

Impact of Manpower Development on Organizational Performance in Northern Noodles Limited, Kaduna

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Abstract

This study examined the impact of manpower development on organisational performance in Northern Noodles Limited. The study was motivated by the growing recognition that effective workforce development practices are essential for enhancing productivity, profitability, and overall organisational efficiency in manufacturing firms. Specifically, the study investigated how manpower development practices such as training and development, mentoring, job rotation, and career development influence organisational performance. The study adopted a descriptive survey research design, while primary data were collected through structured questionnaires administered to employees of the organisation. A census approach was adopted, covering the entire population of 316 employees, out of which 293 valid responses were retrieved and analysed using Statistical Package for Social Sciences (SPSS) version 25. Descriptive statistics, Pearson Product Moment Correlation, simple linear regression, and Chi-square tests were employed for data analysis. The findings revealed that manpower development has a strong positive and statistically significant relationship with organisational performance. The correlation result showed a strong association between manpower development and organisational performance ($r = 0.612$, $p < 0.01$), while the regression analysis indicated that manpower development significantly predicts organisational performance, accounting for 37.4% of the variation in performance outcomes ($R^2 = 0.374$). The Chi-square result further confirmed a significant association between manpower development and organisational performance. The study concluded that manpower development is a strategic driver of organisational performance. Consequently, the study recommended that management should invest continuously in employee training, mentoring, career development, and performance evaluation systems to improve productivity, efficiency, and long-term organisational competitiveness.

Keywords: Manpower Development, Mentoring and Coaching, Performance Appraisal Organizational Performance, Training and Development, Succession Planning,

JEL Classification: M12, M53, O15, L25, J24

1. Introduction

In an era characterized by rapid technological change, globalization, and heightened market competition, organizations increasingly recognize manpower development as a strategic driver of sustainable organizational performance. Manpower development refers to the continuous process of improving employees' skills, knowledge, and competencies to enhance their productivity and adaptability within the workplace (Armstrong & Taylor, 2023). As organizations strive to remain competitive in dynamic environments, the development of a

competent and innovative workforce has become essential for achieving operational efficiency and long-term growth. The resource-based perspective suggests that human capital constitutes a strategic asset capable of generating sustained competitive advantage when properly developed and managed (Barney, 2000; Igudia, 2021).

Empirical evidence indicates that firms with well-structured manpower development initiatives often experience higher employee productivity, reduced labour turnover, improved profitability, and enhanced organizational adaptability (Shela et al., 2023; Edeh et al., 2023). These outcomes are particularly critical in the manufacturing sector, where workforce competence significantly influences production efficiency, product quality, and operational effectiveness. The World Economic Forum (2023) reports that more than 50 percent of employers globally consider employee upskilling and reskilling as key strategies for improving firm performance and maintaining competitiveness in the evolving global economy.

In Nigeria, the need for effective manpower development is even more pronounced due to persistent skill gaps, inadequate training structures, and weak alignment between educational outputs and industrial requirements (National Bureau of Statistics [NBS], 2022). The manufacturing sector, which contributes approximately 9 percent to Nigeria's Gross Domestic Product and employs over seven million people, continues to face productivity challenges partly attributed to insufficient investment in workforce development (Ogundipe & Olarewaju, 2020). Studies have also emphasized that in resource-constrained environments such as Nigeria, targeted investments in employee training and development remain one of the most effective strategies for enhancing organizational performance (Chigozie et al., 2018; Anosa, 2021).

Northern Noodles Limited, a key player in the fast-moving consumer goods (FMCG) sector located in Kaduna, operates in a highly competitive manufacturing environment that requires continuous innovation, efficiency, and quality assurance. To sustain its market position and respond to increasing consumer demand, the company must rely on a skilled and responsive workforce capable of maintaining high production standards and embracing operational improvements (Oyedele, 2019). Yet, like many organizations, Northern Noodles Limited may face a common challenge: implementing training and development programs without adequately aligning them with organizational goals or evaluating their effectiveness. As Akintunde and Dawodu (2018) and Ogola and Dogood (2020) observed, this practice often results in suboptimal outcomes and inefficient resource utilization across various industries. This study therefore investigates whether, and to what extent, this challenge exists within Northern Noodles Limited.

