

The Connection between Manpower Development, Business Process Performance and Business Intelligence Maturity in Nigeria



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ABSTRACT: This study examines the connection between manpower development, business process performance and business intelligence maturity in Nigeria. A large-scale survey was used to gather data on the progressive decline in the ability of manpower to cope with the challenges that accompany the unfolding new dispensation in the industry. A random sampling technique was employed in selecting a total of 900 respondents from the Nigerian population. 150 senior managers each were selected from Lagos State, Oyo State, Osun State, Ogun State, Ondo State and Ekiti State. The statistical methods of frequency counts, pie charts, bar charts, and simple percentages were used to analyze the demographic characteristics of the respondents, while linear regression analysis was used to determine the impact of manpower development on business performance. Overall, the study findings indicate that manpower development plays a significant role in business performance in Nigeria. Based on the findings, it is recommended that firms should provide their employees with new training manuals containing detailed information about the requirements of the program and objectives expected upon completion of the program. Every initiative of a manpower development program must be evaluated, and the company should enhance the selection criterion.

KEYWORDS: Manpower, Development, Business Performance, Business Intelligence.

1. INTRODUCTION

Human resource development is an indispensable component of strategic human resource management, as well as a means of reducing inefficiency in an organisation. It is a key asset of human resources and is vital for workers' productivity and organisational performance. Since the formal educational system does not adequately provide specific job skills for a position in a particular organisation, few employees may have the required skills, knowledge, ability and competencies needed to fit into a specific job position in an organisation. Manpower development is a type of specialised education that aims to provide the trainee with specific or specialized information, skills and attitudes needed to perform actively.

It is thus through the manpower development process that employees are trained and developed to fit into organisational strategic goals and objectives. According to Lin (2017), manpower has shown some essential elements in enhancing organisational resources and helping employees to improve the productivity of the business or organisation. To maintain business effectiveness in organisations, manpower becomes an asset and an instrument used to grow productivity. Similarly, Malinova and Mendling (2018) recognise that an organisation's future success is contingent not only on supplying a competitive product in terms of price, quality and quantity, but also on expanding the range of goods produced. The other condition for success will follow if the organisation has individuals with vision, enthusiasm and experience in charge of the force and facilities. Businesses have therefore come to realise that it is critical to hire individuals who can perform the job and succeed at it, and that identifying these people, bringing them into the company and improving their job skills is a solid human resources strategy. It is worth noting that in any organisational structure, managers must have a thorough awareness of existing human resource configurations and business intelligence procedures to accomplish relevant results. Business intelligence is the extraction, cleansing and integration of data from diverse sources, as well as the presentation of the results in a form that might help businesses make better decisions.

The principles provided by Business Intelligence (BI) are adequate for the comparative process. Most businesses must use a complex decision-making process to thrive in a competitive climate that is becoming increasingly restrictive. This sort of

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competition demonstrates that there is a growing demand for informational support to help decision-makers make quick, correct judgments. It is regarded as a human resource function that when integrated, plays a crucial role in upgrading innovative processes. Despite the considerable level of advancement in technology, it would still be impossible to consider separating the role played by business intelligence in advancing innovation processes. This promise, according to Jakli *et al.* (2018), is only achieved when BI data is conveniently leveraged to enhance decision-making, and consequently, business processes, goods, services, innovation and agility. As a result, it is acknowledged that BI simply serves as an enabler, assisting the business in making better decisions based on data (Larson & Chang, 2016). It thus appears that BI has an indirect influence on organisational performance.

Business intelligence is an organisation's ability to integrate the past, present and future of its operations to yield the best results in business innovation. Business intelligence must be integrated fully (Moscoso-Zea *et al.*, 2016). Business intelligence and the maturity level can be used as a reflection of organisational performance ability (Bach, Stemberger & Vugec, 2017). The process of organisational innovation is very difficult to manage in the absence of business intelligence skills (Moscoso-Zea *et al.*, 2016). Business management decisions are made in line with the analysis of the business intelligence reflected within the organisation.

