

**EFFECTS OF MANPOWER DEVELOPMENT ON ORGANISATIONAL EFFICIENCY: A STUDY OF ENUGU ELECTRICITY DISTRIBUTION COMPANY (EEDC) IN ABIA STATE, NIGERIA (2014-2016)**

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**ABSTRACT:** *The study focused on the effects of manpower development on organisational efficiency, with reference to Enugu Electricity Distribution Company (EEDC) in Umuahia Abia State, Nigeria; covering the period of 2014 to 2016. The specific objectives were to; identify the manpower training and developmental programmes adopted by EEDC in developing their employees, ascertain the impact of training and developmental programmes on employees' performance and identify challenges militating against the efficiency of EEDC in Abia State. The researcher adopted survey research design, primary and secondary data was used. Descriptive Statistics, and Logistic Regression analysis were used run the analysis. Findings revealed that orientation, internship training, case study method, seminar/workshop and classroom method are the major training and developmental programmes used by EEDC in developing their manpower, while internship training method, case study method, and seminar/workshop impacts on the performance of the employees. Also findings revealed that lack of modern equipment, inadequate megawatts of power, overload networks, vandalism/militancy, government policies, peculiarities of transmission and distribution network where the major problems responsible for the poor performance and inefficiency of EEDC in Abia State. The researcher recommends that training programmes should be design to acquaint individual participant with specific knowledge and skills required to improve their efficiency in the organisation, while serving the career goals of the employee. The need for the manpower developmental policies of the organisation to be continuous and in congruence with their strategic policies was also emphasised.*

**KEYWORDS:** Manpower Development, Organisational Efficiency, Enugu Electricity Distribution Company (EEDC), Nigeria

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## **INTRODUCTION**

Manpower occupies an indispensable position in every establishment, be it manufacturing or service organisations, like Enugu Electricity Distribution Company. This means that without manpower no establishment can function. In essence, human effort is greatly desirable and fundamental in achieving the goals and objectives of the organisation. The onuses as to how an organisation thrives are at their whims and caprices; the supply of labour, technical and professional skills, which are apropos for effective and efficient planning and implementation of development policies, programmes, projects and daily functioning of the organisation are their prerogative, it cannot be succinctly stated that manpower constitute organisations' greatest asset.

Thus, the pivotal role of manpower in an organisation, informed the importance that its development cannot be optional but something that must be done irrespective of the personnel

previous training or experience. Manpower development is an indispensable component of strategic human resource management as well as a means of reducing inefficiency among organisational key asset- its human resources, and it is vital for workers' productivity and organisational performance. Since the formal educational system does adequately provide specific job skills for a position in a particular organisation, while few employees may have the required skills, knowledge, ability and competencies needed to fit into a specific job position in an organisation. Thus, it is through manpower development process that employees are trained and developed to fit into organisational strategic goals and objectives. It is germane to espouse the position of Druker (2000), who opined that manpower development is seen as a concept which is generic because it focuses on training out human resources that is needed for the development of an organisation.

In like manner, Atiomo, (2000) reiterated that an organisation's future prosperity depends not only upon providing a product which is competitive neither in price, quality and quantity nor of simply increasing the range of products produced. If the organisation has people of vision, energy and experience to direct the force and facilities, then the other requirement for success will follow. Hence, manpower development are not only helpful in shaping employees' mind-sets in accordance with and strategic objective of the firm; these also have a potential to leave a strong impact on organisations efficiency, (Whitener, 2001). So how well we develop and employ human resources skills is fundamental in deciding how much we will accomplish as an organisation. Unfortunately, the overwhelming and pervasive role of manpower development in organisations seems to be relegated as many organisations paid little or no attention to manpower development, and this has aborted their efficiency.

