Relationship between Competency Mapping and Employees' Performance at Nigerian Bottling Company Plc, Imo State Plant

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Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

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ABSTRACT

The study focused on competency mapping and employee performance in Nigeria Bottling Company Plc. (NBC), Imo State Plant. The specific objectives of the study were to: ascertain the effect of manpower planning on employees' task performance and evaluate the effect of work placement on employees' task performance in NBC. The study adopted survey research design, the target population of the study consisted of all the employees. Primary and secondary sources of data were used. Multiple Regression analysis were used to analyze the study objectives. Findings revealed that at 1% level (Sig < .01) of significance, manpower planning and work placement have a significant effect on employees' task and contextual performance. The study concluded that competency mapping have a positive and significant effects on employees' performance. The study recommended that the management of NBC need to uphold their manpower planning programmes

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especially; embarking on workforce analysis, workload analysis and induction of new recruits. Management need to incorporate employees' growth into their strategic plans, cultivate talents to align with organisational mission and vision. They also need to incorporate internal management succession and transition in their manpower planning.

1. INTRODUCTION

"Competency mapping and employees' performance are fundamental and indispensable in efficient organisations. Competency mapping is a formidable weapon in the bulletproof vest of organisations to create performance excellence. The level of human resource competency reflects the core competence of an organisation. Competency mapping analyzes individual's "SWOT" (Strengths, Weaknesses, Opportunities and Threats) for better understanding, recognizes qualities and deficiencies of human capital that enable a better comprehension and demonstrate where vocational improvements are crucial. Competency models thus, not only help the organisations in providing a blue print for the entire gamut of behaviour that produce excellent performance but also provide a useful tool to guide individual development" [1]. "Competency based management is inseparable from employees' performance and it supports employees to create competencies which can be utilized in different work positions. Managing employees' performance through competency mapping is probably the most important human resource management practice, as it helps to attract and retain a pool of talented workforce with the desired competencies required by an organisation to function effectively. Competency mapping helps to fill the identified gap in performance and further enhance the capabilities, skills and knowledge of the individuals by designing various customized learning and development programmes" [2].

Nigeria Bottling Company Plc. (NBC) practice competency based performance management systems. Competency mapping enables them to assess employees' actual capabilities, skills and potentials, assists them to identify areas where there is deficiency in skills and where appropriate training is required for improvement. Furthermore, the enhancement of performance is becoming more mandatory for organisations in order to keep pace with the changing business environment and fulfil the gap between existing skills and required knowledge to operate their business. Thus, NBC may no longer be competitive unless they mentor their employees, inspire them, and support them to continuously improve their performance through competency mapping. Their competency mapping programmes runs through; manpower planning, recruitment, selection, placement, training and development. It is designed to ensure skillful, talented and competent pool of workforce who are attune with the current realities within the industry and the fast-paced challenging organisational environment, yet flexible enough to dream and grow with the organisation in creating the desired soft drink industry of tomorrow are maintained. However, to ascertain how competency mapping especially; manpower planning, work placement, training and development has affected their employees task and contextual performance and to proffer practical recommendations to advance competency mapping of NBC calls for empirical consideration. Thus, drawing from the above, the study: Competency mapping and employee performance in Nigeria Bottling Company Plc. Imo State Plant were initiated. Specifically, the study sought to:

i. ascertain the effect of manpower planning on employees' task performance in Nigeria Bottling Company Plc. Imo State Plant.

ii. evaluate the effect of work placement on employees' task performance in Nigeria Bottling Company Plc. Imo State Plant.

iii. examine the effect of training and development on employees' contextual performance in Nigeria Bottling Company Plc. Imo State Plant.

2. REVIEW OF RELATED LITERATURE

2.1 Competency Mapping

"Competency mapping is a process of identifying key competencies and the jobs and functions within a company or institution. Competency mapping is one of employees ' best ways to develop skills. It is also helpful in identifying an individual's job and behavioural skills within an organisation. Competencies are internal tools to motivate employees, guide systems and

processes, and guide business towards shared goals that enable organisations to increase value. Competencies provide a measure for integrating all major HR functions and services such as recruitment, training, performance management, remuneration, performance assessment, career & succession planning, and integrated human resource management" [3]. "Competency mapping is a process of identifying the gap of an individual's performance or job-related skills in order to fill those gaps through effective training. Competency mapping may be defined as the process of identifying competencies of an individual or groups of individuals in relation to the job requirements. Mapping of competencies thus discovers an individual's strength and weaknesses with a view to helps to realize and understand the way forward to improve the efficiency and proficiency in attaining the assigned tasks and responsibilities and also guides about the career development efforts that are required to be pursued" [2].

