

# **CORRELATE RELATIONSHIP BETWEEN MANPOWER DEVELOPMENT AND JOB SATISFACTION IN EDUCATIONAL SECTOR IN NIGERIA**

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## **Abstract:**

This study focused on the relationship between Manpower development and Job satisfaction in the educational sector in Nigeria. Survey research design was employed and Simple random sampling technique (probabilistic technique) was used to select the sample size from the respondents. A total of 120 respondents were selected from the population in which 100 responses were accurate and found analyzable for this research. Questionnaire was used to collect the data from the respondents, and the data collected were subjected to Pearson Product Moment correlation and Regression analytical methods. These were employed to show the existence of relationship between manpower development and job satisfaction.

The study revealed that there is a positive and significant relationship between manpower development and job satisfaction. The correlation coefficient is 0.742 which indicate a strong relationship between the two variables and also  $R^2$  value of 0.551 explains that 55.1% of the variability in the dependent variable can be explained by independent variable.

The study concluded that manpower planning should be given priority in the study area so as to enhance the productivity of the employees thus increase their job satisfaction.

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**Key Words:** Manpower, Planning, Job Satisfaction, Educational sector, Nigeria

## **1.0 Introduction**

In the history of any organizational set-up, the manpower or employees are very vital in the progress of such. Since the greatest asset that any establishment can possess is the human resources, hence they need to be satisfied on the job before the goals and aspirations of the organization can be attained likewise the employees. However, job satisfaction can be attained after the organization has taken its time and money to develop the employee through training and using other motivational factors like self-esteem, salaries, advancement and recognition on the job. Therefore, job satisfaction is a function of manpower development and other factors, i.e. JS (MD, SA, AD, SE, RE, etc) and when employees are dissatisfied on the job, there are many problems that can emanate from it and such problems include labour turnover, strike, absenteeism, low productivity, low revenue and strain relationship between the management and the union.

Most people that are expected to be in the educational sector as teachers must have had a National Certificate of Education (NCE), University degree up to doctorate degree but findings revealed that those that teaches are not interested in the job originally but because they are unable to get the job of their choice, they took over a teaching appointment in the educational line.

## **2.0 Theoretical Framework**

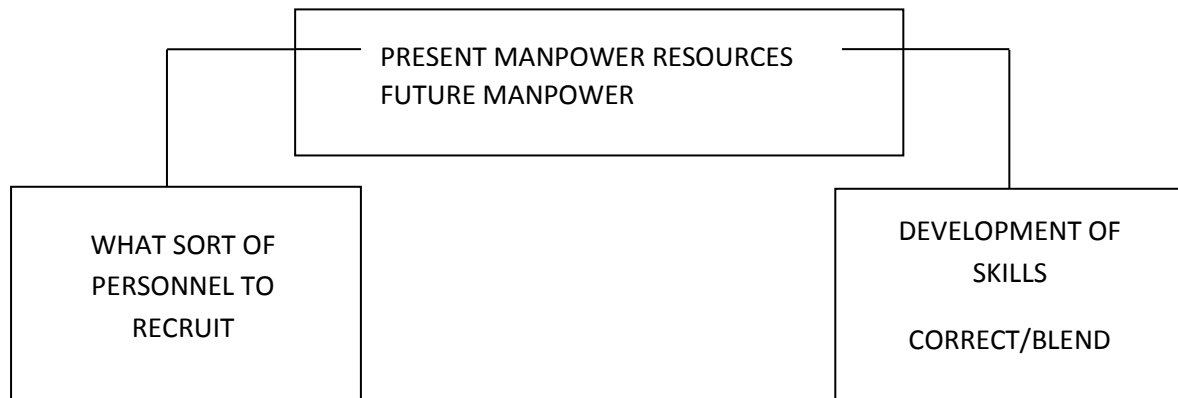
Manpower development is a tool that is being used by the management to create job satisfaction and boost the morale of the employees in the educational sector. Many authors have contributed to the topic manpower development which is achieved through manpower planning which consequently leads to job satisfaction and there is always an agreement through the submission made

by these authors.

