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Research Paper

MANPOWER DEVELOPMENT AND ORGANIZATIONAL GROWTH IN PORT- HARCOURT SEA PORT IN RIVERS STATE

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ABSTRACT **Manpower training therefore plays significant role in guaranteeing that the predetermined goals of the public sector are achieved. The prime objective of every organization be it private or public, is to improve its productivity and this achievement to a great extent is determined by the abilities and competences of its workforce. The study examined the effect of manpower development on organizational growth in Port-Harcourt Sea Port, Rivers State. The specific objectives are to: evaluate the effect of formal education on competitive advantage in Port-Harcourt Sea Port, Rivers State, examine the effect of programmed instruction on large market share in Port-Harcourt Sea Port, Rivers State. The research design used was descriptive survey methods. The sample size of 231 respondents was drawn from population of 548 senior and permanent employees of Port-Harcourt Sea Port, Rivers State. The method of data technique used were; regression, t-statistics, frequency table, mean and standard deviation. The following are the major findings of the study: (i)The study revealed that there was a positive and significant effect of formal education on competitive advantage in Port-Harcourt Sea Port, Rivers State because formal education provides opportunity to employee to get specialized training and skills capable promoting organizational competitive advantage (t-statistics (53.984) > critical value (0.000).(ii) The study revealed that there was a positive and significant effect of programmed instruction on large market share in Port- Harcourt Sea Port, Rivers State because programmed instruction provides management with special directive to employee to reduce the need for continuous direction and supervision (t- statistics (59.146) > critical value (0.000). The study recommended that employees of Port- Harcourt Sea Port, Rivers State, Nigeria should try to acquire formal education as it provides them with the opportunity to get specialized training and skills capable of promoting organizational competitive advantage**

KEYWORDS :Manpower, Development, Organizational Growth, Service Industry.

INTRODUCTION

Increase competition amongst organizations owing to globalization, transformations in technology, political and economic environments prompt organizations to train their employees as one of the ways to prepare them to adjust to the dynamics of time to enhance their performance (Tukunimulongo, 2016).The prime objective of every organization be it private or public, is to improve its productivity and this achievement to a great extent is determined by the abilities and competences of its workforce. Responsible organizations recognize that human resources are their main resource in achieving the desired objectives. Consequently, workers must be equipped and trained adequately to ensure that their knowledge, skills, and abilities facilitate the attainment of organizational goals and objectives. (Banjoko, 2011) affirmed that manpower is the premise of all other resources utilized in production and therefore an indispensable factor in converting other resources to the benefit of mankind. In this way, how well we prepare a worker is central to choosing the amount we will fulfill our dreams as a country. Therefore, manpower training should be an integral part of every organization. This is because manpower training enhances employee productivity, thereby contributing significantly to the achievement of the organizational objectives (Banjoko, 2011). Manpower training therefore plays significant role in guaranteeing that the predetermined goals of the public sector are achieved. This is important because the public sector consists of individuals who are major instruments that deliver public programs, goods and services. Manpower development is a process of intellectual and emotional achievement; it provides the means by which people can grow on their jobs. It relates to series of activities, which an enterprise would embark up onto improve its managerial capacity. Manpower development is important in any discussion of strategic human resources management. The emphasis on manpower training and development is influenced by the belief that it is now desirable to focus more attention on areas which in the past has been relatively neglected.

To validate this assertion, (Singh & Mohanty, 2012), posit that training is a central and powerful instrument for the effective attainment of organizational objectives and goals, resulting in greater productivity. As such, the accomplishment of an organization to a great extent relies on the capabilities and skills of the employees at the administrative and lower levels of the organization and such capacities and ability for the most part originate from the knowledge and training they receive (Dialoke, Ukah & Ikoro, 2016). Also, training is fundamental in view of the evolving technology; the automated work environment; the rapid transformation in administrative settings, accompanied by the demands of diversity management as hallmarks and symbols of globalization.

