Article

Connecting Skills to Success: Exploring Manpower Development and Service Delivery in Akwa Ibom State Ministry of Information

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Abstract
This study examined manpower development and service delivery in the Akwa Ibom State Ministry of Information from 2020-2024. It focused on the relationship between staff training and citizen satisfaction, the impact of career advancement on cost-effectiveness, and whether employee retention improved project success. Utilizing Human Capital Theory and a causal research design, the study surveyed a population of 335 using a Likert scale questionnaire and analyzed data with chi-square tests. Findings revealed a significant relationship between training programs and citizen satisfaction, demonstrated that career advancement opportunities enhanced cost-effectiveness, and confirmed that employee retention positively influenced project success. The study recommends that the Akwa Ibom State Ministry of Information and similar public institutions maintain regular staff training, strengthen career advancement pathways, and implement effective employee retention strategies to foster organizational growth and project success.

Keywords: Service Delivery; Akwa Ibom State; civil servants; citizen's satisfaction; cost effectiveness

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Introduction

Manpower development as a function of management is highly indispensable in the achievement of organizational objectives. Manpower particularly speaks about labour or personnel in organizations. Importantly, apart from planning for various resources such as human, material and time, etc, there is a specific need to develop organizational manpower in line with on-the-job-demand, to ensure they achieve their stated objectives (Omode, 2016). It should be noted that it is the function of the personnel to combine the various resources in an appropriate manner in order to actualize the objectives of the organization (Nwankwo, 2013). In this globalized era, there are increasing claims that the route to competitive advantage is achieved through people. In a situation where identical non-people resources in the form of finance, raw materials, plants, technology, hardware and software are made available to competing organizations, the differences in economic performance between organizations can be attributed to differences in the performance of the organizations workforce. In other words, the caliber of the human resources in an organization determine the success or failure of an organization, hence, justifying the rationale to plan for, and develop the personnel in various units of the organization in order to achieve the stated goals.

No organization (private and public) will perform optimally when there are no efficient human resources (Chioke & Mbamalu, 2020), because human beings are the epicenter of an organization (Ejiofor & Nnaji, 2022), the active agents in charge of accumulating capital, exploiting the natural resources, building socioeconomic and political organizations (Adeyeye, 2015) thus, constitutes the most crucial of all resources. Since, Human Resource (HR) are the most important resources, it becomes imperative to agree that there is a significant correlation that exists between human capital developments cum employee performance (Chioke, et al, 2023). What this means is that the development of manpower will positively influence service delivery of an organization. It is however unfortunate that this essential organizational factor is lacking in quality at various units in Nigeria. Empirical literature pictured that Nigeria is endowed with enormous natural and human resources (Ndubuisi-Okolo & Anigbuogu, 2019), but where there is no well-trained manpower to tap and put them into effective use, these resources will be unexploited (Nwokwu, et al, 2018). It is on record that no organization can perform effectively without efficient human resources (Chioke & Mbamalu, 2020). Similarly, organizations find it difficult to deliver when a worker did not receive regular training (Ohaeri & Chukwu, 2016). In other words, manpower development is crucial to the effectiveness of an organization. In Nigeria, public enterprises, companies cum government agencies do not have manpower with needed technical knowhow (Chioke & Mbamalu, 2020).

In Nigeria and other developing countries of the world, the government usually has the major responsibilities for the maintenance of stability and the promotion of rapid economic and social development. These responsibilities of government have become more compelling in Nigeria today in view of the harsh economic climate and the highly deplorable conditions of living of most Nigerians. Government agencies are therefore designed for the realization of these responsibilities through efficient service delivery. This is why the public service of any nation is often regarded as the live-wire or nerve-centre of the state structure. The civil service is the operational arm of government charged with the analysis, implementation and administration of public policy (Oyedele, 2015). It is the executive arm of public administration, which manages the day-to-day affairs of the state by administering public services and back stopping government operations (Kyarinpa, 2016). They are men and women found in various ministries and departments of government at local, state and federal levels of government. In clear terms, the job of these men and women is to deliver services to the general public on behalf of the government.