## 2.1 Manpower Planning

Adeoye (2002) opined that MP is the supply and demand of human resources in accordance to the manpower requirements within the organisation with the aim of developing a well tailored manpower development programmes to enhance the satisfaction of the employees. Since this is the first stage in planning for MD in any organisation, therefore, MP is not only a question of what sort of people should be recruited today, but also what needs to be done to fit the existing employees into the future situation so as to avoid having a surplus of some skills and a shortage of others as well as reducing the intent of turnover.

**Fig.1. Factors in Manpower Planning**



*Source: Adeoye, 2002: Contemporary issues in human resources management and organizational behavior.*

The requirements for Manpower Planning are as follows:

- a. assessing present manpower resources
- b. establishing future manpower requirements
- c. taking appropriate steps to ensure the supply of manpower that meets the future needs
- d. Working with other departments including accounting or budgeting so that manpower costs can be determined.

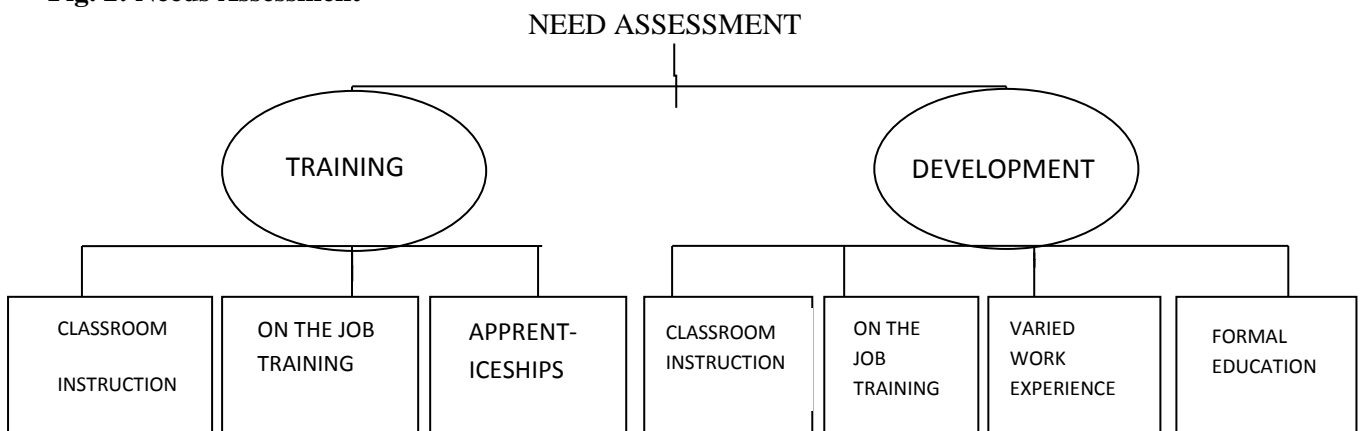
## 2.2 Manpower Development

Manpower Development could also be tagged as training and development of employees which is the acquisition of new skills, and knowledge to bring about proficiency and the potency of such an employee of an establishment (Jones et al. 2000; Okotoni & Erero, 2005). Rao & Narayana (1987) was of the view that Manpower Development is an attempt to bring a change in an individual's attitude and behavior by improving their knowledge, skills and job performance so as to achieve a better fit with the system as well as accomplishing the goals of the organization and that of the individual. They contended that manpower is just an aspect of organizational development which is broader. Training and development is a mode of tilting or a process of altering employees' behavior and attitudes in a way that increases the probability of goal attainment. There are various types of training programmes; some last only a few hours, others last for months. Some are fairly superficial; others are extensive in coverage (Akintayo, 1996; Hodgelts & Luthans, 2000 and Oguntimehin, 2001).