A case in hand is the present performance of Enugu Electricity Distribution Company (EEDC). There has been a general and widespread agitation by Abia State populaces at large but Umuahia in particular about the low performance, poor quality service delivery, power outage, and epileptic power supply that characterised the services of the organisation, despite the nation's endowment with natural resources like crude oil, natural gas, and large amount of other hydrocarbon resources. These prevailing conditions has question the efficiency of Enugu Electricity Distribution Company (EEDC) and its employees. Is it that they lack adequate and competent manpower, or have they relegated opportunities for manpower development in the organisation? Is it that the organisations' developmental programmes are inefficient? To this end, it becomes imperative to embark on the study: effects of manpower development on organisational efficiency, with reference to Enugu Electricity Distribution Company (EEDC) in Abia State, Nigeria; covering the period of 2014 to 2016. Specifically, the study sought to:

- identify the manpower training and developmental programmes adopted by EEDC in developing their employees.
- ascertain the impact of training and developmental programmes on employees' performance in EEDC Abia State.
- identify challenges militating against the efficiency of EEDC in Abia State and to proffer solutions.

## **REVIEW OF RELATED LITERATURE**

### **The Concept of Manpower Development**

Concept of manpower development according to Abegeze (1994) is the building and enhancement of human resources through formal education and training. Omole (2004) asserts that human resources development is concerned with providing learning and development opportunities making training intervention and planning, conducting and evaluating training programmes. He further disclosed that the aim of manpower development programme is to see that the organisation has the best and quality workforce it needs to attain its goals for improved performance. Therefore, manpower development is defined as a process of extensive education, planning, training and evaluation of training programmes on the employees in order to boost their performance in an organisation. Armstrong (2004), posited that human resource development is concerned with the provision of learning, development and training opportunities in order to improve individual, team and organisational performance. Hamlin (2004) examines different views and definitions of Manpower Development and submits that it implies any activity which deliberately attempts to improve a person's skill in a job. It also creates learning in the areas of knowledge, skill, experience and attitudes. Furthermore, Onasanya (2006) perceives manpower development as a form of specialised education aimed at giving the trainee a particular or specialised knowledge, skill and attitude which he must possess to effectively perform in a given position.

### **The Concept of Organisational Efficiency**

Efficiency measures relationship between inputs and outputs or how successfully the inputs have been transformed into outputs (Low, 2000). According to Pinprayong and Siengthai (2012) Business efficiency reveals the performance of input and output ratio, while organisational efficiency reflects the improvement of internal processes of the organisation, such as organisational structure, culture and community. Excellent organisational efficiency could improve entities performance in terms of management, productivity, quality and profitability. Efficiency is all about resource allocation across alternative uses (Kumar and Gulati, 2010). Pinprayong and Siengthai (2012) introduced seven dimensions, for the measurement of organizational efficiency: Organizational strategy; Corporate structure design; Management and business system building; Development of corporate and employee styles; Motivation of staff commitment; Development of employee's skills; and Subordinate goals.

### **Impact of Employee Training and Development on Organisational Efficiency**

There are many factors which improve the effectiveness of the work force for example scheduling, training etc. It is needed for the organisation to map out training plans carefully in order to achieve employee job engagement and invariably organisational efficiency (Armstrong 2000). The training design should be made according to the needs of the employee, those organisations which develop a good training design according to the need of the employees and the organisation always get good results (Flynn, *et al.*, 2001).

It is very necessary for a trainer to engage his or her audience during the training session (Philip, *et al.*, 2005). Delivery style means so much in to training programme and the participants. It is very difficult for an employee to perform well at the job place without any pre-training (Garavan 1997). Trained employees perform well as compared to untrained employees (Flynn, *et al.*, 2002). It is necessary for the organisation to give its employees training to achieve

optimal overall goals of the organisation in a better way (Kaynak 2003). Training and development increase the overall performance and above all at a very minimal cost of the organisation (Sheppard 2003). Although it high cost is incurred in giving training to employees, but on the long run it gives back more than it took, (Heras 2006).

### **The Relationship between Training and Employees Performance**

According to Guest (1997) mentioned in his study that training and development programmes, as one of the vital human resource management practice, positively affects the quality of the workers knowledge, skills and capability and thus results in higher employee performance on job. This relation ultimately contributes to supreme organisational performance. The result of Farooq and Aslam (2011) study depicts a positive correlation between training and employee performance. Thus, we can predict from this finding that it is not possible for the firm to gain higher returns without best utilisation of its human resource, and it can only happen when firm is able to meet its employee's job related needs in timely fashion. Training is the only ways of identifying the deprived need of employees and then building their required competence level so that they may perform well to achieve organisational goals.