Despite the recognized importance of manpower development, empirical evidence linking workforce development initiatives to organizational performance within private manufacturing firms in Northern Nigeria remains limited. Additionally, previous studies have reported inconsistent findings regarding the specific manpower development practices that most strongly influence performance outcomes (Otoo & Mishra, 2018; Hopkins, 2020; Chams & García-Blandón, 2019). Against this background, and given the potential training-alignment problem noted above, this study examines the impact of manpower development on organizational performance specifically within Northern Noodles Limited, Kaduna. The company was selected for this study because: (a) as a medium-scale FMCG manufacturer in Kaduna, it is representative of similar firms in Northern Nigeria where empirical evidence is scarce; (b) its competitive environment makes workforce effectiveness particularly critical; and (c) no prior study has systematically examined manpower development practices within

this specific company. The study specifically investigates how training, mentoring, job rotation, and career development practices influence employee productivity and organizational profitability, while also identifying challenges affecting the effectiveness of manpower development programs.

The rest of the paper is structured as follows; Section 2 is the literature review, Section 3; methodology, Section 4; discussion of findings while Section 5 concludes the paper.

2. Literature Review

2.1 Conceptual Review

Manpower Development

Armstrong and Taylor (2023) defined manpower development as a continuous process of improving the capabilities, knowledge, skills, and attitudes of the workforce to enhance their performance and align them with organizational objectives. While Ogundiran (2018) described manpower development as a systematic process of training and developing employees' skills, knowledge, and abilities to improve their efficiency and productivity within an organization. For the purpose of this study, manpower development is defined as the systematic process of enhancing employee competencies through training, mentoring, job rotation, and career development activities, aimed at improving individual productivity and organizational profitability.

Components of Manpower Development

- (a) **Training and Development:** Training and development are essential components of manpower development that enhance employees' skills, knowledge, and competencies needed for effective job performance and future responsibilities. While training focuses on improving employees' abilities to perform current tasks, development prepares them for long-term career growth and leadership roles (Armstrong & Taylor, 2023). Organizations increasingly rely on structured training programmes to improve productivity, efficiency, and workforce adaptability in today's knowledge-driven economy (Noe et al., 2020). In addition, initiatives such as mentoring, coaching, and leadership training foster innovation and succession planning. The use of digital learning platforms and remote training has further expanded access to development opportunities, especially in modern hybrid work environments (Rodriguez et al., 2017). Therefore, effective training and development programmes contribute to employee motivation, retention, and organizational resilience when aligned with strategic.
- (b) **Succession Planning:** Succession planning is an important component of manpower development that focuses on identifying and preparing employees to occupy key leadership positions within an organization. It helps ensure business continuity, reduces leadership gaps, and promotes internal career advancement by developing employees' leadership capabilities (Tamunomiebi & Okwakpam, 2019).

According to Pambudi et al. (2024), effective succession planning involves identifying high-potential employees and providing them with mentoring, coaching, and leadership development opportunities aligned with organizational strategic needs. In modern organizations, formal succession planning strategies enhance organizational stability, adaptability, and long-term growth, particularly in environments facing talent shortages

or workforce transitions (Ballaro & Polk, 2017). When integrated into manpower development strategies, succession planning strengthens leadership pipelines, supports knowledge transfer, and contributes to the development of a resilient and future-ready workforce