In the light of the crucial role of government ministries, departments and agencies in service delivery to the citizenry, this study is designed to examine ascertain how manpower development has impacted on service delivery in Ministry of Information of Akwa Ibom State. As captured by Davis (2014), service delivery is an arrangement of periodical performance of supplying public needs. Wanyoike (2015) alludes that service delivery to the people is the deliberate obligatory decision by the elected or appointed officials to serve or deliver goods and services to the people. Performance of any given organization or government is rated by the nature and level of service delivery to its customers or clients of service. The primary goal of any country is to achieve a sustainable improvement on standards of services that are aimed at facilitating quality life to their citizens. Onwuasigwe, Egboh and Okafor (2023) outlined four ways of delivering services to the public, this includes: direct service delivery which entails one- on-one contact that revolves around a service or product that the intended user benefits or access directly in which he pays on the spot - a transaction between a citizen and a member of government staff; indirect service delivery is anchored in the rules and regulations set which does not only affect the intended user but other interests too; well-kept information record enhanced service delivery in this case; and individual service delivery is anchored on services that affect an individual with a unique character from the other public and collective service delivery is aimed at a group or community.

The need for efficient service delivery has thus triggered studies aimed at improving low capacity and poor skills of government staff across all levels given the core role they play

in service delivery as the governments' actors and structures. In Nigeria, series of personnel functions have been formulated and implemented in a bid to address certain perceived service delivery deficiency. Of all the personnel functions deliberately put in place to address poor service delivery at most levels of government are; capacity building, training and manpower development occupies an important place. Irrespective of the nature and extent of criticism and defects that may characterize these personnel functions in theory and practice in Nigeria, it has, for quite some time, come to represent an important element in the country's public service and administration. Expectedly, staff training and capacity building of government staff/manpower have been subjected to various critical analyses but notwithstanding, the core issue to which this study addresses itself, is to examine how manpower development has impacted on service delivery in Ministry of Information of Akwa Ibom State (2020-2024).

Objectives of the Study

The study's objectives are as follows;

1. To find out if there is any relationship between staff training and citizen satisfaction in the Akwa Ibom State Ministry of Information between 2020 and 2024.
2. To examine whether career advancement opportunities promoted cost effectiveness in the Akwa Ibom State Ministry of Information between 2020 and 2024.
3. To find out whether employees' retention improved project success in the Akwa Ibom State Ministry of Information between 2020 and 2024.

Hypotheses

The following hypotheses were stated as follows;

HYPOTHESIS 1

H_0: There is no relationship between staff training and citizen satisfaction in the Akwa Ibom State Ministry of Information between 2020 and 2024.

H_1: There is relationship between staff training and citizen satisfaction in the Akwa Ibom State Ministry of Information between 2020 and 2024

HYPOTHESIS 2

H_0: Career advancement opportunities did not promote cost effectiveness in the Akwa Ibom State Ministry of Information between 2020 and 2024.

H_1: Career advancement opportunities promoted cost effectiveness in the Akwa Ibom State Ministry of Information between 2020 and 2024.

HYPOTHESIS 3

H_0: Employees' retention has not improved project success in the Akwa Ibom State Ministry of Information between 2020 and 2024.

H_1: Employees' retention has improved project success in the Akwa Ibom State Ministry of Information between 2020 and 2024.

Manpower development and service delivery: Empirical explications

Ojeyemi & Ebuka (2016) examined the effect of employee retention strategies on service quality in selected five-star hotels in Lagos, Nigeria. The study adopted survey research design and relied on the Human Capital Theory and the Resource-Based View Theory. The population comprised of 2,548 employees of five selected five-star hotels in Lagos, Nigeria. The sample size of 434 was determined using Cochran's formula. Simple random sampling techniques was adopted in selecting respondents. A structured, adapted and validated questionnaire was administered. Cronbach's alpha reliability coefficients for the constructs ranged from 0.797 to 0.952. The response rate was 87.6%. Data were analyzed using descriptive and inferential (Multiple regression) statistics at 5% confidence level. Findings revealed that employee retention strategies have statistically significant effect on the service quality of the selected five-star hotels in Lagos, Nigeria (Adj.R2 = 0.180; F (4,375) = 21.828, $p < 0.05$). This study concluded that employee retention strategies improved the service quality of the selected five-star hotels in Lagos, Nigeria. The study recommended that the five-star hotels management should enhance their employee retention strategies to boost their overall service quality.