2.2 Employees Performance

Edi [4], posited that **"**performance is a work process carried out by a person or group of people with full awareness according to the given responsibility". "Employees performance can be defined as the fulfillment of particular task calculated against already known standards like that of accuracy, speed and cost and how accurately employees perform the task" [5]. "Employee performance is composed by the behaviour of the employee and outcomes which come when the tasks of job are completed by using specific abilities and these results are measured by various scales" [6]. Mangkunegara [7], defined "performance as result of work qualitatively or quantitatively that is achieved by an employee in doing their task based on responsibility given to them". "Employee performance refers to how workers behave in the workplace and how well they perform the job duties obligated to them" [8].

2.3 Dimensions of Employee Performance

"Performance in the form of *task performance* comprises of job explicit behaviours which includes fundamental job responsibilities assigned as a part of job description. Task performance requires more cognitive ability and is primarily facilitated through task knowledge (requisite technical knowledge or principles to ensure job performance and having an ability to handle multiple assignments), task skill (application of technical knowledge to accomplish task successfully without much supervision), and task habits (an innate ability to respond to assigned jobs that either facilitate or impede the performance)" [9].

"An individual's ability to acclimatise and provide necessary support to the job profile in a dynamic work situation is referred to as *adaptive performance"* [9]. "Earlier studies have found that once the employees derive a certain amount of perfection in their assigned tasks, they try to adapt their attitude and behaviour to the varied requirements of their job roles" [9]. "An effective adaptive performance necessitates employees' ability to efficiently deal with volatile work circumstances, for example, technological transformations, changes in one's core job assignment, restructuring of organisation" [9].

"Contextual performance is a kind of prosocial behaviour demonstrated by individuals in a work set-up. Such behaviours are expected of an employee but they are not overtly mentioned in one's job description. These kind of unstated expectations are called prosocial behaviour or extra role behaviour. Brief, and Motowidlo cited in Rabindra and Lalatendu [9], defined it as a behaviour that is: (i) accomplished by a member of an organisation, (ii) which is directed towards an individual, group, or organisation with whom the member interacts while carrying out his or her organisational role, and (iii) finally such behaviour is performed with the intention of encouraging the betterment of individual, group, or organisation towards which it is directed" [10].

2.4 Manpower Planning and Employees Performance

Manpower planning in the public and private sector of the nation's economic planners/analyst and industry operators as a necessary ingredient that enhance and promote productivity. It is against this background that many authors in their literatures threw their weight and opinions on manpower development and seeing it as a panacea for improved productivity. Nwachukwu cited in Amobi [11], stated that "planning is the first and perhaps the most important function of the entrepreneur. He observed that the essence of planning involves the establishment of objective, strategies to achieve the objectives and the steps by step determination of the activities and the sources the achievement". Obi

cited in Amobi [11], explained that "the aim of man power planning or the aim of developing manpower plan is to achieve corporate objective through the development of strategies designed to maximize the contribution of manpower".

2.5 Work Placement and Employee Performance

"Placement is the final stage after selection in the process of hiring employees. Placement adjusts someone to the right job" [12]. Placement is a very important problem in the function of human resource management because it is also related to costs; for example, with appropriate placement it will directly affect the costs of operations and training. Employees who cannot achieve their work goals will incur huge costs and also waste time. The concept of Person-Job Fit proposed by Mathis and Jackson, cited in Puteri and Putri [12], states that "there are three things that must be met in accordance with the characteristics of the work, namely Knowledge, Skills, and Abilities (KSA). The very real impact of the suitability between KSA and the people who will be placed will improve employee performance, reduce turnover and reduce absenteeism". Montolalu, Kawet, and Nelwan [13], stated that "personality, work orientation, and work placement had a significant influence on employee performance".

2.6 Training, Development and Employee Performance

"Training and development programs help everyone to learn something new or improve current skills. The requirements of job can be meet by providing employees proper training" [14]. Arnoff, cited in Afaq et al. [14], stated that "hurdles in adopting new technology or barriers which employees face in performance or productivity can be removed by conducting training sessions. Training and development play a crucial role in human resource management as it helps to groom and improve skills of employees which in turn increases employee performance" [14]. "Improved employee performance is expected from training and development" [14]. "Training and development is a process of increasing the performance of employee as well as their behaviour is corrected" [14].