Ports are widely recognized as a crucial nodal point alongside a given shorelines in international trade and transport. Their core activity, such as loading and unloading of goods are important to international trade. The maritime sector is very significance to economy of any nation. It is the means for the movement of goods or cargoes across the countries, and many cities of the world rely on their ports as a major means of revenue generation (Adams,

2002). Port authorities have increasingly been under intense pressure from various stakeholders to improve port performance and efficiency by ensuring that port activities and services are provided on an internationally competitive basis to support trade-oriented economic growth and development.

Maritime transport plays an important role of being many nations' major gateway for international trade and is a good instrument for measuring the economic health of a nation (UNCTAD, 2008). The maritime industry is a subsector of the transport sector, which globally accounts for over 70% of transportation requirements of the world. Maritime activities are expanding; bringing benefits to people across the globe. The maritime sector is a major catalyst for socio-economic development and international competitiveness in a changing world. Also, maritime transport amongst other mode has been noted to be very cost- effective where movement of huge tonnages of goods and cargoes over a long distance is concerned (Oyesiku, 2019).

In Nigeria, practically all major imports and exports transactions move through the seaports. Hence, the efficiency and inefficiency of the maritime subsector affect profoundly the cause of import as well as the competitiveness of export. Furthermore, the maritime transport subsector is a large employer of labour (both skilled and unskilled) if indirect employment generated through the maritime sector such as insurance, customs, haulage, clearance and logistics, storage, free zones activities, sorting out the incoming and outgoing cargo, industrial and other value added activities are considered (Okeudo, 2013).

Statement of Problem

Maritime transportation system is an integrated network of both the seaport and internal waterways. It is also a network not limited to Nigeria alone but in the global transportation and logistics network because the seaport is central or a nexus of the global integrated system. The countries port system is overseen by the Nigerian Port Authority (NPA). It coordinates port operations and government business as well as maintenance and improvement of infrastructure relating to the maritime sector. Among this broad range of activities are those involving shipping operations, stevedoring activities, clearing and forwarding business, maritime insurance, warehousing, transport and haulage, customs, immigration and the other informal sector. Of all those activities, shipping stands out as the greatest boost to a nation's economic growth. This is because almost all other maritime activities revolve around shipping activities. The exportation and importation of goods for the most parts take place through the nation's seaport. Apart from shipping trends in the country, there has been a continuous rise in the general cargo throughput handled by the nation's maritime transport The importance of training has no doubt been recognized in many organizations as the key factor for improved productivity. However, manpower training in the Port-Harcourt Sea Port River State is threatened with a number of problems like the absence of regular training despite the continuous reforms with emphasis on training. This is because the various reforms in the sector have not considered it necessary to establish definite and continuous training programs that will increase employees' productivity. This implies that when training need is identified and resources and quality time that is needed to achieve the needful training and development exercise were inadequate in addressing the productivity deficit.

Inadequate manpower development in Port-Harcourt Sea Port River State could result to weakened performance and lower retention rates. Weakened performance is one of the most obvious negative outcomes of neglecting to train employees. Employees who have not been trained will run into serious problems with producing high-quality work in an efficient way. It's quite simple, less knowledge and training lead to a lower level of performance. Employees who are well trained with the skills necessary to perform their job and meet all deadlines, will put out high-quality work and have a positive impact on the organization. Lack of training can lead to more frustration, wasted time, and unhappy employees. Having employees who feel as though they are not developing and are becoming frustrated with their work, often leads to those employees leaving an organization and affecting employee retention rates. In the light of the above, this study therefore is set to examine the effect of manpower development on organizational growth in Port-Hartcourt Sea Port, Rivers State.

Objectives of the Study

The main purpose of this study is to investigate the effect of manpower development on organizational growth in Port-Harcourt Sea Port, Rivers State. The specific objectives are to:

1. evaluate the effect of formal education on competitive advantage in Port-Harcourt Sea Port, Rivers State.
2. examine the effect of programmed instruction on large market share in Port-HarcourtSea Port, Rivers State.