Akaba & Osamuyi (2022) examined how training and retraining affects the development of the workforce among local government employees of Oredo local government council in Benin City, Edo State, Nigeria. Four research objectives were formulated. Employees at the Oredo local government council, Edo State, participated in the study, and Human capital theory was adopted for the study. A carefully constructed questionnaire that was distributed to 250 Oredo Local Government Council employees was used to gather the primary data in which all the local government council's employees made up the study's population. Data were gathered using the one-time research survey method. The Statistical Package for Social Sciences, version 22.0, was used to analyze the manually inputted data. The variables were cross-tabulated across the major and subcategories, tested using the proper standardized statistics, and other pertinent measures, with the findings shown in tables. The study found that employee training and retraining increases their efficiency in providing services. The study concludes by saying that manpower training and retraining is extremely beneficial to the employees of Oredo local government council in Edo State since it has enhanced their level of productivity and service

delivery. The study recommends that sufficient funds should be made available by the local government of Oredo for employee training and retraining as required.

Dada & Ojo (2022) examined the perception and relevance of influence of training and manpower development on employee performance, using civil servants in Oyo State, Nigeria as reference. The Organizational Role Theory (ORT) was applied to the study. Descriptive research design was adopted and data was gathered from 50 respondents. Simple frequencies and percentages were utilized to analyze the gathered data. Findings revealed that 49.8% of those that had training and those exposed to manpower development had high job performance as against 21.2% for their counterparts with no training and manpower development. Also, it was discovered that the primary aim of training and manpower development was rather to meet statutory requirements (60%), as against improvement on the job (31.2%) and has policy implications for training and manpower development relevant to organizational need or goal to be provided to employees. Based on the findings, policy implications suggest that, training and manpower development relevant to organizational goals should be provided to employees and recipients provided with an enabling environment to perform tasks (the enabling environment includes opportunity to put into practice the new skill and competence they acquired; commensurate monetary reward to, perhaps, compensate them for the rigors experienced in acquiring the new skill and competence. In conclusion, this report has underscored that the aim of training and manpower development might not directly gear towards job performance. Further study is required to ascertain the conditions within which training and manpower development could improve job performance amongst civil servant.

Igbokwe-Ibeto, Osakede & Anazodo (n.d) examined effects of manpower planning and development in Lagos state civil service performance. Lagos state civil service is the greatest asset of the state in its quest for socio-economic development. The primary question that was explored is whether the nature of manpower planning and development curriculum in Lagos state civil service has effect on the service performance and the attainment of state objective. It adopted the New Public Management (NPM) theory, and relied on primary and secondary data, and multiple stage sampling technique was used to select the sample population. The data collected was presented in frequency bar chart and simple percentage. Pearson's Product Moment Correlation Coefficient (PPMC) statistical tool was used to test the hypotheses. Findings of the study show that the nature of manpower planning and development curriculum has a positive effect on the Lagos state civil performance. It also reveals that the manpower planning and development has a positive effect on the attainment of Lagos state objective. To achieve better performance in the service, it should among others, improve on the current

manpower planning strategy and continue to update its manpower development curriculum in line with the global best practices. Given the pivotal role that technology plays in the 21st century, the service should avail itself the windows of opportunities that information technology provides in its drive to enhance Employees' skills, knowledge and abilities that will invariably improve the service performance. Yet, the service should imbibe the prescripts of New Public Management theory (NPM), and that goals and targets should be defined and measurable as indicators of organizational performance.

Agunyai (2015) examined Manpower development, capacity building and service delivery in Ife-East Local Government Area, Osun State, Nigeria. Capacity building through training, seminars and workshops usually helps to ensure that local government workers possess the right knowledge and skills that equip them to take on new responsibilities, and adapt to changing conditions. Efficiency Services theory was adopted as the theoretical framework for the study. Data for the study were obtained from the primary and secondary sources. For the primary data, quantitative and qualitative methods were used. A total of one hundred and ten (110) respondents were selected for the quantitative data, while other seven (7) respondents were interviewed. Data from secondary sources like books, journals, newspapers/magazine and internet complement the primary data. Chi square (X2) was adopted to test the hypothesis at 0.05 level of significance, while content analysis was adopted for test of qualitative data. The result accepted the null hypothesis and rejected the alternate hypothesis. The acceptance revealed that staff training or their capacity building does not at all times translate to efficient service delivery in Ife-East Local Government Area. It was found that in spite of reforms in the training curriculum for manpower development and huge funding of local governments in this dispensation, majority of their staff are rarely trained and their performance in efficient service delivery is abysmal failure. The paper concluded that local governments should commit their efforts to building institutional and system capacity that produces the human capital that is committed to efficient service delivery and the principles of good governance.