2.7 Empirical Review

Matthew, Jayeola, Isaac and Adedolapo [15], examined "the influence of skill mapping and talent pool management on organisational development in Nigeria. The study used survey research, with the study population was 3000 active members of CIPM in Nigeria. Questionnaire was used to collect data. Descriptive and inferential statistics was used. The result of the study showed a positive effect of employee engagement on organisational development. The study concluded that skill mapping and talent pool management played a significant role in the development of an organisation. The study recommended that human resource managers at every organisation should strive to keenly match employee with tasks where they were more skillful and talented".

Ankush and Asha [16], focused on several tools of competency mapping, which contribute to effectiveness and productivity of an organisation by managing employee's performance. Primary data of 300 respondents was used. The data was processed on the basis of factor analysis. Findings revealed that elements of competency mapping and its impact on organizational productivity play very significant role in organisational development. It was concluded that competency mapping contributes in terms of productivity of an organisation.

Igbokwe-Ibeto, Osakede and Anazodo [17], examined "the effects of manpower planning and development in Lagos state civil service performance. The study relied on primary and secondary data. Pearson's Product Moment Correlation Coefficient (PPMC) statistical tool was used to test the hypotheses. Findings of the study showed that the nature of manpower planning and development curriculum has a positive effect on the Lagos State civil service performance. It was recommended that 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".

Amobi [11], focused on "the impact of manpower planning challenges on organisational performance: A study of selected tertiary institutions in Anambra State. The specific objectivewas to; evaluate the effect of employee training on the performance of selected tertiary institutions in Anambra State. Descriptive survey design was used. Primary and secondary data were used. The population of the study was 3266 employees. Descriptive analysis and correlation was used. Result showed that employee training

has a positive significant effect on the performance. The study recommended that tertiary institutions should make policies that will enhance their organisational performance and reduce their cost efficiency".

Puteri and Putri [12], evaluated "the impact of work placements and organisational commitment on employee performance. Forty (40) respondents participated in the study. Questionnaire was used for data collection. Evaluation of the Goodness of Fit - Inner Model was adopted. This model was also used to tests the research hypothesis. The results of Partial Least Square (PLS) analysis show that work placements have a positive and significant impact on employee performance. The study recommended that public service organisations can increase the commitment of their employees by selecting highly motivated employees".

Edi [4], focused on "the effect of work placement and workload on employee performance through competency. The research used census method, 83 sample correspondents was used. Questionnaires and observations was used to collect data. The study adopted path analysis. Findings revealed that work placement has a direct and significant effect on competence, workload has a direct and significant effect on competence, workload has a direct and significant effect on performance and workload does not directly affect staff performance through competence".

Shaker [18], focused on "the effect of training and development on employee performance in the Aqaba Special Economic Zone Authority. Random sampling technique was used to collect data through questionnaire for this research study. One hundred and twelve (112) employees participated in the study. Descriptive statistical technique and t-test was applied on the data. The results indicate that (30%) of the employees' performance was explained by training and development programmes".

Nkemakolam [19], reviewed "the effects of training on employee performance in Airtel Networks Limited, Abuja. The survey research methodology using a questionnaire was employed. The findings of this study show that for organisations to see improvements in employee performance, there is the need to develop training programmes and ensure employees who are of course the most vital assets of an organisation are consistently trained. This study concluded that the selection

procedure, training design, and training delivery style affects the outcomes of training programmes and ultimately the performance of the employees".

2.8 Theoretical Review

The study reviewed Resource Based View theory as a theory underpinning studies of competency mapping and employee performance.

2.9 Resource Based View

The Resource Based View (RBV) theory is founded on the work of Penrose [20]. Others who have extended the theory include, Rumelt [21]; Barney [22]; Dierickx and Cool [23]. Barney [24], posits that "an organisation gains competitive advantage by not only acquiring but also developing, putting together, and effectively deploying its physical, human, and organisational resources in techniques that put in unique value and that are difficult for competitors to imitate". "The resource based view states that competitive advantage comes from the internal resources that are owned by a firm. The underlying premise of RBV theory is that a firm differs in fundamental ways because each firm possesses, internally, a "unique" bundle of resources-both tangible and intangible assets-which the organisational capabilities then make use of Nwoko and Sampson [25]. "In the context of this theory, it is evident that the resources a firm owns influence its strategic implementation process and are important for a firm to develop competencies from its resources, which form part of the firm's competitive advantage" [25].