Jones et al. (2000) was of the view that training is a way of impartation on organizational members how to perform their current jobs and helping them acquire the knowledge and skills they need to be effective performers by taking up new responsibilities, and adapt to changing conditions while they opined that developments deals with the building of the knowledge and skills of organizational members so that they will be prepared to take on new responsibilities and challenges but training is being used frequently at lower levels of an organisation. Development is a word that is frequently used with the professionals and managers. However, before the creation of training and

development programmes, managers should perform a needs assessment in which they will determine who among the employees needed to be trained or developed and what type of skills or knowledge they need to acquire (Jones et al., 2000).

**Fig. 2: Needs Assessment**



Source: - Gareth R. Jones: *Contemporary Management, Second edition, 2000, pg 364.*

There are different types of training and development as identified by Jones et al., 2000 and these are: Training forms include classroom instruction, on-the-job training, and apprenticeship while development covers class instruction, off-the-job training, on-the-job training, varied work experiences and formal education.

Ivancevich & Malteson (2002) posits that training as a programme is inevitable and invaluable in the breaking-in stage. Training programmes are imperative and necessary to instruct new employees in proper techniques and to develop requisite skills and effective training programmes will provide frequent and adequate feedback about progress in acquiring the necessary skills. In the same vein, Ajibade, (1993), Adeniyi, (1995), Arikewuyo, (1999) and Adeoye, (2002) submitted that Manpower Development otherwise known as training and development is part of the human resources manager's function. Training is the systematic process of altering the behavior and /or attitudes of employees in a direction to increase organizational goal achievement OR is an effort by the employer to provide opportunities for the employee to acquire job related skills, attitudes and knowledge. Adeoye (2002) argued that developmental programmes are generally geared toward educating supervisory employees above and beyond the immediate technical requirements of the job and has a main objective of improving the effective performance of all managers as well as reducing succession problems.

### 2.3 Objectives of Manpower Development

Adeoye, (2002), Okotoni & Erero, (2005) and Olaniyan & Ojo (2008) enumerated the objectives of Manpower Development with the view that the responsibility of every manager in an organization is to improve or increase the effectiveness of his employees. Moreover, training is an investment in people, so it has some certain objectives to accomplish and these include

- i. to increase the performance of the employees
- ii. to impart knowledge, skills and capabilities to both new and old employees.
- iii. to create room for team spirit and high morale in the organization
- iv. to encourage the employees to develop their career to meet individual yearnings and aspirations.
- v. to help in adaptability of the employees to ever changing work environment and technological changes that is occurring on daily basis.
- vi. to help bridge the gap between existing performance ability and desired performance.
- vii. to help in the creation of job satisfaction for the employees.

### 3.0 Job Satisfaction

Job satisfaction comes to reality in an establishment when an employee has acquired or attained what he/she believes is a motivating factor. What brings job satisfaction in an individual is quite different from each other. In the previous time, researchers have given varied reasons for an employee attaining job satisfaction, some are monetary based, e.g. salary, wages, allowance while others are non-monetary, e.g. promotion, recognition, sponsorship of employees for further training and so on.

Winfield *et al.*, (2000) said that job satisfaction can only be achieved when there is a good rapport between the employer and employee. JB is obtainable when there are motivational factors on ground but in a situation whereby an organization which seeks to coerce its workers for little financial gain and with poor job satisfaction will fail. However, one that relies on the power of money (resource power) but which offers poor job satisfaction may be storing up problems of poor employee loyalty. In a similar way, Ivancevich & Maltson (2002) viewed job satisfaction as an attitude that workers have about their jobs which crops up from their perception of their jobs and the degree to which there is a good fit between the individual and organization. A good number of factors were identified that are associated with job satisfaction and among these factors are pay, work itself, promotion opportunities, supervision, coworkers, working conditions, job security, etc. Moreover, when there is job satisfaction, there is a corresponding high job performance because the satisfied worker is more productive.

Gibson *et al.*, (1997) and Jones *et al.*, (2002) see job satisfaction as an attitude or behavior that individuals have about their jobs and particularly based on their perception about the factors of the conditions and fringe benefits. The main objective of studying job satisfaction is to enable managers have an idea on how to improve employee attitudes. The success of job satisfaction will depend largely on the levels of intrinsic and extrinsic outcomes and how the jobholder views those outcomes. For some people, responsible and challenging work may have neutral or even negative value depending on their education and prior experience with work providing intrinsic outcomes. However, in others such work outcomes may have high positive value because people differ in importance they attach to job outcomes. It was concluded that an individual's expression of personal well being is associated with doing the assigned job.