Moreover, the result of the study of Sultana *et al.*, (2012), conducted in telecom sector of Pakistan, states that the variation in employee performance is brought by training programmes. Further, they maintained that training is good predictor of employee performance. As depicted by the work of Harrison (2000), learning through training influence the organisational performance by greater employee performance, and is said to be a key factor in the achievement of corporate goals. However, implementing training programmes as a solution to covering performance issues such as filling the gap between the standard and the actual performance is an effective way of improving employee performance (Swart *et al.*, 2005).

According to Swart *et al.*, (2005), bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the workers and enhancing employee performance. He further elaborate the concept by stating that training facilitate organisation to recognise that its workers are not performing well and thus their knowledge, skills and attitudes needs to be molded according to the firm needs. There might be various reasons for poor performance of the employees such as workers may not feel motivated anymore to use their competencies, or may not be confident enough on their capabilities, or they may be facing work- life conflict. All the above aspects must be considered by the firm while selecting most appropriate training intervention that helps organisation to solve all problems and enhance employee motivational level to participate and meet firm expectations by showing desired performance. As mentioned by Swart *et al.* (2005) this employee superior performance occur only because of good quality training programmes that leads to employee motivation and their needs fulfilment. According to Wright and Geroy (2001), employee competencies changes through effective training programmes. It not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organisational performance. Through training the employee competencies are developed and enable them to implement the job related work efficiently, and achieve firm objectives in a competitive manner.

### **Theoretical Review**

The study is anchored on the Resource Base View Theory and Human Capital Theory.

## Resource Based View Theory

Resource Based View (RBV) was articulated into a coherent theory by Wernerfelt (1984). The theory states that the organisational resources and capabilities that are rare, valuable, non-substitutable, and imperfectly imitable form the basis for a firm's sustained competitive advantage. RBV suggests that the firm can secure a sustained competitive advantage through facilitating the development of competencies that are firm specific, produce complex social relationship; are embedded in a firm's history and culture, and generate tacit organisational knowledge (Odhong, *et al.*, 2013). This theory recognises manpower as the most valuable, non-substitutable and imperfectly imitable resource that a firm can successfully utilise to achieve organisational productivity and competitiveness. Resource-based theory is linked to human capital theory in that they both emphasise that investment in people adds to their value to the firm, (Baron and Armstrong, 2007).

## Human Capital Theory

The origin of human capital goes back to emergence of classical economics in (1776) and thereafter developed a scientific theory. The idea of investing in human capital was first developed by Adam (1776), who argued in the Wealth of Nations that differences between the ways of working of individuals with different levels of education and training reflected differences in the returns necessary to defray the costs of acquiring those skills. Economists such as Elliot (1991) developed the theory of human capital. He is concerned with human capital in terms of the quality, not quantity, of the labour supply. After the manifestation of that concept as a theory, Schultz (1961) recognised the human capital as one of the important factors of national economic growth in the modern economy, (Dae-bong, 2009).

The theory argues that a person's formal education determines his or her earning power. Human capital theory holds that it is the key competences, skills, knowledge and abilities of the workforce that contributes to organisations competitive advantage. It focuses attention on resourcing, human resource development, and reward strategies and practices. According to Human Capital Theory, education is an investment because it is believed that it could potentially bestow private and social benefits. Human capital theorists believe that education and earning power are correlated, which means, theoretically, that the more education one has, the more one can earn, and that the skills, knowledge and abilities that education provides can be transferred into the work in terms of productivity, (Dae-bong, 2009).

This study is anchored on Human Capital Theory. Human Capital Theory is selected as the leading theory because the central tenet of the theory holds that it is the key competences, skills, knowledge and abilities of the workforce that contributes to organisations competitive advantage. It focuses attention on human resource development, and reward strategies and practices. Thus, the theory emphasised that if human resources are developed and effectively utilised, it leads to enhance organisational performance. Therefore, if Enugu Electricity Distribution Company adopts the tenets of this theory in their manpower development policies and strategies it will enhance their efficiency and effectiveness in serving its ever growing customers.