Espousing the tenet of this theory, the present study posit that the ability of Nigeria Bottling Company Plc. to adopt competency mapping in their manpower planning, recruitment, selection, work placement, training, development and align their competency mapping programmes with their strategic goals, while being responsive to the changing nature of the organisation's external environment, defined their employees performance, organisational effectiveness and their ability to achieve organisational goals. The tenets of Resource Based Theory were adopted in discussing the empirical result of the study and drawing inference.

3. METHODOLOGY

The study made use of survey design. Primary and secondary sources of data were used for the study. Thus, the researcher used well-structured

questionnaire titled: Competency Mapping and Employee Performance. The questionnaire was of closed ended type designed in five (5) point Likert scale form (Strongly Agreed = SA, Agreed = A, Disagreed = D, Strongly Disagreed = SD and Neutral = N) used to elicit firsthand information from the employees in NBC Owerri Plant, Imo State. The close ended questionnaire have two to five options and were structured into three (3) sections A, B and C. While secondary source of data were used by the researcher especially in the literature review. The population of the study consisted of all the employees of NBC. According to the survey undertaken by the researcher as at January 2023, NBC, Owerri Plant, Imo State had a total of 364 employees according to their Personnel Department. Thus, 364 employees of NBC, Owerri Plant, Imo State were the target population of the study. Based on these population, a normal confidence level of 95% and error tolerance of 5% were used to deduce the actual sample size of the study. The sample size was calculated using Taro Yamane's (1964).

The computed sample size for the study is 191 respondents. Equal number of questionnaire were sampled in NBC. The study used purposive sampling techniques and random sampling techniques. Purposive sampling techniques was adopted to ensure that the top human resource personnel in the organisation, managers and superintendents were sampled because they are responsible for implementing competency mapping in the organisation. After sampling these classes of employees noted above, the study adopted random sampling techniques to ensure that employees in other departments have equal opportunities to participate in the study. Content validity were adopted to validate the research instrument, while Cronbach Alpha reliability technique were used to test the reliability of the research instrument. The coefficient of correlation obtained from the Cronbach Alpha reliability tests was above 0.8, revealing that the research instrument was reliable. The three objectives were analyzed using Multiple Regression analysis with the aid of Statistical Packages for Social Sciences (SPSS) version 23. Out of the 191questionnaire distributed at NBC, 150 valid questionnaire returned was used for the data analysis.

4. RESULTS AND DISCUSSION

4.1 Effect of Manpower Planning on Employees' Task Performance in NBC Imo State Plant

The result in Table 1, showed the effect of manpower planning on employees' task performance in NBC. The result revealed that: Workload analysis with the regression coefficient of (0.381); workforce analysis with the regression coefficient of (0.155); induction with the regression coefficient of (0.270) and ensuring the quality of product with the regression coefficient of (0.129) are the components of manpower planning that are significant and positively related to employees' task performance at 1% level (Sig < .01) of significance. While, manpower requirement with the regression coefficient of (0.065) is significant and positively related to employees' task performance at 5% level (Sig < .05). Thus, the result signified that: Manpower

Table 1. Multiple regression analysis result on the effect of manpower planning on employees' task performance in NBC. Imo State Plant

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.280	0.054		23.852	0.000***
Manpower requirement	0.065	0.030	0.076	2.211	0.029**
Workload analysis	0.381	0.038	0.409	9.977	0.000***
Workforce analysis	0.155	0.031	0.156	5.049	0.000***
Induction	0.270	0.025	0.310	11.017	0.000***
Ensuring the quality of product	0.129	0.038	0.139	3.361	0.001***
R^2		95.4%			
$\overline{R}^2$		95.2%			
F-Statistics		595.148			

Source: Field Survey 2023
*Keys: *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level

requirement, workload analysis, workforce analysis, induction and ensuring quality of product are manpower planning components endeared by competency mapping programmes in NBC that are positively affecting employees' ability to achieve job specified targets, meet the required quantity of production daily, accomplish task successfully without much supervision, apply technical knowledge where necessary and work with good time management. Thus, at 1% level (Sig < .01) of significance, manpower planning have a positive and significant effect on employees' task performance in NBC Imo State Plant.