Conceptual Framework

Manpower Development

In order to understand the concept of manpower development, it is important to understand the term "manpower" as it relates to this study. Manpower refers to the total supply of personnel available or engaged for specific job. It is also regarded as the most significant assets needed for the production of goods and services which is also the main instrument for promoting speedy national development and effectual service delivery. Manpower involves men and women who constitute the total labor force of a nation and the ultimate basis for the wealth of nations.

Manpower training is an important idea usually used by different individuals. It has different meanings to different people. Some researchers see training as the impartation of

'knowledge', 'enlightenment' or 'wisdom' (Ofobruku and Nwakoby, 2015). This implies that these attributes underline manpower training as vital ingredients of training, which equips the employee with the wherewithal for effective performance of duties and routine assignments, this impact on productivity and the realization of organizational objectives ultimately. Igbaekemen (2014) affirms that training is a process or strategy of upgrading and expanding the abilities, talent and knowledge of workers. As such, a fruitful training program must add to the development and improvement of workers at all levels. Training influences employee development such that the workers' state of mind is improved with a view to eliciting their commitment to duties and organizational effectiveness.

Development is associated with the procedure of assisting paid workers in the management cadre who carry out duties that are not repetitive to build up their supervisory, directional and policymaking proficiency and expertise.

It has to do with getting workers ready for more advanced duties in future. Ezeuwa (2009)

sees development as the application of workforce to objectively alter man's physical and biological surroundings to his advantage. It could also be taken to encompass the initiation of innovations into the society and initiating adjustments on the design of the organization and social structure.

Approaches to Manpower Training and Development

There are numerous methods of manpower training that an organization can utilize and this largely depends on the objectives of the organization. The specific approach chosen by an organization would be determined by the cost of the training, available time and number of people to be trained. Approaches to manpower training can be considered fewer than three main subtitles:

- On- the-job training;
- Off-the-job training; and
- Simulation methods.

However, organizations often adopt a mixture the three methods because there are no perfect training programs to achieve the needs for training. The method of training selected should reflect the purpose of the training, the available resources and the needs of employees for training and development Olaniyan & Ojo (2008) and Okeke (2011) identified the following approaches:

On- the-job training

On-the-job training is a broadly used technique, where the learning takes place in the work environment. This method is performed in

the context of work, at the same time the actual work is being performed. Most organizations prefer on-the-job training for the acquisition of effective skills and abilities. With this method, employee's initiation and skills advancement is achieved more rapidly and employees benefit from relating with co-workers (Okeke,2011).

Another advantage of on-the-job training session is that it provides workers with the specific knowledge and skills required in their job. The awareness and abilities obtainable during in- house training are particularly connected to the job requirement. Job rotation, Job instruction, coaching and apprenticeship training are the most common methods of in-house training (Alipour, 2009). On-the-job training could take the following forms:

Orientation/Induction Training: This approach is precisely designed for newly engaged employees to get them acquainted with the overall requirement of the organization such as norms, ethics, goals, rules and regulations and so on. It is also geared towards getting the new employees acquainted with the organization's goals, structure, culture, work standard and diverse conditions of employment. This familiarization with the work environment will protect them from making costly mistakes. Dialoke, (2016), affirm that orientation is carried out for the new employees or staff on new appointment as soon as they assume duty, to get them familiarized with their current posts and to make them apprehend the general aims, policies, scope, challenges, and organization of the industry.

Apprentice Training: This approach to manpower training entails the acquisition of proficiency through expansive training over a period of time by the apprentice. Isiwu (2012) submit that the training medium may be either informal or formal. Within an informal setting, the apprentice is attached to the trainer, and he is required to pay and agreed fee for the period of training. On the other hand, the formal setting requires an employee to be attached under an apprentice within an organization with specific charges.

Job Rotation: this approach to training involves the rotation of staff from one section to another in the same organization. The aim is to expose the trainees to various experience need to improve in the jobs. It is also organized to reduce monotony of work and to discover the hidden potentials of the workers. Other reason for organizing this programe is to widen the knowledge and capabilities of workers in different professions. The added knowledge may be needed for performing higher level tasks and taking up higher level responsibilities (Lawal,2006).

