifications, the organization can effectively create quality of work life and great place to work through a variety of means which we have found to be the behavioural observation of the employees in the organization, prospect for self-sufficiency and skill development. This will entail the organization appreciative of individual and values, which might provide a useful instrument for organizational objectives. We therefore, recommended that; Banking sectors should constantly streamline business operation as this will enable them to have quality service delivery in other to stand-out among the competitors. In order to adapt to the shifting trends in the corporate environment, banking sectors should develop and effectively manage employee behaviour. To reach the desired profitability, the banking industry should make an effort to use the newest technological advancements.

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