The R- square which shows the proportion of variation in the dependent variable that can be explained by the independent variables revealed that 95.4% of the total variation in employees' task performance in NBC was explained by the variation in manpower requirement, workload analysis, workforce analysis, induction and ensuring quality of product. While the Adjusted R equally explained the effect of decrease in the degree of freedom arising from the various independent variables. The F-statistics (595.148) is significant at 1% level, which shows the overall significance of the entire model. Therefore, the independent variables in the model were significant in explaining the change in the dependent variable.

The result is in agreement with the findings of Igbokwe-Ibeto, Osakede and Anazodo [17], Amobi [11]. Igbokwe-Ibeto, et al. [17], examined the effects of manpower planning and development in Lagos state civil service performance and revealed that the nature of manpower planning and development curriculum has a positive effect on the Lagos State civil service performance. Amobi [11], focused on the impact of manpower planning challenges on organisational performance of Chukwuemeka Odumekwu Ojukwu University and Federal Polytechnic Oko Anambra State and revealed a significant impact of manpower planning on the survival of selected tertiary institutions in Anambra State.

4.2 Effect of Work Placement on Employees' Task Performance in NBC Plc. Imo State Plant

The result in Table 2, showed the effect of work placement on employees' task performance in NBC. The result revealed that: Employees ability with the regression coefficient of (0.355), employees skill with the regression coefficient of (0.238); employees knowledge with the regression coefficient of (0.125), job allocation and adjustment with the regression coefficient of (0.242), are the components of work placement that are significant and positively related to employees' task performance at 1% level (Sig < .01) of significant. The result signified that: Employees' ability, employees' skill, employees' knowledge, job allocation and adjustment are work placement components that are adopted in the competency mapping programmes of NBC, that are positively affecting employees' ability to achieve job specified targets, meet the required quantity of production daily, accomplish task successfully without much supervision, apply technical knowledge where necessary and work with good time management. Thus, at 1% level (Sig < .01) of significance, work placement have a positive and significant effect on employees' task performance in NBC Imo State Plant.

Table 2. Multiple regression analysis result on the effect of work placement on employees' task performance in NBC, Imo State Plant

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.525	0.057		26.888	0.000***
Employees ability	0.355	0.030	0.396	11.706	0.000***
Employees skill	0.238	0.029	0.288	8.098	0.000***
Employees knowledge	0.125	0.034	0.133	3.730	0.000***
Job allocation and adjustment	0.242	0.038	0.255	6.360	0.000***
R^2		94.0%			
$\overline{R}^2$		93.8%			
F-Statistics		563.447			

Source: Field Survey 2023

*Keys: *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level

The R- square which shows the proportion of variation in the dependent variable that can be explained by the independent variables revealed that 94.0% of the total variation in employees' task performance was explained by employees' ability, employees' skill, employees' knowledge, job allocation and adjustment. While the Adjusted R explains the effect of decrease in the degree of freedom arising from the various independent variables. The F-ratio (563.447) is significant at 1% level, which shows the overall significance of the entire model. Therefore, the independent variables in the model were significant in explaining the change in the dependent variable.

The result is in agreement with the findings of Puteri and Putri [12]; Edi [4]. Puteri and Putri [12], evaluated the impact of work placements and organisational commitment on employee performance and revealed that work placements have a positive and significant impact on employee performance. Edi [4], focused on the effect of work placement and workload on employee performance through competency and revealed that work placement has a direct and significant effect on competence.

4.3 Effect of Training and Development on Employees' Contextual Performance in NBC

The result in Table 3, showed the effect of training and development on employees' contextual performance in NBC. The result revealed that: On-the-job training with the regression coefficient of (0.203), off-the-job training with the regression coefficient of (0.199), coaching with the regression coefficient of (0.089), mentoring with the regression coefficient of (0.164) and performance review with the regression coefficient of (0.323) are the components of training and development that are significant and positively related to employees' contextual performance at 1% level (Sig < .01) of significant. The result portrayed that: On-the-job training, off-the-job training, coaching, mentoring and performance review are the components of training and development supported by the competency mapping programmes of NBC that are positively and significantly affecting employees' ability to take up unassigned task to encourage the betterment of the organisation, form allegiance with work colleagues to work for the betterment of the organisation, work with a sense of passion, share critical resources and information with colleagues, abide by the prescribed rules and regulations and support organisational decisions of NBC. Thus, at 1% level (Sig < .01) of significance, training and development have a significant and positive effect on employees' contextual performance in NBC. Imo State Plant.