The process of business intelligence involves having past, present and future information on the possible trends that are likely to occur in business operations (Kasemsap, 2015). There are growing volumes of data required in the running of a business. At the same time, the digitalisation of data has led to data being generated in large volumes. However, the generated data must be filtered so that it can be used and relied on in the decision-making process regarding the development of the business. The business environment is becoming more complex with the emergence of new technologies (Kasemsap, 2015). Competition is also increasing, such that for every product or service offered today, there is a corresponding substitute. These factors cause the decision-making process to become increasingly complex. Different disciplines contribute to business intelligence; some contribute to business intelligence from a technical perspective, while others are focused on the knowledge search and integration perspective (Ghaida, 2018).

Today, business intelligence requires a data warehouse that allows the user to have sufficient time for the management of information. The results of an extensive literature study by Zaby and Wilde (2018) reveal that the use of BI can assist in the creation of new knowledge to support an optimised business process. Some case study analyses further show that BI provides knowledge for certain business processes that can be utilized, not only to improve the process efficiency but also as part of the exchange of knowledge among all cross-functional business processes and between business departments (Olszak, 2016). Business intelligence has received much attention recently from both academics and practitioners. The significant relationship between business intelligence, manpower and business process performance has however not yet been investigated. As a result, this study seeks to examine the connection between manpower development, business process performance and business intelligence maturity in Nigeria.

Most organisations plan meticulously for their investment in physical and capital resources. If these plans are not well-reviewed with utmost attention paid to human investment, the capital and equipment will be in vain. Many organisations do not consider the necessity of well-defined, sustainable training and development for employees to upgrade their business performance. As a result of this, the lack of a proper attitude by management towards training and manpower development and the application of business intelligence processes would affect the business. There has been a progressive decline in the ability of manpower to cope with the challenges that accompany the unfolding new dispensation in the industry. The rise in business process performance is inconsequential despite the enormous wave of modern technology that now exists in business activities.

According to Bach *et al.* (2017), an organisation that does not emphasise manpower development is encouraging failure. Without proper training, employee morale and organisational productivity decline, so the whole organisation suffers. Some organisations do handle manpower development with a lackadaisical and incidental attitude. Therefore, this research contributes to existing literature by examining the linkage between manpower development, business performance and business intelligence in Nigeria. This study specifically seeks to investigate the following: how manpower development impacts business performance, identification of the nature of the relationship between manpower development and business intelligence, identification of the manpower development techniques adopted by Nigerian enterprises, and identification of factors influencing manpower development

The rest of this study is structured in the following manner; section 2 describes the methodology adopted, section 3 presents the results, section 4 provides a discussion of the study findings, and section 5 is the conclusion.

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2. METHODOLOGY

2.1 Sampling and Data Collection Methods

A sample is defined as a fraction or part of the population observed to make a scientific statement. The sample size thus refers to the proportion of the population that has been drawn for research investigation. A total of 900 respondents were selected from the population. 150 senior managers each were selected from Lagos, Oyo, Osun, Ogun, Ondo, and Ekiti states of Nigeria. This sample size was chosen randomly from the study population through a simple random sampling technique. As indicated by the report of a national collaborative survey on small and medium enterprises conducted jointly by the Bureau of Statistics (BOS) and Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) in 2019, South-Western Nigeria has a total of 26,744 viable SMEs (11,663 in Lagos State, 7,987 in Oyo State, 2,273 in Osun State, 1,794 in Ogun State, 1,999 in Ondo State and 1,029 in Ekiti State).

2.2 Estimation Technique

A large-scale survey was used to collect data from different senior managers in South-Western Nigeria. This study made use of both primary and secondary data. The statistical methods of frequency counts, pie charts, bar charts and simple percentages were used to analyse the respondents' characteristics. Both descriptive and inferential statistical approaches were used to examine the data, and multiple regression was used to establish the joint and relative contributions of independent variables and dependent variables. The statistical package for social sciences (SPSS) 21.0 software was used for multiple regression analysis.