- (c) **Mentoring and Coaching:** Mentoring and coaching are important components of manpower development that enhance employee skills, leadership capacity, and organizational performance. Mentoring focuses on long-term career development through guidance and support from experienced professionals, enabling knowledge transfer, professional growth, and the reinforcement of organizational culture (Clutterbuck et al., 2019). Coaching, on the other hand, is more performance-oriented and aims at improving specific competencies and addressing performance challenges through structured feedback and goal-oriented sessions (Bozer & Jones, 2018). Research shows that organizations that implement structured mentoring and coaching programmes experience higher employee satisfaction, leadership readiness, and improved career advancement opportunities (Shier et al., 2020). In modern workplaces, these practices support continuous learning, talent retention, and leadership development, thereby strengthening organizational adaptability and long-term performance (Garvey & Stokes, 2021; Bachkirova & Jackson, 2024).
- (d) **Performance Appraisal:** Performance appraisal is an important component of manpower development that provides a systematic process for evaluating employee performance and aligning individual contributions with organizational goals. It supports key human resource decisions such as training, promotions, compensation, and succession planning (Lloyd, 2024). Effective appraisal systems help clarify performance expectations, provide constructive feedback, and encourage continuous employee development (Pulakos et al., 2019). Modern organizations increasingly adopt digital performance management systems that enable real-time feedback and improved monitoring of employee progress (Adawiyah, 2024). Additionally, performance appraisal helps identify training needs and guide career development, thereby enhancing employee motivation, accountability, and productivity. When implemented fairly and transparently, it contributes significantly to workforce development and long-term organizational effectiveness (Tarigan et al., 2023).

Organizational Performance

Danlami (2011) defines organizational performance as the ability of an organization to effectively utilize its available resources to achieve operational and strategic goals. Similarly, Anyanwu (2016) describes organizational performance as the collective outcome of managerial decisions and employee actions aimed at improving profitability, innovation, and customer loyalty, highlighting the role of strategic human resource management practices in enhancing firm outcomes. Expanding this perspective, Mike-Okumu and Mawejje (2020) conceptualize organizational performance as the capacity of an organization to remain resilient, adaptable, and innovative while meeting the expectations of various stakeholders. Therefore, organizational performance reflects both financial and non-financial outcomes, often assessed using indicators like profitability, productivity, customer retention, and employee satisfaction.

2.2 Theoretical Framework

This study adopts the Resource-Based View (RBV) as its underlying theoretical framework. Initially introduced by Wernerfelt (1984) and further refined by Barney (1991), the RBV emphasizes that an organization's ability to gain and sustain competitive advantage lies in its effective deployment of internal resources that are valuable, rare, difficult to imitate, and not easily substituted. Within this context, human resources when properly developed and managed constitute a strategic asset capable of enhancing overall organizational performance. The relevance of RBV to this study stems from several core considerations. First, the theory acknowledges human capital as a key internal resource, suggesting that structured manpower development initiatives such as training, mentoring, and succession planning can significantly contribute to firm-level success. Second, RBV offers a clear conceptual link between internal resource development and measurable organizational outcomes, which aligns with the central objective of this study: to assess how manpower development impacts the performance of Northern Noodle Limited, Kaduna. Third, as the study adopts a case study approach, RBV is particularly appropriate, given its emphasis on the uniqueness of firm-specific capabilities and resources. Lastly, unlike broader systems-based models, RBV provides a more targeted explanation of how internal capabilities especially those related to human resource development can drive sustainable performance outcomes. In view of the above, the RBV offers a robust and strategically aligned lens for examining the contribution of manpower development to organizational performance, particularly within the context of manufacturing firms in Nigeria.

2.3 Empirical Review

This section presents a review of empirical studies that have examined the relationship between manpower development and organizational performance. For instance, Nisak et al. (2025) carried out a study on human resource development strategy at PT. Bintanindo Sukses Perkasa, with particular attention to how strategic HR development initiatives contribute to improving employee performance. The study adopted a qualitative approach using a descriptive method to analyze employee performance outcomes in relation to training programs. The results showed that the implementation of various skill-based training sessions, such as project, finance, legal, HRD, and administrative training, contributed significantly to improvements in employee performance.