The R- square which shows the proportion of variation in the dependent variable that can be explained by the independent variables revealed that 94.8% of the total variation in employees' contextual performance in NBC was explained by the variation in on-the-job training, off-the-job training, coaching, mentoring and performance review. While the Adjusted R explains the effect of decrease in the degree of freedom arising from the various independent variables. The F-ratio (521.207) is significant at 1% level, which shows the overall significance of the entire model. Therefore, the independent variables in the model were significant in explaining the change in the dependent variable.

Table 3. Multiple Regression analysis result on the effect of training and development on employees' contextual performance in NBC Imo State Plant

Variables	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.376	0.058		23.781	0.000***
On-the-job training	0.203	0.046	0.204	4.414	0.000***
Off-the-job training	0.199	0.031	0.230	6.332	0.000***
Coaching	0.089	0.037	0.086	2.386	0.018**
Mentoring	0.164	0.032	0.191	5.161	0.000***
Performance review	0.323	0.054	0.344	5.942	0.000***
R^2		94.8%			
$\overline{R}^2$		94.6%			
F-Statistics		521.207			

Source: Field Survey 2023
*Keys: *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level*

The result agreed with the findings of Shaker [18]; Nkemakolam [19]. Shaker [18], focused on the effect of training and development on employee performance in the Aqaba Special Economic Zone Authority and revealed that employees' performance is explained by training and development programmes in the organisation. Nkemakolam [19], reviewed the effects of training on employee performance in Airtel Networks Limited, Abuja and revealed that training design, and training delivery style affects the outcomes of training programmes and ultimately the performance of the employees.

5. SUMMARY OF FINDINGS

This study focused on the effect of competency mapping on employee performance in Nigeria Bottling Company Plc. Imo State Plant. The following are the major findings:

i. At 1% level (Sig < .01) of significance, manpower planning have a positive and significant effect on employees' task performance in NBC. Imo State Plant.
ii. At 1% level (Sig < .01) of significance, work placement have a positive and significant effect on employees' task performance in NBC. Imo State Plant.
iii. At 1% level (Sig < .01) of significance, training and development have a significant and positive effect on employees' contextual performance in NBC. Imo State Plant.

6. CONCLUSION

Based on the findings of the study, the researcher concluded that competency mapping have a positive and significant effects on employees' performance in NBC Imo State Plant. The findings agreed with the principles of Resource Based Theory which posited that when resources are valuable, rare, inimitable and non-substitutable, its lead to competitive advantage, and that organisation gains competitive advantage by not only acquiring but also developing, putting together, and effectively deploying its physical, human, and organisational resources in techniques that put in unique value and that are difficult for competitors to imitate. Thus, competency mapping adopted by NBC in their manpower planning, recruitment, selection, work placement, training and development has horned their employees'

skills, competencies and define their performance.

7. RECOMMENDATION

The following recommendations were deemed essential based on the findings of the study:

i. The management of NBC need to uphold their manpower planning programmes especially; obtaining manpower requirement/needs of the orgnisatied before recruitment and selection. Embarking on workforce analysis, workload analysis and induction of new recruits as they are positively affecting employees' task performance in the organistion. Furthermore, management need to incorporate employees' growth into their strategic plans, cultivate talents to align with organisational mission and vision. They also need to incorporate internal management succession and transition in their manpower planning.

ii. The management of NBC need to sustain their work placement programmes by ensuring that they ascertained their employees' ability, knowledge and skills before job allocation. They need to regularly evaluated and adjust job allocation to suit employees capability and organisational requirements. Additionally, employees' key performance indices based on job descriptions should be explicit, employees performance should be monitored and top performers recognised, acknowledged and reward accordingly.

iii. The management of NBC need to maintain their training and development programmes especially; on-the-job training, off-the-job training, coaching, mentoring and performance review as they are positively affecting employees' contextual performance in the organisation. Also, they need to use on-the-job training to help employees develop the skills they're interested in, match learning experiences to employees' needs, offer cross-department training and provide regular and constructive feedback that will always encourage their employees to desire for the best and encourage team work.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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