## Empirical Review

Victor and Jonathan, (2013), in their study: "Training and Manpower Development, Employee Productivity and Organisational Performance in Nigeria: an Empirical Investigation" opined



that over time, organisations have been embarking on training and capacity building for their employees so as to enhance productivity and overall performance of the organisations. This is due to the recognition of the important role of training and manpower development in attainment of organisational goals. Consequently, their study investigated the effects of training and manpower development on employees' productivity and organisational performance in Nigeria, using First Bank of Nigeria Plc as a case study. The study applied structured questionnaires to a sample size of 75 drawn by simple random sampling. The data generated was analysed using descriptive statistics. The findings of the study revealed that majority (70%) of the respondents agreed that training and manpower development has enhanced their efficiency and job productivity. Secondly, majority (80%) of the respondents overwhelmingly agreed that training and manpower development enhanced organisational performance. The study recommends that organisations should conduct training needs assessment to ensure that the right training is given; ensure that their training programmes should be on a continuous basis; and motivate staff who performed exceptionally well during training sessions so that other staff will in turn aspire to excel.

Shodeinde (2015), in his study: "Personnel Training and Development as a Tool for Organisational Efficiency" used employees of MTN Corporate Head Office in Lagos State as the study population. The study adopted a qualitative approach using questionnaire as main instrument of primary data collection. A total of 110 questionnaires were administered to 217 employees of MTN Nigeria. Using bar charts to illustrate the degree of response; the result of the findings shows that respondents agreed that there is a significant impact of training and development on employee commitment, employee morale and motivation, employee corporate behaviour and organisational efficiency. An organisation with an effective policy and workable strategy on training would retain employees, enlarge market share and increase customers. Based on the findings, the study recommended that MTN Nigeria should engage always in training of her employees, in order to correct professional errors, enhance employee commitment and corporate behaviour and ensure organisational efficiency.

Osueke and Emeka-Opara, (2014), in their study; "Performance Investigation of Electrical Power Supply to Owerri for Higher Productivity" This research was carried out to investigate the performance of electrical power supply to Owerri, Imo State Capital. The Enugu Electrical Distribution Company (EEDC), Owerri was the case study and sample of 10 respondents representing each unit were used. Structured questionnaire and observations techniques were administered during the research. The data presentation tools were tables and charts. It was found out that the major hindrances to customer satisfaction in power supply were: inadequate megawatts of power availability, obsolete network and equipment that require upgrade, overload networks, poor funding, lack of routine maintenance culture, inadequately trained manpower, logistics (vehicle, personal and material problems), psychological and physiological problems. Although the privatisation policy is believed to be a progressive step to these challenges. based on the aforementioned, it was therefore recommended that management's proactiveness to manage faults and equipment upgrade, government and private sectors should actively involve positive and effective management, as well as smart metering to ensure consumers meet up with charges, Standard Organisation of Nigeria (SON) play major to ensure substandard materials and products are not delivered, form rural cooperative society to create awareness on how to use light and serve as interface between the company and community.

## METHODOLOGY

The researcher adopted survey research design in carrying out the research. Survey research design make use of questionnaire and oral interview as it tools, which was adopted by the researcher in eliciting information from the respondents. Primary and secondary data was used, primary data was elicited through well-structured questionnaires of closed ended type designed in 5 point Likert (SA= Strongly Agreed, A= Agreed, N= Neutral, D= Disagreed and SD= Strongly Disagreed). The close ended questionnaire was administrated to the staff and management personnel of Enugu Electricity Distribution Company in their different departments in Umuahia, and oral interview was also used in eliciting information from the respondents. Secondary data was obtained through; textbooks, journals, magazines, brochures, internet materials and other relevant documents. Population of the study consist of all the employees of the organisation in Umuahia, which was one hundred and sixty seven (167) employees comprises of management staff and non-management staff of the organisation, according to the personnel department of the organisation as at April 2017 that the survey was carried out. Based on the population of one hundred and sixty seven (167) employees, a normal confidence level of 95% and error tolerance of 5% was used to deduce the actual sample size of the study through Taro Yamane's formula. One hundred and nineteen (119) respondent was computed as the sample size of the study and equal number of questionnaire was randomly distributed to the employees in their various department of organisation. Content validity was used to validate the research instrument, while Cronbach Alpha was used to test the reliability of the research instrument and the result obtained was 0.924, signifying that the research instrument was highly reliable. Data collected from field work was analysed using: Descriptive Statistics, and Logistic Regression analysis. One hundred and five (105) questionnaire was well field and returned which form the basis for the data analysis.