The reviewed literature showed that generally, manpower development is a crucial ingredient for effective and efficient service delivery. As pointed out by Madubueze, Ananti, Onyekwelu & Okpalibekwe (2015), Ebeofor & Nnaji (2022), as well as Wilson & Asiegbu (2020) and others, manpower development is key to the effectiveness and efficiency of service delivery at local government levels, as well as private organizations. A major gap in the literature above is that sufficient focus has not been placed in understanding the extent of impact of manpower development on service delivery in public sectors such as state government

ministry. It is in this this regard that the current study sets out to examine the effect of manpower development on service delivery Akwa Ibom ministry of information.

Theoretical Framework

This study adopts the Human Capital Theory, and its origin 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, (Daebong, 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, (Daebong, 2009). Critics of the theory argue that the theory is flawed, overly simplistic, and confounds labour with capital.

The Human Capital Theory is selected for this study because the central tenet of the theory holds that it is the key competences, skills, knowledge and abilities of the workforce that contributes to organizations competitive advantage. It focuses attention on human resource development, and reward strategies and practices. Thus, the theory emphasized that if human resources are developed and effectively utilized, it leads to enhanced service delivery.

Methods, materials and hypotheses

The main goal of the study is to investigate 'Manpower Development and Service Delivery in Akwa Ibom State Ministry of Information between 2020 and 2024'.

Designs and settings

The study adopted a causal research design, a quantitative approach focused on investigating cause-and-effect relationships. This design allowed for the examination of existing conditions and the identification of potential causal factors by analyzing data retrospectively. By observing the dependent variable and its relationship to independent variables, the researcher aimed to uncover intrinsic connections relevant to the research questions and objectives. Findings were derived using an inductive approach based on field data. The research was conducted in Akwa Ibom State, located in Nigeria's South-South geopolitical zone. Bordered by Cross River, Rivers, and Abia States, Akwa Ibom featured diverse geography, including mangroves and transition forests. Established in 1987, the state was home to approximately 5.5 million residents. Historically, Akwa Ibom experienced significant events, including the Nigerian Civil War, which influenced its political and social dynamics. The predominant ethnic groups were the Ibibio, Annang, and Oro, with the Ibibio being the largest.

The study targeted the staff of the Akwa Ibom State Ministry of Information, which comprised 335 employees (See table 1, Appendix 1). Due to the manageable size of the population, the study did not employ sampling techniques. Primary data were collected using a Likert-scale questionnaire to gather specific information related to the research questions. Additionally, secondary sources such as textbooks, journal articles, and government publications were reviewed for relevant literature. A research assistant assisted in distributing the questionnaires to respondents over a two-week period. Each respondent had approximately 24 hours to complete the questionnaire. A total of 335 questionnaires were distributed, with the expectation of collecting completed responses. However, from the sample of 335 questionnaires distributed, a total of 306 questionnaires were properly filled and returned representing 91.3% which was very adequate for the study’s analysis while 29 copies of the questionnaire were not returned.

The study ensured validity through face / content validation by two experts in Political Science. Reliability was assessed using the internal consistency method, with a Cronbach alpha coefficient of 0.78 indicating acceptable reliability. Data analysis employed the Chi-square test to evaluate hypotheses, determining the association between categorical variables. A contingency table classified the data, and the Chi-square value was compared to critical values to assess the null hypothesis. If the calculated Chi-square value exceeded the critical value, the null hypothesis was rejected; otherwise, it was accepted.

DATA PRESENTATION AND ANALYSES

In this chapter, we present the data gathered from our respondents as regard to our research questions an analysis carried out to determine the acceptance or rejection of our hypotheses.