3. RESULTS

3.1 Demographic Variables

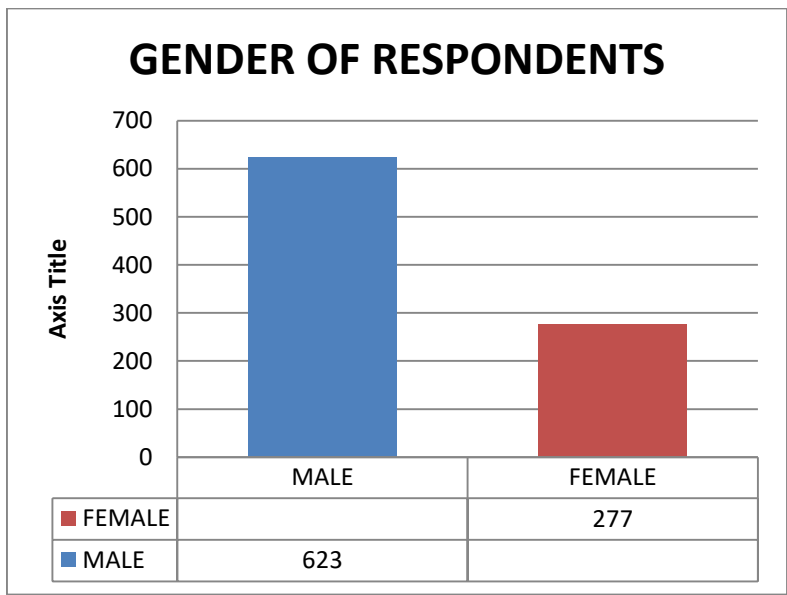


Figure 1: Gender of the Respondents

Table 1 above shows the gender of the participants in a hierarchical order. 623 (69.2%) of the respondents were males, while 277 (30.8%) were females. This signifies that male respondents were mostly represented in the study.

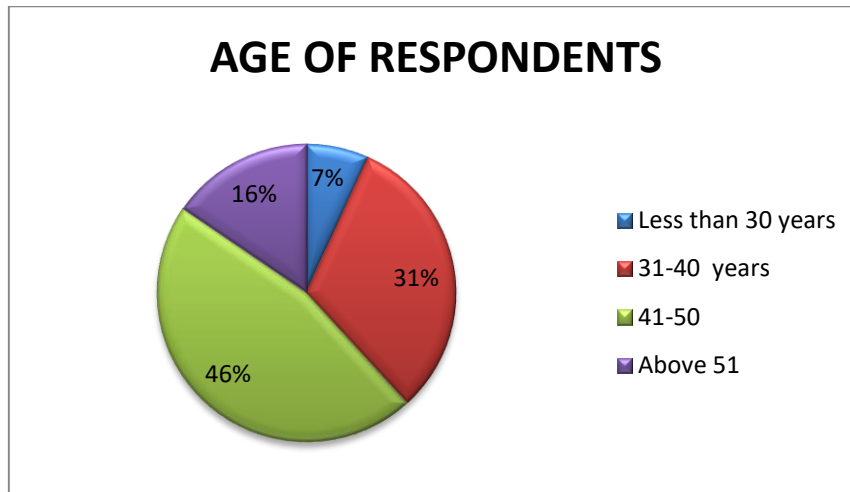


Figure 2: Age of the Respondents

Figure 2 shows the age of the participants in a hierarchical order. 61 (7.0%) of the respondents were aged less than 30 years, 283 (31.0%) were between the ages of 30 and 40 years, 417 (46.0%) were between the ages of 41 and 50 years, and 139 (16.0%) were aged 51 and above. This implies that the participants of this study were mostly between the ages of 41 and 50 years.