## RESULTS, FINDINGS, CONCLUSION AND RECOMMENDATIONS

**Table 1, Manpower Training and Developmental Programmes Adopted by EEDC in Developing their Employees.**

Development Programmes	SD (5)	A (4)	N (3)	D (2)	SD (1)	$\sum x$	Mean	Remark
Orientation	190(38)	208(52)	33(11)	08(04)	00(00)	439	4.1	Agreed
Job Rotation	60(12)	84(21)	90(30)	54(27)	15(15)	303	2.8	Disagreed
Internship Training	85(17)	128(32)	120(40)	24(12)	04(04)	361	3.4	Agreed
Understudy Assignment	110(22)	144(36)	72(24)	28(14)	09(09)	363	3.5	Agreed
Stimulation Techniques	20(04)	52(13)	69(23)	82(41)	24(24)	247	2.4	Disagreed
Case Study Method	150(30)	168(42)	33(13)	28(14)	06(06)	385	3.7	Agreed
Seminar/Workshop	180(36)	192(48)	18(06)	22(11)	04(04)	416	4.0	Agreed
Exposition	120(24)	140(35)	60(20)	32(16)	10(10)	362	3.4	Agreed
Business Game Method	10(02)	24(06)	126(42)	66(33)	22(22)	248	2.4	Disagreed
Classroom Method	90(18)	88(22)	99(33)	42(21)	11(11)	330	3.1	Agreed
<b>N</b>							<b>105</b>	
<b>Total Mean</b>							<b>32.8</b>	
<b>Grand Mean</b>							<b>3.3</b>	
<b>Bench Mark Mean</b>							<b>3.0</b>	

Source: Field Survey 2017.

SA = Strongly Agree, A = Agreed, N = Neutral, D = Disagreed, and SD = Strongly Disagreed.

Figure in parenthesis are the frequency.

The result in Table 1 above revealed the manpower training and developmental programmes adopted by EEDC in training and developing the capabilities of their employees. The Grand Mean 3.3 which is above the Benchmark Mean of 3.0 revealed that majority of the training and developmental programmes presented in the model are used by the organisation in developing their employees' efficiency. The result further revealed that Orientation, Internship Training, Understudy Assignment Method, Case Study Method, Seminar/Workshop and Classroom Method with mean of ( $\bar{x}$  = 4.1, 3.4, 3.5, 3.7, 4.0, 3.4, and 3.1) respectively are the major training and developmental programmes used by EEDC in developing their manpower.

**Table 2 Showing the Logistic Regression Result on the Impact of Training and Developmental Programmes on Employees' Performance in EEDC Abia State.**

Development Programmes	Coefficient	Std. Error	Wald	Sig	[95% Con. Interval]
Orientation	-0.874	0.971	0.810	0.368	2.797
Internship Training	0.277	0.123	5.039	0.025**	0.966
Understudy Assignment Method	0.414	0.133	9.628	0.002***	1.964
Case Study Method	2.002	1.090	3.375	0.066*	1.143
Seminar/Workshop	3.507	1.128	9.665	0.002***	0.274
Constant	1.512	1.659	0.831	0.362	

Source: Field Survey, 2017.

Dependent variable: Employees Performance: \*\*\*sig $\leq$ 0.01, \*\*sig $\leq$ 0.05, \*sig $\leq$ 0.10.

The Logistic Regression result in Table 2 above shows the impact of training and developmental programmes of EEDC on their employees' performance in Abia State. The result revealed that Internship Training Method (sig $\leq$ 0.05; w = 5.039), Understudy Assignment Method (sig $\leq$ 0.01; w = 9.628), Case Study Method (sig $\leq$ 0.10; w = 3.375), and Seminar/Workshop (sig $\leq$ 0.01; w = 9.665) are the manpower development programmes that impact on the performance of employees of EEDC in Umuahia, Abia State.