Table 1a. Respondents' responses on the relationship between staff training and citizen satisfaction in the Akwa Ibom State Ministry of Information between 2020 and 2024

Responses % Scores	No. of Respondents	% Scores
Strongly Agree	94	(94/306) x 100 = 30.7
Agree	168	(168/306) x 100 = 54.9
Undecided	13	(13/306) x 100 = 4.2
Disagree	24	(24/306) x 100 = 7.8
Strongly Disagree	7	(7/306) x 100 = 2.3
Total	306	100

Source: Field Survey, 2024

Total percentage agree = 30.7 + 54.9 = 85.6

Total percentage disagree = 7.8 + 2.3 = 10.1

From the above analysis it is obvious that a total of 31 participants representing 10.1% disagree that there is a relationship between staff training and citizen satisfaction, While 262 respondents representing 85.6% affirmed that there is a relationship between staff training and citizen satisfaction in the Akwa Ibom State Ministry of Information between 2020 and 2024.

Table 2a: Respondents view on whether career advancement opportunity promotes cost effectiveness in the Akwa Ibom State Ministry of Information between 2020 and 2024.

Responses % Scores	No. of Respondents	% Scores
Strongly Agree	135	(135/306) x 100 = 44.1
Agree	70	(70/306) x 100 = 22.9
Undecided	45	(45/306) x 100 = 14.7
Disagree	39	(39/306) x 100 = 12.7
Strongly Disagree	17	(17/306) x 100 = 5.6
Total	306	100

Source: Field Survey, 2024

Total percentage agree = 44.1 + 22.9 = 67

Total percentage disagree = 12.7 + 5.6 = 18.3

From the table above, it shows that a total of 205 participants representing 67% agree career advancement opportunity promotes cost effectiveness in the Akwa Ibom State Ministry of Information between 2020 and 2024, While 56 respondents representing 18.3% do not agree that career advancement opportunity promotes cost effectiveness in the Akwa Ibom State Ministry of Information between 2020 and 2024.

Table 3a: Respondents view on whether employee retention improved project success in the Akwa Ibom State Ministry of Information between 2020 and 2024.

Responses % Scores	No. of Respondents	% Scores
Strongly Agree	63	(63/306) x 100 = 20.6
Agree	207	(207/306) x 100 = 67.6
Undecided	10	(10/306) x 100 = 3.3
Disagree	13	(13/306) x 100 = 4.2
Strongly Disagree	13	(13/306) x 100 = 4.2
Total	306	100

Source: Field Survey, 2024

Total percentage agree = 20.6 + 67.6 = 88.2

Total percentage disagree = 4.2 + 4.2 = 8.4

From the table above, the analysis revealed that a total of 270 respondents representing 88.2% agree that employee retention improved project success in the Akwa Ibom State Ministry of Information between 2020 and 2024, While 26 respondents representing 8.4% do not agree that employee retention improved project success in the Akwa Ibom State Ministry of Information between 2020 and 2024.

TEST OF HYPOTHESES

This section was set out to test the study's hypotheses as follows;

HYPOTHESIS 1

H_0: There is no relationship between staff training and citizen satisfaction in the Akwa Ibom State Ministry of Information between 2020 and 2024.

H_1: There is relationship between staff training and citizen satisfaction in the Akwa Ibom State Ministry of Information between 2020 and 2024

Table 1b: Staff training and citizen satisfaction in the Akwa Ibom State Ministry of Information between 2020 and 2024

RESPONSE	Fo	Fe	(Fo – Fe)	$(Fo – Fe)^2$	$(Fo – Fe)^2 / Fe$
Strongly Agree	94	61.2	32.8	1,075.84	17.6
Agree	168	61.2	106.8	11,406.24	186.4
Undecided	13	61.2	-48.2	2,323.24	38.0
Disagree	24	61.2	-37.2	1,383.84	22.6
Strongly Disagree	7	61.2	-54.6	2,981.16	48.7
Total	306				313.3

Source: Field survey 2024

Calculated X2 = 313.3, Table X2 = 9.49, Degree of freedom = (5-1) = 4, while the Level of significance = 0.05

Decision Rule 1: Reject Ho if x^2 calculated is (>) x^2 table value.

Decision Rule 2: Accept Ho if x^2 calculated is (<)x^2 table value.

The calculated value (313.3) is greater than table value (9.488). Hence, H0 is rejected because 313.3 is greater than 9.488. The implication is that the alternate hypothesis is upheld. This means that there is a relationship between training programmes and citizen's satisfaction in the Akwa Ibom State Ministry of Information between 2020 and 2024.