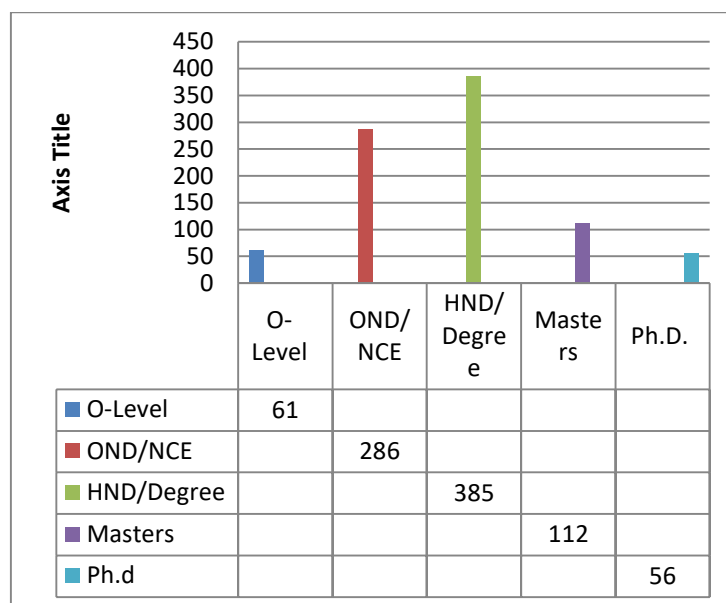


Figure 3: Educational Qualification of the Respondents

Figure 3 shows the educational qualification of the participants in a hierarchical order. 61 (6.8%) of the respondents were O-level holders, 286 (31.8%) were OND/NCE holders, 385 (42.8%) were HND/Degree holders, 112 (12.4%) were masters holders and 56 (6.2%) were Ph.D. holders. This indicates that HND/Degree holders were mostly represented among the respondents of the study.

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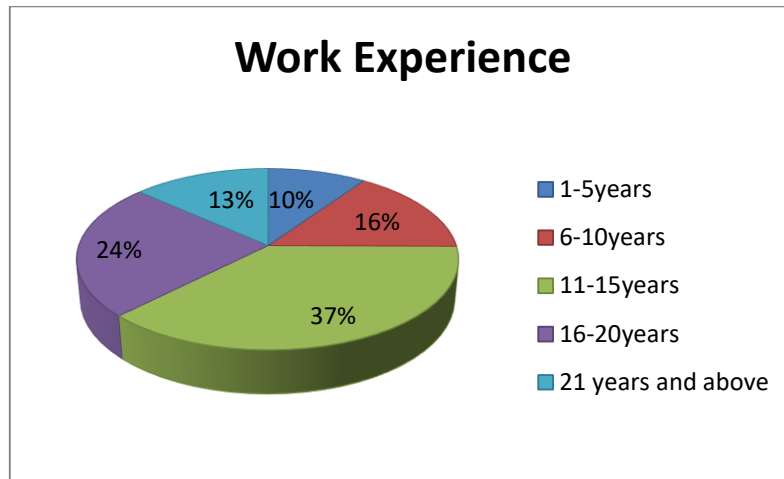


Figure 4: Work Experience of the Respondents

Figure 4 presents the work experience of the respondents. 78 (10.0%) of the respondents had 1–5 years of work experience, 126 (16.0%) of the respondents had 6–10 years of experience, 303 (37.0%) of the respondents had 11–15 years of experience, 196 (24.0%) of the respondents had 16–20 years of experience, and 109 (13.0%) of the respondents had a work experience of 21 years and above. This implies that most of the respondents of the study had 11–15 years of experience.

3.2 Answers to the Research Questions

This section presents the analysis of data collected for the study based on the objective of the study and research questions.

Research Question One: This section is related to research question 1 (does manpower development have any impact on business performance?)

Table 1: Manpower Development and Business Performance Scale (MDBPS)

S/N	ITEMS	SA	A	D	SD	Mean	S.D
1.	It is the responsibility of the employer to transform their human resources into human capital.	69.2%	21.6%	1.1%	8.1%	2.350	.952
2.	When you were appointed, did you undergo any manpower development program, and has it impacted your business process performance?	52.7%	35.2%	5.5%	6.6%	3.183	1.054
3.	The system of manpower planning in our organisation is highly scientific, which has improved our business performance.	70.3%	20.8%	1.2%	7.7%	2.854	.765
4.	The manpower policy laid down by the organisation is inadequate and it affects business performance.	1.1%	3.3%	54.9%	40.7%	2.986	.976
5.	Do you agree with the fact that manpower development is responsible for efficiency and effectiveness in workplaces?	63.7%	26.3%	4.8%	5.2%	3.901	.964

