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**MANPOWER DEVELOPMENT: A VERITABLE INSTRUMENT  
FOR INDUSTRIAL HARMONY AND SOCIETAL  
DEVELOPMENT.**

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**Abstract**

*This paper is a study on the linkages among the terms: manpower development, industrial harmony and societal development. It gives brief synopsis of each and outlines how they can be made to work together to engender industrial harmony and both corporate organizational and national development. The paper concludes that meaningful manpower development would necessarily lead to industrial harmony. This will make room for both corporate organizational and national development resulting in the development the entire society in cyclic manner. It illustrates this conclusion with the results of a study on ten companies to verify how they work together and found that implication of manpower development is meaningful organizational, macro national and the resultant societal development.*

The bible tells us that God at creation gave authority to man to subdue the earth as well as replenish it (Gen 1:26-31). One's understanding of this act of God is that man has the authority and power to do with earth what he can to satisfy himself provided that he does not equate himself with God, the creator. Before handing down this authority and power to man, it was abundantly made clear in the beginning part that God created all other things before creating man. After making man in His own very image, he handed all

things over to man for his development and satisfaction (Gen 1:1-25). Thus it is not out of place to infer from this passage on the creation account and from experience that man possesses the right to develop things for himself. In other words, the purpose of development is man's satisfaction and the instrument of development is man. So man is the source of development and development is for man. We all know that man undergoes several stages of development before he gets to a point he himself becomes a tool for and of

development of his environment for his enjoyment. In the same way societal development is for the man who himself is a part and parcel of the society.

Take development in the Nigerian telecommunications sector, for instance, its essence is man, because it was made possible by man for the use of man. Onuka (2004) posits that good development is engendered by a good development plan. The development of manpower must also be planned, as no development takes place without the involvement of man. It is, however, noteworthy that development is multifaceted and integrative. It includes manpower, economic industrial, political and cultural development. All of these together form the basis for societal development.

Societal development is here equated with all forms of development that take place within a national boundary. According to Jhingan (2003), development and growth are distinguished by the nature of change in the life of a people. He posits that development is a discontinuous and spontaneous change in the stationary state which permanently alters and changes the equilibrium state previously existing, whereas growth, he states, is a gradual and steady change which, in the long run, brings gradual increase in savings and population. Kindleberger (Jhingan, 2003) posits development goes with growth, which refers to increased output while development is the change that occurs in the composition of output and in the allocation of inputs by the various sectors. Onuka (2004) defines development "as positive change in the status, condition and way of living of a people". He also views development as covering all sectors of an

economy, submitting that it is also "systematic and sustainable growth recording positive change in the standard of living of the people and in the economy each successive year". Thus development may be viewed as a multifaceted growth in an economy as a result of change that result in sustainable improvement in the general well-being of the people, and enlarging the horizon of the citizenry and their living standards. National (societal) "development is the mobilization, organization and utilization of the people and resources towards the accomplishment of national goals and objectives in terms of political, economic, technological ... which incorporates societal values..." (Onuka, 2004).

In a nutshell, development is a positive change in the life of a people in a manner that is permanent and varies only positively and progressively by the day.

Manpower has been variously referred to as human capital, human resources or personnel. Oni (1996), Odumosu (1996), Ahmed (1996) and Onuka (2004) all point out that human resource development is fundamental to national development. Odumosu (1996) opines that human resource development has a significant role to play in national (societal) development. Onimode (2000) believes that knowledge is power and thus supports a paradigm shift to human resource development as a fundamental basis for all forms of development. Thus, African countries must take advantage of their human capital by developing the education sector to engender the development of the continent. This is because no meaningful development, be scientific, technological, political or economic, can take place

without the composite development of the human capital alongside these sectors. Infact Drucker (Umoru-Onuka, 1996) points out that the greatest source of wealth of any nation or society is its developed human capital. Therefore, societal development occurs when every facet of humanity and his environment is improved and seen to have been positively developed.