HYPOTHESIS 2

H_0: Career advancement opportunities did not promote cost effectiveness in the Akwa Ibom State Ministry of Information between 2020 and 2024.

H_1: Career advancement opportunities promoted cost effectiveness in the Akwa Ibom State Ministry of Information between 2020 and 2024.

Table 2b: Career advancement opportunities and cost effectiveness in the Akwa Ibom State Ministry of Information between 2020 and 2024.

RESPONSE	Fo	Fe	(Fo – Fe)	$(Fo – Fe)^2$	$(Fo – Fe)^2 / Fe$
Strongly Agree	135	61.2	73.8	5,446.44	89.0
Agree	70	61.2	8.8	77.44	1.3
Undecided	45	61.2	-16.2	264.44	4.0
Disagree	39	61.2	-22.2	492.84	8.1

Strongly Disagree	17	61.2	-44.2	1,953.64	31.9
Total	306				134.3

Source: Field survey 2024

Calculated X2 = 134.3, Table X2 = 9.49, Degree of freedom = (5-1) = 4, while the Level of significance = 0.05

Decision Rule 1: Reject Ho if x^2 calculated is (>) x^2 table value.

Decision Rule 2: Accept Ho if x^2 calculated is (<)x^2 table value.

H0 is therefore rejected because 134.3 is greater than 9.488. The implication is that the alternate hypothesis is upheld. This means that career advancement opportunities promoted cost effectiveness in the Akwa Ibom State Ministry of Information between 2020 and 2024.

HYPOTHESIS 3

H_0: Employees' retention has not improved project success in the Akwa Ibom State Ministry of Information between 2020 and 2024.

H_1: Employees' retention has improved project success in the Akwa Ibom State Ministry of Information between 2020 and 2024.

Table 3b: Career advancement opportunities and cost effectiveness in the Akwa Ibom State Ministry of Information between 2020 and 2024.

RESPONSE	Fo	Fe	(Fo – Fe)	$(Fo – Fe)^2$	$(Fo – Fe)^2$ / Fe
Strongly Agree	63	61.2	1.8	3.24	0.1
Agree	207	61.2	145.8	21,257.64	347.3
Undecided	10	61.2	-51.2	2,621.44	42.8
Disagree	13	61.2	-48.2	2,323.24	38.0
Strongly Disagree	13	61.2	-48.2	2,323.44	38.0
Total	306				466.2

Source: Field survey 2024

Calculated X2 = 466.2, Table X2 = 9.49, Degree of freedom = (5-1) = 4, while the Level of significance = 0.05

Decision Rule 1: Reject H_0 if x^2 calculated is (>) x^2 table value.
Decision Rule 2: Accept H_0 if x^2 calculated is (<)x^2 table value.
H_0 is therefore rejected because 466.2is greater than 9.488. The implication is that the alternate hypothesis is upheld. This means that Employees' retention has improved project success in the Akwa Ibom State Ministry of Information between 2020 and 2024.

Discussion of Findings

This study examined manpower development and service delivery in the Akwa Ibom State Ministry of Information between 2020 and 2024. The findings provide empirical support for the proposition that investment in human resources enhances organizational effectiveness and service delivery outcomes. Consistent with the assumptions of Human Capital Theory, the study demonstrated that staff training, career advancement opportunities, and employee retention significantly contributed to improved citizen satisfaction, cost-effectiveness, and project success respectively.

The first finding revealed a significant relationship between staff training and citizen satisfaction. This suggests that employees who are exposed to relevant training programmes acquire the knowledge, skills, and competencies necessary for effective communication, information dissemination, and timely response to citizens' needs. This finding supports Human Capital Theory, which argues that investments in employee education and training increase productivity and organizational performance. The result aligns with the findings of Akaba & Osamuyi (2022), Dada & Ojo (2022), and Igbokwe-Ibeto, Osakede & Anazodo (n.d.), who reported that training and retraining improved employee efficiency and service delivery. However, the finding contrasts with Agunyai (2015), who found that staff training did not necessarily translate into efficient service delivery in Ife-East Local Government Area. The disparity may be attributed to differences in institutional commitment, implementation quality, organizational culture, and the extent to which acquired skills are effectively utilized. While Agunyai (2015) identified inadequate training opportunities and weak institutional structures as barriers, the present study suggests that where training is relatively consistent and linked to organizational objectives, positive service outcomes are more likely to occur.