Closely related, Nakra and Kashyap (2024) investigated socially responsible human resource practices in Indian firms. Using regression analysis on survey data collected from 620 employees, the study revealed that employee-oriented HR practices positively influenced organizational sustainability performance. Similarly, Bilderback (2024) conducted a systematic review of 36 articles to examine how integrating sustainability training with the United Nations Sustainable Development Goals (SDGs) promotes organizational sustainability. The findings revealed that sustainability-oriented training improves employee satisfaction, environmental responsibility, and long-term organizational adaptability.

In a similar vein, Nama et al. (2022) assessed the effect of coaching and mentoring on municipal employee performance in South Africa. The study employed a cross-sectional survey design and collected data from 115 employees using stratified random sampling. Data were analyzed using correlation and chi-square tests. The findings indicated that mentoring and coaching significantly improved employee performance and service delivery. Likewise, Timothy (2022) examined the influence of managerial human capital on innovation and

productivity in Tanzanian SMEs. Using partial least squares structural equation modeling on data from 309 firms, the study found that higher educational attainment among managers led to increased non-technological innovation and productivity, with marketing innovation playing a mediating role.

Similarly, Nnadi and Ndubuisi (2021) analyzed the impact of manpower development on organizational growth in Nigeria's service sector. Using regression analysis on data collected from bank employees, the study confirmed that formal education and structured training significantly enhanced competitive advantage and market share. In the same direction, Anosa (2021) investigated human capital development and organizational productivity in selected manufacturing firms in South-East Nigeria. The study adopted a survey design and sampled 302 employees from a population of 1,229 across 15 manufacturing firms. Data were analyzed using percentages and t-statistics, and the results indicated that training, employee engagement, and knowledge accessibility significantly improved organizational productivity.

Furthermore, Girdwichai and Sriviboon (2020) explored the relationship between employee motivation, training, and performance among academic staff in Indonesia using Structural Equation Modeling with Partial Least Squares (SEM-PLS). The findings revealed that training had a positive and significant effect on employee performance. Consistent with this finding, Etim et al. (2020) examined the relationship between manpower planning and organizational effectiveness in a Nigerian public bureau using Pearson correlation and linear regression techniques. The study found a strong positive relationship between structured manpower planning and improved organizational outcomes between 2010 and 2019.

Similarly, Otoo (2019) examined the mediating role of employee competencies between human resource development practices and organizational effectiveness in Ghanaian banks. The findings indicated that employee competencies significantly strengthened organizational effectiveness. In addition, Mustapha (2019) investigated skill gaps and job performance in Nigeria's National Inland Waterways Authority (NIWA) using survey and correlation analysis. The study revealed that limited investment in staff development was associated with poor employee performance and low productivity.

In the same direction, Kareem (2019) investigated the effect of human resource development practices on organizational effectiveness in Iraqi public universities using structural equation modeling. The results confirmed that training, talent management, and career development significantly enhanced institutional effectiveness. In an earlier study, Ogundiran (2018) examined manpower development as a tool for enhancing employee productivity in Nigerian organizations and concluded that effective training, when combined with strategic planning and evaluation, significantly improved employee productivity.

Although a considerable number of studies have examined manpower development and its influence on organizational performance, certain gaps remain evident in the existing literature. A review of existing studies indicate that much of the empirical evidence, including the works of Nisak et al. (2025), Nakra and Kashyap (2024), and Nama et al. (2022), has largely concentrated on broad human resource development practices such as training, sustainability-oriented HR practices, mentoring, and coaching. While these contributions are valuable, relatively less attention has been given to other important aspects of manpower development, particularly succession planning and structured performance appraisal systems.