Ford (1992) viewed job satisfaction via Herzberg's two factor theory that motivator factors are seen as the key to job satisfaction and these motivators include job elements associated with personal growth and development such as autonomy and creativity. It was reiterated that there is a high relationship between job satisfaction and high productivity which are highly appreciated and valued in our society, and various attempts are being made to design work so as to jointly achieve these goals on a continuous basis. JB is also a pleasurable emotional state resulting from the perception of one's job as fulfilling or allowing the fulfillment of one's important job values, provided these values are compatible with one's needs. Reasons were adduced for the importance of job satisfaction for both the employee and employer which are:

- It has some cogent relationship with the mental health of the people
- It is positively correlated with individual physical health
- It publishes the organization by spreading its goodwill
- Individuals can live with the organization
- It reduces absenteeism and turnover intent.

Supervision, work group, job content, occupational level, specialization, age, race, sex, and educational level are key determinants of job satisfaction (Rao & Narayana, 1987).

Cartwright & Cooper (1997) opined that individuals' job satisfaction is a function of both organizational climate and structure. The involvement of workers in decision making process produces more and had a greater level of job satisfaction and help build employees feelings of investment in the company's success, create a sense of belonging, and improve communication channels within the organization. In many studies, it has been detected that nonparticipation in decision making process at work was a predictor of strain and job related stress which most often leads to poor health, escapist drinking, depression, low self-esteem, absenteeism and turnover intent.

#### 4.0 Methods

In order to examine the relationships between manpower development and job satisfaction, a cross sectional survey design was used by collecting data from a defined population. The population of this study made up of all academics and non academics staff of Lagos State University, Nigeria. A simple random sampling technique was used in selecting total respondents of 120 which consists of both academics and non academics members of staff in Lagos State University. The copies of the questionnaire were delivered to the respondent and 100 valid copies of the questionnaire were returned giving 83% response rate. In pursuance of the study objectives, the research instruments used was a structured and non-disguised questionnaire with closed-ended questions, designed from literature review and previous studies.

#### Model Specification

The model as stated below was used to analyze the study:

**Job Satisfaction** = f(Manpower Development)

Where:

**Job Satisfaction** = good take home pay, promotion, attaining individual yearning and aspiration, team spirit, and work improvement

**Manpower Development** = training

#### 4.1 Reliability and Validity Analysis

Reliability analyses are conducted for job satisfaction, manpower development, take home pay, promotion, attaining individual yearning and aspiration, team spirit, and work improvement. Cronbach Alpha scores of the measures ranged between 0.800 and 0.950. The means, Standard Deviation, and Reliability Coefficients for each variable are given in Table 1.

**Table 1: Reliability Coefficients of the Variables**

Scale	Mean	Std. Dev.	Cronbach $\alpha$
Job Satisfaction (overall)	4.25	0.8144	0.950
Work improvement	3.92	0.981	0.811
Take home pay	3.84	1.027	0.811
Promotion	4.39	1.095	0.804
Attaining individual yearning and aspiration	4.56	0.934	0.935
Team spirit	4.56	1.016	0.941
Manpower Devpt (Training)	2.451	1.436	0.916

*Source: Authors' Data Analysis, 2012*

Validity of the instruments was sought through construct validity and external validity test. Construct validity was determined through the elaborate use of literatures related to the study, so as to create element of linkages and correlation with the previous work on the topic. External validity test was conducted by using reality check approach developed by McGrath, MacMillan, and Venkatraman (1995). This was achieved by discussing the content of the instrument with knowledgeable senior colleagues in the fields related to the topic under discussion. Their opinions and views highly correlated with the intention of the authors, which gives credence to the external validity of the instrument.