Coaching: this method of training has to do with person- to-person or direct way of influencing the behavior of a worker. It is designed achieve some specific purpose within a short time. Generally, coaching is designed in a way that the learner follows certain guidelines that is focused on improving the method of job performance. The individual being coached is usually exposed a number of programmed instructions to speed-up the learning process.

Off-the-Job Training

These are professional training aimed at exposing employees to new techniques adopted in modern work environments. They are usually performed on full-time basis in educational institutions like, universities, polytechnics, colleges and so forth, lasting through a specific period (Malaolu & Ogbuabor, 2013). Off-the-job training happens when employees are transferred or moved to another location outside their work environment to receive training. The major disadvantage of this type of training is that employees after acquiring better skills or experiences may resign for a job with higher pay.

Formal Training: This type of training is done within or outside an organization. It is also referred to as in-house or off-the-job training in professional zones, like, universities, polytechnics, training institutes/centres. Off-the-job training are provided by educational and learning institutions. They are well-structures training provided to personnel with certifications. Formal learning takes place when an instructor or a teacher exercises control and authority over a student to impact knowledge through a structured curriculum of an approved educational institution (Konings, 2010).

Guided Discussion: This is a training technique that encourages learners to reflect on their past experiences and discover alternative means of solving particular challenges. It permits the group leader greater opportunity to get reactions to an idea than does the lecture method. In the guided discussion method, the leader presents an idea to the group and encourages them to discuss it, but makes it clear to the group that he reserves the right to make the ultimate or final decision (Otti, 2011).

Programmed Instruction: this is a modern training method that uses coaching machines, programmed books or filmstrips. It differs from traditional forms of training in which the instructor guides the learner to acquire new techniques, because the materials to be used are presented in a manner which the learners can control. Programmed instruction is a special technique of teaching new topics to students through self-instruction or learning. The teacher prepares an instructional material and give to the students to study by themselves.

Workshops, Seminars and Conferences: There are various institutions that organize workshops/seminars aimed at inculcating specific skills on the public. Professionals present papers and discussions on variety of topics in such conferences. New procedures and ideas are studied and participants are engaged in related interactions in order to contribute their views on the topic (Okereke and Igboke, 2011). A seminar is a type of scholastic guideline, either at a scholarly establishment or offered by a business or expert association. It has the capacity of uniting little gatherings who concentrate on some specific subjects where everybody present papers. While a workshop is a sort of intuitive preparation where members complete various exercises rather than listen to an address or presentation.

Special Lectures: This is likewise called as classroom training where the employees are given addresses about the occupation prerequisites or requirements and the necessary information required for actualizing the assignment. There is normally a classroom or a workshop where the complete job information is given to the workers by the trainers or instructors from the expert establishments. The trainers usually communicate with spoken words which they need the students to learn, it is fundamentally a one way type of communication of learning skills and abilities from the trainers to the trainee. It is also a verbal presentation for a large audience or trainees.

Group Training: in addition to individual training, many firms arrange group training schemes. These can be residential courses for supervisors, sales representatives, accounts personnel, clerks or secretaries or stenographers lasting for a week or more. The courses can include such topics as principles of management, the foreman's responsibilities for the organization of production, his part in the training of new workers, marketing, time studies, costing, the importance of clear speaking and writing, joint consultation and other aspects of human relations.

Simulation Methods

This method is a part of Laboratory Training, done under off- the-

Job training. It is an increasingly popular technique of management development. Under this method of training, the learner is required to learn the operations of machines and equipment that are specifically designed to look like those installed at the real work environment. This is one of the most widely recognized method for training where the employees learns to operate equipment and operating tools that are similar to those they would be utilizing at the real work floor. This method aims at educating and learning in an existing and impressive way instead of simply entertaining the learners, it is applied to improve productivity and process skills, management as well as the interpersonal skills. Some of the demerits of simulations method are: trainee can focus on learning without involving in much hazards, interest and motivation are high as real work conditions are replicated, This technique is useful in situations where at on-the-job training may result to serious injuries and damages of valuable machineries and materials, it is a costly technique, it requires consistent updating as new information about workplace is obtained.