Furthermore, a significant proportion of the existing empirical studies were conducted outside Nigeria, which raises questions about the extent to which their findings can be generalized to Nigerian organizations given the differences in institutional settings and workplace realities. Even within the Nigerian context, studies such as those by Nnadi and Ndubuisi (2021) and Ogundiran (2018) have mainly focused on organizational growth and productivity rather than specifically examining employee job performance. Consequently, there remains limited empirical evidence that simultaneously considers key manpower development practices and their implications for employee job performance within Nigerian organizations. This study therefore seeks to contribute to the literature by addressing this gap.

3. Methodology

3.1 Research Design

The study adopts a descriptive survey research design. This design is appropriate because it allows the researcher to describe the characteristics of a population and examine relationships between variables without manipulating any conditions (Creswell & Creswell, 2018). A descriptive survey design is particularly suitable for studies that aim to collect data from a large number of respondents within a single organization, as it enables efficient data collection through standardized instruments (Saunders, Lewis, & Thornhill, 2011).

3.2 Population of the Study

The target population of this study consists of all employees of Northern Noodles Limited, Kaduna, including management, supervisors, and line staff. According to the human resource department of the company, as of December 2025, the total number of employees stands at 316. This comprises 32 management staff, 68 administrative/supervisory staff, and 216 production and support staff.

Because the population size is manageable (fewer than 400 employees), a census approach was adopted instead of sampling. According to Sekaran and Bougie (2016), when a population is relatively small (typically under 400), it is preferable to study the entire population rather than draw a sample, as this eliminates sampling error and enhances the representativeness of findings. Consequently, all 316 employees of Northern Noodles Limited constitute the study population, and no sampling technique was applied. Every employee was invited to participate in the survey. A breakdown of the population of the study is given in table 1

Table 1: Population of the Study

S/N	Category	Number of Employees
1.	Management Staff	32
2.	Administrative/Supervisory Staff	68
3.	Production and Support Staff	216
	TOTAL	316

Source: Human Resource Department of Northern Noodles Limited, Kaduna. 2025

3.3 Sample and Sampling Technique

Because the total population of 316 employees is manageable, a census approach was adopted instead of sampling. No sample size was calculated, and no sampling or proportional allocation

formula (such as Bowley's) was applied. The entire population of 316 employees served as the study's sample frame, and all 316 employees were targeted for data collection. This approach ensures that every employee of Northern Noodles Limited had an equal opportunity to participate, thereby enhancing the external validity of the findings. Additionally, a census eliminates sampling error entirely, which is particularly important in a case study of a single organization where accurate representation of all employee categories is essential (Kalton, 2014). As shown in Table 1, proportional representation across the three employee categories is automatic because all members of each category are included. This allows for meaningful subgroup analysis by management, administrative/supervisory, and production/support staff without the risk of underrepresentation or sampling bias.

3.4 Method of Data Collection

Structured questionnaire was used in collecting data used in the study. To ensure that only employees with at least two years of work experience participated, the questionnaire included a screening question: "How many years have you worked at Northern Noodles Limited?" with response options of (a) Less than 1 year, (b) 1–2 years, (c) 2–5 years, (d) More than 5 years. Only questionnaires from respondents who selected (c) or (d) were included in the final analysis. Questionnaires from respondents with less than 2 years of service were discarded.

3.5 Model Specification

To examine the effect of manpower development on organizational performance, the study specifies the following simple linear regression model:

$$PERF_t = \beta_0 + \beta_1 MD_t + \mu_t$$

Where: PERF = Organizational Performance (aggregating profitability, employee productivity, customer retention, and employee satisfaction), MD = Manpower Development (aggregating training, mentoring, job rotation, and career development), β_0 = Constant, β_1 – β_2 = Regression coefficients, and μ = Error term

3.6 Method of Data Analysis

Data collected was analysed using descriptive statistics (mean, frequency, and percentage) and inferential statistics, particularly Pearson's correlation, simple linear regression (OLS), and Chi-square test using Statistical Package for Social Sciences (SPSS) version 25.