Results from Table 1 show that the respondents responded to manpower development, business performance and business intelligence. Majority of the respondents (69.2%) agreed with the statement that it is the employer's responsibility to transform their human resources into human capital, while 8.1% of the respondents disagreed with this statement. Also, 52.7% of the respondents agreed with the statement, "When you were appointed, did you undergo any manpower development program and did it have an effect on your business process performance?" 6.6% of the respondents disagreed with the statement. In addition, 70.3% of the respondents agreed with the statement, "The system of manpower planning in our organisation is highly

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scientific, which improved our business performance”, while 7.7% of the respondents disagreed with the statement. Furthermore, 1.1% agreed with the statement that the manpower policy laid down by the organisation is inadequate and affects business performance, while 40.74% of the respondents disagreed with the statement. Also, 277 (63.7%) agreed with the statement that manpower development is responsible for efficiency and effectiveness in workplaces, while only 5.2 percent of the respondents disagreed with the statement. It can thus be inferred that majority of the respondents agreed that manpower development and business intelligence positively influence business process performance.

Research Question Two: This section is related to research question 2 (is there a relationship between manpower development and business intelligence?)

Table 2: Manpower Development and Business Intelligence Scale (MDBIS)

S/N	ITEMS	SA	A	D	SD	Mean	S.D
1.	Does the selection criterion for manpower development give equal opportunity to all categories of workers?	1.5%	4.4%	42.9%	51.2%	3.443	.883
2.	Business intelligence officers in your organisation use past, present and future information to safely guide negative possible trends that are likely to occur in business operations and encourage manpower development.	64.8%	15.1%	4.1%	15.4%	2.167	.573
3.	Do you agree that a business intelligence report can be used as a reflection of the context for manpower development?	51.6%	44%	1.0%	3.4%	3.513	.843
4.	Do you agree that manpower development is very difficult to manage in the absence of business intelligence reports?	56.3%	26.4%	4.4%	13.0%	3.443	.930
5.	Business decisions are made in line with the analysis of the business intelligence that influences business performance.	65.9%	4.4%	16.4%	2.1%	3.332	.834

Table 2 presents information on manpower development and business intelligence. The findings show that the majority of the respondents (51.2%) disagreed with the statement that the selection criteria for manpower development give equal opportunity to all categories of workers, while only 1.5 percent of the respondents agreed with the statement. Also, 64.8% agreed with the statement, “Business intelligence officers in your organisation use past, present and future information to safely guide negative possible trends that are likely to occur in business operations and encourage manpower development”, while 15.4% of the respondents disagreed with the statement. Furthermore, 51.6% agreed with the statement that business intelligence reports can be used as a reflection of the context for manpower development, while 3.4% of the respondents disagreed with the statement. Also, 56.3% agreed with the statement that manpower development is very difficult to manage in the absence of a business intelligence report, while 13.0% of the respondents disagreed with the statement. In addition, 65.9% agreed with the statement that business decisions are made in line with the analysis of the business intelligence that influences business performance, while 2.1% of the respondents disagreed with the statement. It can thus be inferred that majority of the respondents agreed that there was a strong relationship between manpower development and business intelligence.

Research Question Three: This section is related to research question 3 (To find out the manpower development techniques adopted by enterprises).