Organizational Growth

Organizational growth is, in fact, used as one indicator of effectiveness for small and large businesses and is a fundamental concern of many practicing managers. Ultimately, success and growth will be gauged by how well a firm does relative to the goals it has set for itself.

HR is a key driver of organizational growth, Since it has to emerge as a strategic business partner helping the top management build an organization that is good not just for today, but for tomorrow and beyond. It is now working with the top management to propel the organization forward. HR should be reviewed and we stopped looking at what is happening in other strategies and start looking at best HR practices in large corporate (Odongoand Owuor, 2015).

Odongo and Owuor, (2015) points out that such growth can be particularly disorienting for employee and owner alike: "often the people involved may not realize that anything significant has occurred until they discover by experience that their familiar procedures no longer work and that their familiar routines have been bizarrely transformed. Business owners, then, face a dizzying array of organizational elements that have to be revised in accordance with changing realities. Maintaining effective methods of communications with and between employees and departments, for example, become ever more important as the firm grows.

Manpower Training Development and Organizational Growth

Dearden, Reed and Reene, (2016) further investigated the effects of work-related training on direct measures of productivity, using a new panel of British industries 1983-1996. The authors argued that organization training process should be anchored and established on a well-defined training policy, drawn on manuals, which should be made to continue to improve productivity in organization. In the past, the nature of manpower training in many organizations was determined by existing rules, customer service requests, and the issue of compliance in safety and health. Nevertheless, the study found that organizations are currently providing work- related training as an approach for increasing employee productivity. Another study, Tahir, Yousafzai, Hashim and Jan, (2014) analyzed the influence of training and development on employee performance and productivity using the United Bank Limited Peshawar City, Pakistan as a case study. The main objective was to investigate the effect of training and development on employees' performance and productivity, using descriptive statistic tools SPSS. The results of the research revealed that the employees of UBL in region Peshawar were in favor of manpower training as they considered it as the major factor that drives employees' performance and Productivity. This study established that bank administrators who are interested in employee's productivity and efficiency have no option but to embrace the idea of employee training and development as a blueprint for success. The study concluded that training and development would offer opportunities for promotion and better career life for employees in the organization. In doing so, organizations productivity would be accelerated.

Empirical Literature

Farooq and Aslam (2011), conducted a study toexamine the personnel training and development as a tool for organizational efficiency. Employees of MTN Corporate Head Office in Lagos State served 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 behavior and organizational efficiency. 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 behavior and ensure organizational efficiency.

Dialoke, Ukah Finian and Ikoro (2016), conducted a study to investigate the implications of training and manpower development on employee productivity, using Alvan Ikoku Federal College of Education, Owerri as a case study. The study applied structured questionnaires to a sample size of 450drawn by proportional stratified random sampling. The data generated was analyzed using mean score, standard deviation and grand mean. The researcher made the following findings; orientation, in-house training, on-the-job training, workshops, seminars, etc are the most common development programs available to employees in AIFCE, Owerri. It was also observed that there are challenges to effective training and manpower development in the study area. The study recommends that organizations should conduct training needs assessment to ensure that the right training is given; ensure that their training programs should be on a continuous basis and accessible to all.

Owolabi and Amisu (2016), conducted a study to examine manpower development and employee job performance in the public and private sectors. Cross sectional survey served as a method of data collection. A total of 100 questionnaires were administered to employees using probability sampling technique in both sectors and 88 of the distributed questionnaires were retrieved. The Chi-square method was used to test research hypotheses. The findings of the study showed that staff training is not given higher priority and consideration in the public sector compared to the private sector. The study therefore recommended that organizations should strive towards training and retraining of workers from time to time as employees should not be blamed if they are not well trained.