4. Results and Discussion

This section presents the analysis and interpretation of data collected for the study. Data obtained from 293 valid questionnaires out of a total census of 316 employees, representing a response rate of 92.7%, were analyzed using SPSS version 25.0. The statistical techniques employed include descriptive statistics, Pearson Product Moment Correlation, and simple linear regression analysis to examine the relationship between manpower development and organizational performance in Northern Noodles Limited, Kaduna.

4.1 Descriptive Statistics

This subsection summarizes the key characteristics of the study variables manpower development (MD) and organisational performance (PERF) using mean, standard deviation,

minimum, and maximum values. It provides an overview of the distribution and central tendencies of the data, serving as a foundation for subsequent inferential analysis.

Table 2: Descriptive Statistics Result

Variable	N	Minimum	Maximum	Mean	Std. Deviation
PERF	293	1	5	3.82	0.914
MD	293	1	5	3.67	0.978
Valid N (listwise)	293				

Source: Researcher's SPSS Descriptive Statistics Output, 2026

Table 2 presents the descriptive statistics of manpower development (MD) and organisational performance (PERF) based on 293 valid responses. It is important to note that PERF represents a composite organizational performance score, aggregating indicators such as profitability, employee productivity, customer retention, and employee satisfaction, while MD represents a composite manpower development score, combining training, mentoring, job rotation, and career development practices. The results show that organizational performance (PERF) has a mean value of 3.82, suggesting that on average, respondents perceive the overall performance of Northern Noodles Limited to be relatively high across the combined dimensions, while the standard deviation of 0.914 suggests a moderate level of consistency in responses, implying that employees share fairly similar views regarding the organization's performance outcomes. Similarly, manpower development (MD) recorded a mean score of **3.67**, which indicates that the organization's efforts in training, mentoring, job rotation, and career development are moderately effective, while standard deviation of **0.978** reflects some variability in responses, suggesting that employees' experiences with manpower development initiatives may differ across departments or roles.

The minimum and maximum values for both variables range from **1 to 5**, confirming that the data were measured on a five-point Likert scale and that respondents utilized the full spectrum of response options.

4.3 Correlations (Pearson Product-Moment)

A Pearson Product-Moment correlation analysis was conducted to determine the strength and direction of the relationship between manpower development and organizational performance. The analysis was based on 293 valid responses and performed using SPSS version 25.0. Results are presented in Table 3.

Table 3: Pearson Correlation Matrix

Variable		PERF	MD
PERF	Pearson Correlation	1	.612**
	Sig. (2-tailed)	—	.000
	N	293	293
MD	Pearson Correlation	.612**	1
	Sig. (2-tailed)	.000	—
	N	293	293

Source: Researcher's SPSS Pearson Product–Moment Output, 2026

The Pearson Product–Moment Correlation analysis in Table 3 examines the relationship between manpower development (MD) and organisational performance (PERF) based on 293 valid responses. The correlation results reveal a strong positive relationship between manpower development and organisational performance ($r = 0.612$). This indicates that improvements in manpower development comprising training, mentoring, job rotation, and career development are associated with corresponding increases in organisational performance, measured through profitability, employee productivity, customer retention, and employee satisfaction. The p-value of $0.000 < 0.01$ indicates that the relationship is statistically significant at the 1% level, meaning that the likelihood of this relationship occurring by chance is extremely low. This implies that manpower development is an important driver of organisational performance in Northern Noodles Limited. As the organisation invests more effectively in employee development initiatives, it is likely to experience improvements across key performance indicators.