In any area of human endeavour, the entrepreneur is human, the managers are human just as the workers are human. In the business world, the four production mix is made up of man, money, market and management, just as we have four factors of production in economics: land, labour, capital and entrepreneur. Therefore, whether it is in business or economics, these *production factors* refer essentially to man because the two key factors in bringing about production are the entrepreneur and labour or man and management.

Thus for improved production which is essentially the main source of societal development, there is no doubt that no development can take place if man is not involved in it and if its purpose is not to improve the well being of man. Onimode (2000) captures this essence of national development, when he states that: *'The phenomenal rate of transformation (development) of the countries of the pacific region re-confirms the cliché that knowledge is power. education has been the most dominant factor in the transformation of these countries'*.

He also insists that the predominance of the virtues of knowledge in the development process cannot be wished away. Onuka

(2004) feels human resource development is the bedrock of societal development. This assertion agrees with the view of Iwayemi (2001) that development evolved from being synonymous with rising level of per capita income to the more embracing concept of sustainable human development. As human beings initiate and execute all developmental efforts ultimately for man, manpower development is a necessity that cannot be taken for granted. It has to be planned for, organised and developed so that manpower can be utilized for the benefit of man. Manpower development which starts with manpower planning must be an integral part of national development plans, if it were to yield the necessary and required results.

Thus, it was necessary to find out how industrial harmony and societal development has been enhanced by the continuous education of manpower in the Nigerian Society.

#### Study Question

The following question was posed in order to address the problem of the study.

Does manpower development necessarily promote industrial harmony in organisations in Nigeria and societal development?

#### Hypotheses

The hypotheses for the study were as follows:

H01: There is no significant difference between the contribution staff who attended continuous education programme and the one of those who did not to societal development in terms of performance.

H02: There is no significant difference between the contribution of staff who attended continuous education programme and the one of those who did not to societal development in terms of attitude to industrial harmony.

#### Sample and Sampling Procedure

A sample of fifty respondents was purposively selected from each of the ten industries used in the study, making a total of five hundred subjects (ensuring that at least 50% of the sample was made up of labour leaders). The industries were education, communications, transportation, banking, agriculture, manufacturing, maritime, aviation, research institutes, and other financial sector institutions.

#### Instrumentation

Three instruments were used for the study. First, a fifteen four-point rating scale was and post-training performance assessment of the staff who attended training programmes Supervisors used them to rate those who attended courses up to five times and those attended less than that number of times in seven years. Another fifteen four-point attitude scale was designed and validated as with the second instrument and reliability and construct validity coefficients of 0.78 and 0.64 were respectively obtained.

#### Administration of the instrument

The researchers and their trained assistants administered the instrument on the respondents in their various establishments in Lagos and Ibadan. The performance evaluation sheet was administered in four organisations where very high level of manpower development took place (the

designed and validated through expert judgement. The instrument was then pilot tested on a sample of 30 respondents yielding a test-re-test reliability co-efficient of 0.689 and a cronbach alpha validity co-efficient of 0.617. The instrument was meant to determine the level of manpower namely very high, high, low, and very low; number of industrial disputes in the industry as well as their effects of these on the industries administered on the respondents. A performance evaluation sheet was constructed and validated by the researchers after pilot testing, using administer-re-administer to obtain a reliability coefficient of 0.78 and also obtaining construct validity coefficient of 0.69 factor analysis of the items. It contained fifteen items which measure general performance with two columns of a four point rating used as pre-training

fifty who attended five times and above from each organisation and another fifty with record of attendance at such training of less than three times making a total of 200 for each of the categories). The third instrument was administered in the same way the second was.

#### Data Analysis

The data gathered from the study were analysed qualitatively for question one, while the first and second hypotheses were analysed using t-test.

#### Results

The results which were analysed qualitatively are shown in Table 1 below:

#### Table 1:

Respondents' perceived relationship between manpower development, and industrial harmony and societal

development. This provides answer to question one.