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Table 3: Manpower Development Techniques and Business Performance Scale (MDTBPS)

S/N	ITEMS	SA	A	D	SD	Mean	S.D
1.	Does the company ensure the upgrading or promotion of staff after undergoing educational programmes?	51.2%	4.4%	1.5%	42.9%	3.403	.654
2.	Does the company organise in-service for their employees regularly?	35.1%	4.7%	14.8%	45.4%	3.873	.937
3.	Does the management make provision for conference support for their staff?	44.0%	3.4%	1.0%	51.6%	2.223	.701
4.	Does your company approve study leave with pay for their staff?	33.0%	16.4%	4.4%	46.2%	3.845	.670
5.	Does your company organise a workshop for the staff so as to increase the business process performance?	46.4%	4.4%	1.1%	45.9%	3.984	.976

Table 3 presents information on manpower development techniques and business performance. Findings show that the majority of the students (51.2%) agreed with the statement that the company should ensure the upgrading or promotion of staff after undergoing educational programmes, while 42.9% of the respondents disagreed with the statement. Also, 35.1% agreed with the statement that the company organises in-service for their employees on a regular basis, while 45.4% of the respondents disagreed with the statement. Furthermore, 44.0% agreed with the statement that management makes provision for conference support for their staff, while 51.6% of the respondents disagreed with the statement. Also, 33.0% agreed with the statement that companies approve study leave with pay for their staff, while 46.2% of the respondents disagreed with the statement. In addition, 46.4% agreed with the statement that the company organises a workshop for the staff so as to increase business process performance, while 45.9% of the respondents disagreed with the statement. It can thus be inferred that majority of the respondents agreed that manpower development techniques are not effective and may affect business performance.

Research Question Four: This section is related to research question 4 (To identify factors influencing of manpower development among enterprises).

Table 4: Factors Influencing Manpower Development Scale (FAMDS).

S/N	ITEM	SA	A	D	SD	Mean	S.D
1.	Lack of funds affects the availability of manpower development in the organisation.	71.2%	4.4%	1.5%	22.9%	3.403	.654
2.	Do you agree that the intelligent quotient of an individual staff member will determine the effectiveness of the training on staff productivity?	64.8%	15.1%	4.1%	15.0%	3.873	.937
3.	Lack of vision by the management affects the availability of manpower development in the organisation.	44.0%	3.4%	1.0%	51.6%	2.223	.701
4.	Lack of job satisfaction affects the employees' implementation of knowledge gained during manpower development.	36.3%	26.4%	4.3%	33.0%	3.845	.670
5.	An unprofessional facilitator affects the vision of the manpower programme among staff.	65.9%	4.4%	1.3%	28.4%	3.984	.976

Table 4 presents information on factors influencing manpower development. Findings show that a majority of the respondents (71.2%) agreed with the statement that lack of funds affects the availability of manpower development in the organisation, while 22.9% of the respondents disagreed with the statement. Also, 64.8% agreed with the statement that the intelligent

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quotient of an individual staff member will determine the effectiveness of the training on staff productivity, while 15.0% of the respondents disagreed with the statement. Furthermore, 44.0% agreed with the statement that lack of vision by the management affects the availability of manpower development in the organisation, while 51.6% of the respondents disagreed with the statement. Also, 36.3% agreed with the statement that lack of job satisfaction affects the employees' implementation of knowledge gained during manpower development, while 33.0% of the respondents disagreed with the statement. Furthermore, 65.9% agreed with the statement that unprofessional facilitators affect the vision of the manpower programme among staff, while 28.4% of the respondents disagreed with the statement. It can thus be inferred that majority of the respondents agreed that lack of funds, intelligent quotient, lack of vision by the management, lack of job satisfaction, and unprofessional facilitators influence manpower development.

Table 5: Descriptive Statistics and Inter-correlations among the Variables

Variables	N	Mean	SD	1	2	3	4	5	6
Manpower Development	900	48.52	18.57	1.00					
Training	900	32.67	8.51	.818	1.00				
Conferences	900	24.16	9.00	.740	.706	1.00			
Education	900	21.86	8.88	.864	.750	.874	1.00		
Business Performance	900	20.26	8.80	.858	.673	.744	.904	1.00	
Business Intelligence	900	20.52	8.60	.728	.723	.749	.752	.793	1.00

Correlation is significant at the 0.05 level (2-tailed).

Table 5 contains the descriptive statistics and inter-correlations among the study variables. As shown in the table above, manpower development among respondents was significantly correlated with training ($r = .818$; $p < .05$), conferences ($r = .740$; $p < .05$), education ($r = .864$; $p < .05$), business performance ($r = .858$; $p < .05$) and business intelligence ($r = .728$; $p < .05$). There were also significant correlations among the independent variables.