Wabara, Sampsonand Okwudili (2017), conducted a study that focused on the effects of manpower development on organizational efficiency, with reference to Enugu Electricity Distribution Company (EEDC) in Umuahia Abia State, Nigeria; covering the period of 2014 to 2016. 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. 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 organization, while

serving the career goals of the employee. The need for the manpower developmental policies of the organization to be continuous and in congruence with their strategic policies was also emphasized.Nwaeke, Obiekwe, and Onyebuchi (2017), conducted a study to examine the impact of manpower training and development on organizational productivity. The paper noted that the main objective of employee training and development is to develop employee skills, knowledge and competencies which are vital in the enhancement and promotion of organizational effectiveness, productivity and profitability, as well as in the development of some competitive edge over competitors. Training and development are based on the premise that the attitudes, skills, behaviors, capabilities and competencies of employees need to be improved in order to achieve organizational set goals and objectives. The purpose, importance and some methods of employee training and development, as well as factors affecting training were discussed. Based on the review and discussion made, conclusions and recommendations which aim at improving organizational productivity and performance were made with regard to employee training and development in Nigerian organizations.

METHODOLOGY

Study Area was Rivers State. The research design of the study was descriptive survey research method. The study used structured questionnaire to obtain data. The choice of location was based on proximity, effective coverage and cost minimization. The sample size of 231 respondents was drawn from population of the study which consists of 548 senior and permanent employees of Port-Harcourt Sea Port, Rivers State. Research questions were answered using mean score and standard deviation. The hypotheses stated were tested using regression statistics.

Data Presentation and Analysis

Table 1: Comprehensive Demographic distribution of employees of Port-Harcourt Sea Port, Rivers State

Two hundred and thirty one (231) copies of questionnaires were designed and distributed to the respondents. Out of the 231 Questionnaires distributed, 220 (95%) were completed and returned while 11 (5%) were not returned. Therefore, 95 percent respondents were a good representation. The table showed the respondents profile in frequency and percentage distribution of gender, age bracket, marital status, educational qualification, working experience and position in the organization.

Data Analysis

Question One: what is the extent to which formal education affects competitive advantage inPort-Harcourt Sea Port, Rivers State?

Table 2: Mean rating of the respondents on extent to which formal education affects competitive advantage in Port-Harcourt Sea Port, Rivers State

Source: Field Survey, 2020

This table shows the opinion of respondents on what is the extent to which formal education affects competitive advantage in Port-Harcourt Sea Port, Rivers State. The research items 1,2,3,4 have mean score of above 3.0point respectively and it was rated moderate extent by respondents. Thereby study revealed that formal education has significant effect on competitive advantage in Port-Harcourt Sea Port, Rivers State since formal education provides opportunity to employee to get specialized training and skills capable promoting organizational competitive advantage. The respondents are in agreement with all the items. (The grand me 4.132 is greater than the cutoff point 3).

Question Two: what is the extent to which programmed instruction affects large market share in Port-Harcourt Sea Port, Rivers State?

Table 3: Responses of the respondents on the extent to which programmed instruction affects large market share in Port-Harcourt Sea Port, Rivers State

This table shows the opinion of respondents on what is the extent to which programmed instruction affect large market share in Port-Harcourt Sea Port, Rivers State. The research items 1,2,3,4 have mean score of above 3.0 point respectively and it was rated moderate extent by respondents. Thereby study revealed that programmed instruction has significant effect on large market share in Port-Harcourt Sea Port, Rivers State since Programmed instruction provides management with special directive to employee to reduce the need for continuous direction and supervision. The respondents are in agreement with all the items. (The grand me 4.104 is greater than the cutoff point 3).

Test of Hypotheses

This is aimed at finding out the opinion of the respondents in the questions relating to the research hypotheses. The two hypotheses were tested using single regression.

Test of Hypothesis One

H1: Formal education has no significant effect on competitive advantage in Port-Harcourt Sea Port, Rivers State.