Organisation	Level of Manpower Dev.*	No of Industrial Disputes	Effects	Remarks
A	Very High (69.8%)	Nil	Peace and harmony leading to attainment of corporate objective	Market base expansion due to development of new and improved products
B	High (55%)	One dispute in five years.	Relative peace and harmony	Relatively improved market as a result of relative dev of new products
C	Very High (71.0%)	Nil	As in A	As in A
D	Low (38.1%)	Two in three years	Disruptions in production	Loss of man – hour, loss of market, and lay off of some employees
E	Very Low (23.5%)	Twice in a year in the last five years	Incessant disruptions in production	Loss of much market, production below capacity and the subsequent lay-off of about 40% of the employees
F	High (57.03%)	As in A	As in A	As in A
G	Very High (72.04%)	As in F	As in F	As in B
H	High	Three times in six years	As in B	Marginal market increase no expansion and no new employment
I	Very low (31.001%)	Four times in three years	As in D	As in D
J	Very High (69.97%)	Nil	As in A	Rapid expansion, increased number of employees and

				expanded market base.
J	Very High (69.97%)	Nil	As in A	Rapid expansion, increased number of employees and expanded market base.

\*

**Legend:** A four –category instrument of Very high, high, low and very low were used to investigate the contribution of manpower development in ten companies to industrial harmony and societal development.

Very high implies that over 70% of the employees had attended development programme in – house or otherwise up to five times each in the last ten years (particularly union leaders), high was the rating giving a company where up to 55% of the staff (including the union leaders) had attended dev programmes up to 5 times in the last ten years), low is a situation whereby less than 40% had attended 5 times and very low means that less than 20% had done so.

Table 1 above confirms the fact that there is a high correlation between levels of manpower development on the one hand, and industrial harmony and societal development on the other. Low or very low level of manpower development contributed very insignificantly to industrial harmony and societal development because of the number of disputes that occurred and the resultant shrink in market share and lay off of employees. This jeopardized the purpose for which industrial disputes were declared. Industrial disputes are declared so as to

resolve industrial differences between management and employees in order to move the organisation forward, but fruitful negotiation was informed by the level of manpower development on both sides of the divide. Besides the number of strikes that may be attendant to low level of education, such also contributes very to total stoppages of work and thus low level of development as is almost always the case when the non academic union of universities in Nigeria, while that is not the case with the academic staff union of universities. Whereas the high and very high levels of manpower development culminated in expanded market share which in turn creates more employment and expansion opportunities for societal development thereby confirming the findings/ assertions of Onimode (2000), Iwayemi, (2001) and Onuka, (2004) that there is high correlation between national/societal development and human (capital) development.

In addition, physical observation of the various organisations bore witness to the positive relationship between the level of manpower development on the one hand and industrial harmony and societal development on the other. Though this was in varying degrees, yet the degree of relationship was dependent on the level of



perceived manpower development, indicated in table 1 above. These outcomes of tying productivity to level of manpower development are in tandem with the UN millennium development goals and the principles of the Nigerian National Economic Empowerment Development Strategy (NEEDS) of eradicating poverty thereby raising the level of development of the human society at large (van de Sand, 2005) and NEEDS document (2004) as well as the view of (Knoll, 2006) that is essential to development is lifelong education.

**Table 2**

Summary of the t-test statistic the pre- and post- aggregate assessment of staff who attended training five times and above and those who did not attend up to three times (in terms of performance).

Group	No of cases	Pretest Mean/S.D	Posttest Mean/S.D	Calculated T	Critical t	P-level
Those who attended training 5x	200	65.12 (10.24)	89.10 (10.66)	13.61	2.01	0.05
Those who attended training less than 3x	200	63.0 (9.93)	71.9 (10.41)			

DF = 398

Table 3

Summary of the-test statistic the pre- and post- aggregate assessment of staff who attended training five times and above and those who did not attend up to three times (in terms of attitude).