#### 5.0 Analytical Procedures

The data from the survey were analyzed using Statistical Package for Social Sciences (SPSS) in order to give useful meaning to the data and expantiate more on the research hypothesis. Descriptive statistics was employed to gain more perspectives into the socio-demographic characteristics of the respondents also frequency distribution of the responses was calculated. Correlation analysis (i.e. Pearson Product Moment Correlation) was employed to show the existence of the relationship between manpower development and job satisfaction, while regression is used to

determine the amount of variations in the dependent variable which can be associated with changes in the value of an independent or predictor variable in the absence of other variables.

## 6.0 Empirical Results

### 6.1 Demographic characteristics of the respondents

Table 2 shows the demographic characteristics of the respondents. The table reveals that majority of the respondents are males (52%) and the remaining 48% are females. Respondents who are between 30 and above 50 years of age represent 87% of the entire respondents. Those below 30 years constitute the remaining 13%. Majority of the respondents sampled are married and they represent 72% of the entire respondents while the remaining 28% of the respondents represents single, the Divorced and the Widow/Widower. Analysis of the respondent's educational qualification revealed that 31% of them hold Masters degree, 38% of the respondents are holders of Bachelors' degree or equivalent, while those with NCE/OND make up 10%. The PhD holders constitute the remaining 11%.

**Table 2: Demographic characteristics of respondents**

		Frequency	Per cent
Sex	Male	52	52
	Female	48	48
	Total	100	100
Age	Less than 30	13	13
	30 - 39	40	40
	40 -49	36	36
	50 and above	11	11
	Total	100	100
Marital Status	Single	12	18
	Married	72	72
	Divorced	10	10
	Widower/Widow	6	6
	Total	100	100
Educational Background	B.Sc or equivalent	47	47
	Masters' degree	25	25
	Doctoral degree	10	10
	NCE/OND	18	18
	Total	100	100

*Source: Authors' field survey 2012*

### 6.2 Hypothesis Testing

**Hypothesis one:** there is no significant relationship between manpower development and job satisfaction.

This was tested using correlation coefficients test. Pearson Product Moment Correlation coefficient of 0.742 indicates that manpower development and job satisfaction are significantly and positively correlated with each other at 95% level of significance. Therefore the Null hypothesis of no significant relationship is rejected. Thus, it can be concluded that there is a significant relationship between manpower development and job satisfaction.

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.742 <sup>a</sup>	.551	.534	.278

a. Predictors: (Constant), Manpower Development

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**ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.171	1	1.171	1.881	.001 <sup>a</sup>
Residual	45.416	73	.622		
Total	46.587	74			

a. Predictors: (Constant), Manpower Development

b. Dependent Variable: employee's output

**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.077	.355		5.855	.000
	Manpower Development	1.122	.089	1.59	1.372	.001

a. Dependent Variable: employee's output

**Hypothesis two:** Manpower development has no significant impact on employee's output.

The hypothesis was tested through the regression analysis using the results in table 3 above. As seen in the ANOVA table, there is a significant and positive relationship between manpower development and employee's output with F-value of 1.881. This indicates that the fitted regression equation is significant and the model is a good one. The significant value of 0.000 which is less than 0.005 shows a significant relationship between the variables at 95% level of significance. The outcome of the testing of hypothesis two indicates that Manpower development actually influenced employee's output of workers in Lagos State University with coefficient of 1.122. Thus, it can therefore be confirmed that the null hypothesis of no significant impact is rejected. Therefore it can be concluded that manpower development has a significant impact on employee's output. The R<sup>2</sup> value of 0.551 means that 55.1% of the total variability in employee's output of workers in Lagos State University can be explained by manpower development. In other words the value of R<sup>2</sup> shows that manpower development is a good predictor of employee's output.

**7.0 Conclusion**

The result of the analysis confirmed that manpower development has significant impact on job satisfaction and employee's output in the educational sector in Nigeria. The level of organizational involvement in manpower development (in form of training and retraining) will determine their output and attitude to work. Hence, manpower development should be given priority and necessary support it deserves to enhance employees' output and ensure the continuous survival of the Educational sector.

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