**Table 3, Showing Challenges Militating Against the Efficiency of EEDC in Abia State**

Challenges	SD (5)	A (4)	N (3)	D (2)	SD (1)	$\sum x$	Mean	Remark
Irregular/Poor Training	20(04)	72(18)	69(23)	72(36)	24(24)	257	2.4	Disagreed
Lack of Motivation	05(01)	32(08)	51(17)	84(42)	36(36)	208	1.9	Disagreed
Lack of Modern Equipment	135(27)	168(42)	18(06)	36(18)	12(12)	369	3.5	Agreed
Inadequate Megawatts of Power	230(46)	156(39)	33(11)	18(09)	00(00)	437	4.2	Agreed
Overload Networks	105(21)	160(40)	63(21)	28(14)	09(09)	365	3.5	Agreed
Vandalisation/Militancy	210(42)	220(55)	15(05)	06(03)	00(00)	451	4.3	Agreed
Lack of Routine Maintenance	65(13)	96(24)	21(07)	48(24)	37(37)	267	2.5	Disagreed



Government Policies	70(14)	104(26)	111(37)	34(17)	11(11)	330	3.1	Agreed
Peculiarities of Transmission and Distribution Network	90(18)	96(24)	126(42)	26(13)	08(08)	346	3.3	Agreed
<b>N</b>							<b>105</b>	
<b>Total Mean</b>							<b>28.7</b>	
<b>Grand Mean</b>							<b>3.2</b>	
<b>Bench Mark Mean</b>							<b>3.0</b>	

Source: Field Survey 2017.

SA = Strongly Agree, A = Agreed, N = Neutral, D = Disagreed, and SD = Strongly Disagreed.

Figure in parenthesis are the frequency.

The result in Table 3 shows the challenges militating against the efficiency of EEDC in Abia State. From the table, the Grand Mean is 3.2, which is above the Benchmark Mean Score of 3.0, signifying that the model captured the problems militating against the efficiency of the organisation. But of interest to the researcher is the variables that score above the Benchmark Mean score which includes: Lack of Modern Equipment, Inadequate Megawatts of Power, Overload Networks, Vandalisation/Militancy, Government Policies, Peculiarities of Transmission and Distribution Network with mean score of ( $\bar{x} = 3.5, 4.2, 3.5, 4.3, 3.1, \text{ and } 3.3$ ) respectively, are the major problems responsible for poor performance and inefficiency of EEDC in Abia State.

## DISCUSSION OF FINDINGS

The result in Table 1, revealed that revealed that Orientation, Internship Training, Understudy Assignment Method, Case Study Method, Seminar/Workshop and Classroom Method with mean of ( $\bar{x} = 4.1, 3.4, 3.5, 3.7, 4.0, 3.4, \text{ and } 3.1$ ) respectively are the major training and developmental programmes used by EEDC in developing their manpower. Thus, from all indication, the developmental programmes employed by EEDC in training their employees are in attune with international best practices, hence the organisation should make it more appealing to the employees by synchronising it with the career goals of the employees and training need assessment of the organisation.

The result is in consonant with the study of Imanyi (2002), who opined that case studies method action as manpower training and development programme aimed at sharpening the participants ability to correctly identify the key problem in any given problem situation to obtain and interpret fact and to be conscious of the many important variables upon which management decisions are based as well as improve their skills in diagnosing the relevant issues involved and in recommending the best solution possible for the given problem situation. Similarly, Mamoria (1995), opined that classroom method of manpower training and development approach involves the transmission of fundamental knowledge, required ideas and factual information from the trainer to the group of trainees at ago, and it is unique in the sense that it provides a direct medium of communication with the trainees in addition to providing an opportunity for an exchange of ideas between the trainees and the instructions.

The result in Table 2 revealed that Internship Training Method ( $\text{sig} \leq 0.05$ ;  $w = 5.039$ ), Understudy Assignment Method ( $\text{sig} \leq 0.01$ ;  $w = 9.628$ ), Case Study Method ( $\text{sig} \leq 0.10$ ;  $w =$

3.375), and Seminar/Workshop ( $\text{sig} \leq 0.01$ ;  $w = 9.665$ ) are the manpower development programmes that impact on the performance of employees of EEDC in Umuahia, Abia State. Thus, there is a positive and significant relationship between the manpower development programmes adopted by EEDC and the performance of their employees. Therefore, enhancing the efficiency and effectiveness of these developmental programmes and ensuring that employees are trained as at when due and in line with the training need assessment of the organisation will enhance their efficiency and productivity, which in turn will transform into organisational efficiency and outstanding performance in the long run.