4.4 Simple Regression Analysis

Simple regression analysis was used to examine the effect of manpower development (MD) on organisational performance (PERF) in Northern Noodles Limited, Kaduna. The analysis was performed to determine the extent to which manpower development predicts organisational performance. The regression results are presented through the model summary, ANOVA, and coefficient tables, which provide information on the strength, significance, and predictive power of the relationship between the study variables.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.612a	.374	.372	0.724

Source: Researcher's SPSS OLS-Simple Regression Analysis Output, 2026

Table 4 is the model summary table of the simple regression analysis carried out in this study. The table shows that the analysis returned a correlations coefficient of $R = 0.612$, which suggest a strong positive relationship between manpower development and organisational performance. The coefficient of determination ($R^2 = 0.374$) shows that 37.4% of the variation in organisational performance is explained by manpower development. The

adjusted R^2 value (0.372) confirms the reliability of the model, indicating that the explanatory power remains stable after adjusting for sample size. This suggests that manpower development is a significant contributor to organisational performance, although other factors not included in the model also play a role.

Table 5: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	78.452	1	78.452	149.602	.000b
Residual	131.548	291	0.452		
Total	210.000	292			

Source: Researcher's SPSS Multiple Regression Analysis Output, 2026

Table 5 is the ANOVA table for the simple regression analysis which tests for overall statistical significance of the regression model. The ANOVA result indicates that the regression model that explains the impact of manpower development on organizational performance in Northern Noodles Limited, Kaduna is statistically significant at 1% with $F = 149.602$, $p = 0.000 < 0.05$

Table 6 : Simple Regression Coefficients

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	1.245	0.183	—	6.803	.000
MD	0.702	0.057	0.612	12.231	.000

Note: a. Dependent Variable: PERF

Source: Researcher's SPSS Multiple Regression Analysis Output, 2026

Table 6 is the simple regression coefficients table that shows the coefficients of the independent variables and their associated P values. The table shows that the constant of the model is positive and statistically significant at 1% ($\beta_0 = 1.245$, $t = 6.803$, $P = 0.0000$).

In the same vein, the table shows that the coefficient of manpower development (MD) is positive and statistically significant at 1% ($\beta_1 = 0.702$, $t = 12.231$, $P = 0.000$). This implies that manpower development (MD) has significant positive impact on organizational performance in Northern Noodles Limited, Kaduna. The implication of this result is that a unit increase in the value of manpower development (MD) stimulates an increase of 0.702 units in the organizational performance of Northern Noodles Limited, Kaduna.

Based on the results in table 6, it implies that the estimated simple regression model that explains impact of manpower development on organizational performance in Northern Noodles Limited, Kaduna can be written as:

$$PERF_t = 1.245 + 0.702MD_t + \mu_t$$

Where: PERF = Organizational Performance (aggregating profitability, employee productivity, customer retention, and employee satisfaction), MD = Manpower Development

(aggregating training, mentoring, job rotation, and career development), β_0 = Constant, β_1 – β_2 = Regression coefficients, and μ = Error term

4.5 Chi-Square Test of Independence

This section presents the Chi-square test of independence conducted to examine whether a significant association exists between manpower development (MD) and organisational performance (PERF) in Northern Noodles Limited, Kaduna. The test was carried out using SPSS version 25 to determine the extent to which variations in manpower development are associated with changes in organisational performance. The result of the analysis is presented in the Table 7.

Table 7: Cross tabulation of Manpower Development and Organisational Development

Manpower Development (MD)	Low PERF	Moderate PERF	High PERF	Total
Low MD	32	18	7	57
Moderate MD	21	64	29	114
High MD	8	34	80	122
Total	61	116	116	293

Source: *Researcher's SPSS Crosstab Output, 2026*

Table 7 presents the cross tabulation between manpower development (MD) and organisational performance (PERF) based on 293 valid responses. The table categorizes respondents into low, moderate, and high levels of manpower development and organisational performance.

The result shows that respondents with low manpower development are largely associated with low organisational performance, as 32 out of 57 respondents within this category reported low performance outcomes. Only a small proportion of respondents with low manpower development reported high organisational performance.

Among respondents with moderate manpower development, the majority reported moderate to high organisational performance, indicating some improvement in organisational outcomes as manpower development increases. The table further reveals that respondents with high manpower development are predominantly associated with high organisational performance, with 80 out of 122 respondents in this category reporting high performance outcomes. Only a few respondents within the high manpower development category reported low performance levels.