In testing this hypothesis, formal education was regressed against competitive advantage. The result of the single-regression analysis showed the model to examine the extent to which formal education effect competitive advantage in Port-Harcourt Sea Port, Rivers State.

Competitive of Advantage = 0.229 + 1.034 Formal education

The empirical result showed that the coefficient of formal education had positive effect on competitive advantage; it means that formal education had positive and direct influence on competitive advantage. The results of the t – statistics denotes that the coefficient of formal education was statistically significance. The observed values of t – statistics (53.984) was greater than its p-values (0.000). The results of the F – statistical test shows that the overall regression of the hypothesis one was statistically significance. The observed value of the F – statistics (2914.270) was great than its p-value (0.000). Again, our empirical result showed that the Pearson product moment correlation analysis (r) was 0.965. The strength of relationship between the two variables was high. However, we rejected the null hypothesis and concluded that formal education had positive significant effect on competitive advantage in Port-Harcourt Sea Port, Rivers State.

Test of Hypothesis Two

In testing this hypothesis, programmed instruction was regressed against large market share. The result of the single-regression analysis showed the model to examine the extent to which programmed instruction effect large market share in Port-Harcourt Sea Port, Rivers State. **Large Market Share = 0.258 + 1.044 Programmed instruction**

The empirical result showed that the coefficient of programmed instruction had positive effect on large market share; it means that programmed instruction had positive and direct influence on large market share. The results of the t – statistics denotes that the coefficient of programmed instruction was statistically significance. The observed values of t – statistics (59.146) was greater than its p-values (0.000). The results of the F – statistical test showed that the overall regression of the hypothesis one was statistically significance. This is because observed value of the F – statistics (3498.304) was great than its p-value (0.000). Again, our empirical result showed that the Pearson product moment correlation analysis (r) was 0.970. The strength of relationship between the two variables was high. However, we rejected the null hypothesis and concluded that programmed instruction had positive significant effect on large market share in Port-Harcourt Sea Port, Rivers State.

Summary of the Findings

The following are the major findings of the study**:**

1. The study revealed that there was a positive and significant effect of formal education on competitive advantage in Port-Harcourt Sea Port, Rivers State because formal education provided opportunity to employee to get specialized training and skills capable promoting organizational competitive advantage (t-statistics (53.984) > p-value (0.000).
2. The study revealed that there was a positive and significant effect of programmed instruction on large market share in Port-Harcourt Sea Port, Rivers State because programmed instruction provided management with special directive to employee to reduce the need for continuous direction and supervision (t-statistics (59.146) > P-value (0.000).

Recommendation

Employees of Port-Harcourt Sea Port, Rivers State, Nigeria should try to acquire formal education as it provides them with the opportunity to get specialized training and skills capable of promoting organizational competitive advantage.

Management of Port-Harcourt Sea Port, Rivers State, Nigeria should ensure the use coaching machines, programmed books or filmstrips as instrument of programmed instruction. It should be written clear and understandable language for effective communication between management and staff because it influences the organizational growth

CONCLUSION

The study concluded that there was a positive significant effect of manpower development on organizational growth in Port-Harcourt Sea Port, Rivers State, because formal education provides opportunity to employee to get specialized training and skills capable promoting organizational competitive advantage. It provides opportunity for acquiring better skills and experience resign for a job with higher pay, forms the basis training required for employment and further on-the-job training and provides opportunity to employee to get professional training and skills with certificate.

Programmed instruction provides management with special directive to employee to reduce the need for continuous direction and supervision. It creates confidence in an employee to enable him operates his tasks without obstacles and with efficiency and effectiveness and provides management written rules and regulation to employee necessary to enhance organizational large market share.

Plan

Abstract

Background of the Study

Statement of Problem

Objectives of the Study

- Conceptual Framework
- Manpower Development
- Off-the-Job Training
- Simulation Methods
- Organizational Growth
- Manpower Training Development and Organizational Growth
- Empirical Literature
- METHODOLOGY
- Data Presentation and Analysis

Data Analysis

Conclusion

Recommendation

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