The finding is in tandem with the study of Falola, *et al.*, (2014), whom through their research effort submitted that the survival of any organisation in the competitive society lies in its ability to train and develop its human resource to be creative, innovative, and inventive who will invariably enhance performance and increase competitive advantage of the organisation. Likewise the position of Gordon (1992) who opined that manpower training and development is a type of activity which is planned systematically and it results in enhanced level of skills, knowledge and competency that are necessary to perform work effectively and efficiently. Also Cheng, (2001) and Boxall, *et al.*, (2007) posited that manpower training and development aim at developing competencies such as technical, human, conceptual and managerial for the furtherance of individual and organisational growth.

**The result in Table 3**, revealed that Lack of Modern Equipment, Inadequate Megawatts of Power, Overload Networks, Vandalisation/Militancy, Government Policies, Peculiarities of Transmission and Distribution Network with mean score of ( $\bar{x} = 3.5, 4.2, 3.5, 4.3, 3.1, \text{ and } 3.3$ ) respectively, are the major problems responsible for poor performance and inefficiency of EEDC in Abia State. Thus, if these major problems can be ameliorated the performance and efficiency of EEDC will drastically improve.

The result correlate with the findings of Osueke and Emeka-Opara, (2014), they outlined : inadequate megawatts of power availability, obsolete network and equipment that require upgrade, overload networks, poor funding, lack of routine maintenance culture, inadequately trained manpower, logistics (vehicle, personal and material problems), psychological and physiological problems as the major problems facing EEDC in Owerri Imo State. It also agrees with the study of Popoola, (2011), who in analysing the power situation in Nigeria submitted that Nigeria electrical power system is facing a lot of challenges as a whole. From generation to distribution, the reliability of the system is far below expectation.

## CONCLUSION

In concluding the study, it is imperative to state that organisation manpower, its' human resources are the indispensable force and essential element in obtaining and propelling efficient and effective organisation, despite the challenges and dynamism that surrounds the organisation and its' environment. Therefore, manpower development becomes a crucial tool for organisation to develop, harness and horn the skills, competency and expertise of its employees in order to overcome its threats and weaknesses, while optimising it strength and opportunities towards the achievement of its mission and vision statement. Thus, Enugu Electricity Distribution Company (EEDC) should not relegate the gems inherent in manpower training and development in their quest to rejuvenate the organisation and improve its efficiency in serving Abia State populace.

## RECOMMENDATIONS

- i. Since the developmental programmes employed by EEDC in training their employees are in attune with international best practices, the organisation should make it more appealing to the employees by synchronising it with their career goals and training need assessment of the organisation. The training programmes should also be design to acquaint individual participant with specific knowledge and skills required to improve their efficiency in the organisation, while serving the career goals of the employee.
- ii. EEDC should pay more attention to the manpower development programmes that positively correlate with the performance of their employees whenever the organisation is organising a development programme. This will help to stimulate the desire and interest of the participant in the programmes and ensure that they benefited maximally from it, as their performance continue to be transform more effectively. Also manpower developmental policies of the organisation should be continuous and in congruence with their strategic policies.
- iii. In curbing the issue of lack of modern facilities, EEDC should boost up their efficiency by ordering and replacing worn-out equipment and facilities that have been sabotaging their effort to render well deserved services to the populace with updated technologies obtainable within the sector. Knowing the size of their customers in the state, EEDC should always source for enough megawatts of power that will serve their customers without rationing. They should also expand the frontier of their organisation by investing in power generation so as to increase their power megawatts. Since some of the problems inhibiting their efficiency insolubly outweigh their oversight (vandalisation/militancy, government policies), government and its agencies should be abreast with their responsibility of securing life and property and should create enabling environment that will facilitate and breed the efficiency of the power sector through its policies and programmes, because the inefficiency of this sector portends doom to the national economy.

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