Group	No of cases	First rating (pretest) Mean/S.D	Second rating (posttest) Mean/S.D	Calculated t	Critical t	P-level
Those who attended training 5x	200	61.12 (11.23)	79.16 (10.76)	12.61	1.98	0.05
Those who attended training less than 3x	200	65.0 (10.93)	74.78 (9.41)			

DF = 398

From tables 2 and 3, it can be seen that both hypotheses are to be reject because t-critical as obtained from the table are respectively less than the calculated in both cases implying that both in terms of performance and attitude to industrial harmony, differences exist between both groups (positively in both instances in favour of those who attended training five times and above as opposed to those who attended less than three times.

These findings confirm the preliminary finding of this work that continuous education (manpower development of the staff) promotes both industrial harmony and societal development. They also conform with the findings of (Onuka, 2007) that the research-oriented worker (a form of continuous education) performs better than his counterpart who does and of course possesses positive attitude to work as he is better equipped and becomes more confident about his ability to do his perfect well.

These outcomes tie productivity to the level of manpower development and are in tandem with the UN millennium development goals and the principles of the Nigerian National Economic Empowerment Development Strategy (NEEDS) of eradicating poverty. These raise the level of development of the human society at large (van de Sand, 2005) and NEEDS document (2004) as well as the view of (Knoll, 2006) that is essential to development is lifelong education.

The reason for this positive development from continuous training of the worker ensues from that human tends to want to learn more readily from those he does not frequently interact with, which constant training affords him. It also affords the opportunity of sharing experiences which can thus become enriching in the work place and often learns how to better relate with as well as address problems without recourse to violence or unnecessary protest, which attitude in turn ensures industrial harmony and the attendant societal development. This positive development, therefore, implies that organisation should realize the fact that continuous education can be a veritable tool of promoting peace and harmony in the industry. Thus, we need manpower development for our national development rather than foreign investors who will come with their manpower and colonise us economically again.

#### Conclusion

The essence of manpower development is to promote sectoral growth and macro national development and thus the development of the entire society. A well-developed manpower is also sure to

promote industrial harmony, as it will foster the understanding of the tenets of industrial relations. Manpower development must be fostered to keep pace with industrial and other sectoral developments in the economy. In fact sectoral (industrial) manpower development must be deliberately embarked upon and also be made to match each sectoral need. The lack of sectoral/industrial manpower development inhibits national/societal development and thus a barrier to the current crusade to woo foreign investors to Nigeria, to take over our economy, which again in a way amounts to begging our former colonial over lords to come back and recolonise Nigeria and Africa because we do not have the requisite sectoral manpower. They will in turn repatriate substantial part of their profits home and also bring their workforce into the country, thereby in a way increase our local unemployment rate. These would have some adverse effects on our manpower development programme if any. The effect of this development on the other sectors of the economy apart from the industrial sector may not be profitable to Nigeria and Africa.

#### Recommendations

It is thus suggested that sectoral/industrial manpower development must be taken very seriously, if Nigeria and indeed Africa really want to develop our entire society that:

- The Ministry responsible for manpower development should involve all stakeholders in the Nigerian society and indeed Africa viz: government, the private sector, the individual, the religious people,

the non-governmental, inter-governmental organisations etc and also invest in sectoral manpower development particularly in the sector that each stakeholder has interest.

- Government should create the enabling environment for these sectoral/industrial developments being advocated in this study.
- Government must not hands-off investment in and the funding of education. In a nutshell, every hand must be on deck in developing sectoral manpower, so as to

engender industrial harmony for unfettered societal development.

A holistic approach to development of the society can only emerged when holistic approach to evolution of manpower development is adopted. Thus, government and other stakeholders should formulate a holistic approach to manpower development with a monitoring set up to ensure that each adheres to the policy so formulated.

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