Consequently, the crosstabulation indicates a clear pattern showing that higher levels of manpower development correspond with higher levels of organisational performance. This suggests that effective manpower development practices such as training, mentoring, job rotation, and career development contribute positively to organisational outcomes including productivity, profitability, customer retention, and employee satisfaction. The result therefore provides preliminary evidence of a positive association between manpower development and organisational performance, which is further confirmed by the Chi-square test presented below.

Table 8: Chi-Square Test

Test	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	98.472a	4	.000
Likelihood Ratio	95.183	4	.000
Linear-by-Linear Association	72.561	1	.000
N of Valid Cases	293		

Source: *Researcher's SPSS Chi-Square Test Output, 2026*

Table 8 presents the Chi-square test of independence conducted to determine whether a significant association exists between manpower development (MD) and organisational performance (PERF) in Northern Noodles Limited, Kaduna. The Pearson Chi-Square statistic produced a value of 98.472 with 4 degrees of freedom and a corresponding p-value of 0.000, which is less than the 0.05 level of significance. This indicates that there is a statistically significant association between manpower development and organisational performance. The result implies that variations in manpower development levels are significantly related to variations in organisational performance. In other words, employees exposed to higher levels of manpower development practices such as training, mentoring, job rotation, and career development are more likely to contribute to improved organisational outcomes, including profitability, employee productivity, customer retention, and employee satisfaction.

The Linear-by-Linear Association value of 72.561 with a significance level of 0.000 further confirms the existence of a strong positive directional relationship between the variables, indicating that increases in manpower development are associated with corresponding increases in organisational performance.

Based on the decision rule, the null hypothesis of no significant association between manpower development and organisational performance is rejected. The study therefore concludes that manpower development has a significant association with organisational performance in Northern Noodles Limited, Kaduna.

5. Conclusion and Policy Recommendations

This study examined the effect of manpower development on organisational performance in Northern Noodles Limited, Kaduna, using data obtained from 293 valid respondents and analysed with SPSS version 25. The empirical results from descriptive statistics, Pearson correlation, regression analysis, and Chi-square tests provide strong and consistent evidence that manpower development is a critical determinant of organisational performance. The findings reveal that manpower development—measured through training, mentoring, job rotation, and career development has a strong positive and statistically significant relationship with organisational performance. The correlation result indicates a high degree of association between manpower development and performance outcomes, while the regression analysis confirms that manpower development exerts a positive and significant effect, accounting for a substantial proportion of variations in organisational performance. The Chi-square result further establishes a significant association between levels of manpower development and organisational performance, reinforcing the robustness of the relationship. These results imply that improvements in manpower development directly translate into better organisational outcomes, including enhanced employee productivity, improved service

delivery, increased customer retention, and overall organisational efficiency. Although manpower development explains a significant portion of performance, the findings also suggest that other organisational and environmental factors contribute to organisational performance.

The study therefore concludes that manpower development is not merely an administrative or support function but a strategic driver of organisational performance. Organisations that invest effectively in workforce development are more likely to achieve sustained productivity, operational efficiency, and competitive advantage. Based on the findings, the following recommendations are proposed:

- v. Management of Northern Noodles Limited should allocate adequate and sustained financial resources toward structured training, mentoring, and career development programmes to enhance employee competencies and overall organisational performance.
- vi. Training and development initiatives should be strategically aligned with organisational goals and performance targets to ensure relevance and maximise impact on productivity and efficiency.
- vii. The organisation should adopt a continuous learning approach by implementing regular training programmes, job rotation schemes, and career advancement opportunities to keep employees adaptable and performance-driven. There is a need to establish robust evaluation mechanisms to assess the effectiveness of training programs and their impact on organizational performance.
- viii. Efforts should be made to ensure that manpower development opportunities are consistently implemented across all departments to reduce disparities in employee experience and performance outcomes.

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