The second finding showed that career advancement opportunities significantly promoted cost-effectiveness in the Ministry. This finding implies that employees who perceive opportunities for promotion and professional growth are more motivated to utilize resources efficiently and contribute meaningfully to organizational objectives. Human Capital Theory provides further explanation by emphasizing that organizations derive returns from investments made in employee development through increased productivity and efficiency. The finding corroborates earlier studies which maintained that employee motivation and career progression improve organizational performance and effectiveness. Career advancement not only serves as an incentive mechanism but also encourages employees to develop competencies that reduce operational waste and enhance service quality.

Furthermore, the study found that employee retention significantly improved project success. This result indicates that retaining experienced personnel preserves institutional memory, reduces recruitment and training costs, and strengthens organizational stability. From the perspective of Human Capital Theory, experienced employees constitute valuable organizational assets whose accumulated knowledge and expertise contribute directly to successful project implementation. The finding agrees with Ojeyemi & Ebuka (2016), who reported that employee retention strategies positively influenced service quality. Retention enhances continuity, commitment, and loyalty among workers, thereby increasing the likelihood of achieving organizational goals within stipulated timelines and budgets.

Overall, the findings reaffirm the central argument of Human Capital Theory that strategic investment in human resources yields measurable improvements in organizational performance and service delivery. The evidence from the Akwa Ibom State Ministry of Information demonstrates that manpower development remains a critical driver of citizen satisfaction, cost-effectiveness, and project success in public sector organizations.

Conclusion

Manpower development is important for service delivery in every organization or institution, given that it ensures that the right people are employed and placed to the job. The success and failure of any organization depends largely on the nature of human and material resources procured and utilized over a given period. The availability of other resources without the development of human capital could be counterproductive. This is so because human beings manage all other productive resources of the organization to attain its goals. And it is not enough to attract suitable employees to an organization but regular training must be conducted for new entrants and old personnel to ensure they are in tune with the right and contemporary skills to perform their roles effectively.

This study has shown that the Ministry of Information in Akwa Ibom State has leveraged on the potent of manpower development to improve their service delivery. Focusing on staff training, career development and employee retention, the ministry witnessed improvement on citizen satisfaction, cost effectiveness and project success. Not limited to the above, manpower development in the ministry has the capacity to increase overall efficiency in processes resulting to financial gains, reducing employee turnover, increases capacity to adopt new technologies and methods, as well as improves risk management.

Taking cognizance of the above findings, the study recommends the following:

1. The Akwa Ibom State Ministry of Information and other public institutions, agencies and departments should ensure they sustain regular training and retraining of staff, ensuring they are well equipped to meet and satisfy the needs of the citizens.
2. Career advancement opportunities are crucial for service delivery hence, Ministries and other government institutions should strengthen career advancement paths for personnel to ensure effective and efficient realization of organizational goals.
3. Employee retention is crucial for service delivery; accordingly, Ministries and other government institutions should have an effective employee's retention structure to ensure that organizational growth and project success.

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Appendix 1

Table 1: List of Akwa Ibom State Government Ministries

S/N	Akwa Ibom State Government Ministries
1	Ministry of Justice
2	Ministry of Agriculture and Food Sufficiency
3	Ministry of Account and Finance
4	Ministry of Education
5	Ministry of Account and Finance
6	Ministry of Environment
7	Ministry of Transport & Petroleum Resources
8	Ministry of Local Government and Chieftaincy Affairs
9	Ministry of Lands, Town Planning & Survey
10	Ministry of Information & Strategy
11	Ministry of Science & Technology
12	Ministry of Health
13	Ministry of Women Development and Social Development
14	Ministry of Youth & Sports
15	Ministry of Administration & Supplies
16	Ministry of Economic Development Labour and Manpower Planning
17	Ministry of Investment, Commerce and Industries
18	Ministry of Culture and Tourism
19	Bureau of Political/Legislative Affairs and Water Resources
21	Bureau of Rural Development & Cooperatives
22	Ministry of Power and Petroleum Resources
23	Ministry of Internal Security and Water ways

Source: Omaka (2014)

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