Table 6: Multiple Regression Analysis on Manpower Development, Business Process Performance and Business Intelligence Data

Multiple R(adjusted) = .993				
Multiple R ² (adjusted) = .839				
Standard error of estimate = 4.72				
Analysis of variance				
	Sum of square (SS)	DF	Mean square	F
Regression	42732.34	8	7291.24	494.34
Residual	6293.12	882	11.82	
Total	51334.23	887		

Table 6 above shows that the independent variables (training, conferences and education), when pulled together, have a significant effect on business performance and business intelligence. The value of R (adjusted) = .993 and R² (adjusted) = .839. The analysis of variance performed on the multiple regressions yielded an F- ratio value of 494.34 and was found to be significant at 0.05 level.

Table 7: Relative Contribution of Independent Variables to the Prediction

Model	Unstandardised coefficients	Standardised coefficients		t	p
	B	Standard error	β		
Constant	-.142	.528		-.269	.788
Manpower Development	.582	.075	.274	7.758	$p < 0.05$

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Training	.170	.094	.489	1.822	p>0.05
Conferences	-.118	.140	.260	-.844	p>0.05
Education	1.009	.172	.506	5.856	p<0.05
Business Performance	-.801	.098	.385	-8.197	p<0.05
Business Intelligence	.184	.087	.179	2.105	p<0.05

Table 7 above shows that some independent variables (training, conferences and education) made a significant contribution to the prediction of business performance. In term of magnitude of contribution, education made the most significant contribution ($\beta = .506$; $t = 5.856$; $p < 0.05$) to the prediction. Other variables contributed as follows; training ($\beta = .489$; $t = 1.822$; $p < 0.05$), conference ($\beta = .260$; $t = -.844$; $p < 0.05$). They had a significant joint contribution to the prediction of business performance and business intelligence.

4. DISCUSSION

The result of the first research question reveals that majority of the respondents agreed that manpower development and business intelligence positively influence business process performance. The findings are in line with those of other scholars such as Birasnav (2014), Larson and Chang (2016), Bach *et al.* (2017), Kluza *et al.* (2017), Tan *et al.* (2017) and Vidal-Salazar, Hurtado-Torres and Matas-Reche (2017).

The productivity of the national economy depends on manpower development (Fawcett, 2016). All employees should thus be educated on the importance of knowledge management and business intelligence integration, and senior managers should be ready to cooperate with the business analysts in order to ensure that they can share ideas and allow the best implementation of the integration of business intelligence and business innovation (Tan *et al.*, 2017). The senior managers and the human resource managers claim that all employees are key players in the integration process. Roles in business intelligence are mostly played by different departments in most organisations. This means that there must be full cooperation between these departments at all levels.

The result of the second research question reveals that majority of the respondents agreed that there was a strong relationship between manpower development and business intelligence because manpower planning makes use of business intelligence. Training, as a set of activities that are put in place when managing people in organisational contexts, is an HRM practice that can also be thought of as a process comprising of four stages—needs assessment, training design, training delivery and training evaluation. Hurtado-Torres *et al.* (2017). The first stage, needs assessment, is a stage that will be of particular concern in this chapter. It is vital to define how training is going to be accomplished. The training design stage should be thought of in terms of "learning objectives, trainee characteristics, current knowledge about learning processes and practical considerations."

The result of the third research question reveals that manpower development techniques are not effectively used by majority of the enterprises, and this may affect their business performance. According to Kluza *et al.* (2017), enhanced organisational performance, competitiveness and economic growth. Employees require training in order to advance their careers or receive better compensation. Organisations require skilled and efficient employees in order to improve performance and productivity, promote competitiveness, reduce absenteeism and turnover, and improve client satisfaction. Governments rely heavily on a skilled labour force with the ability to learn, adapt and master competitiveness in a globalised economy. In order for organisations to attain a high premium, the systematic approach model emphasises four components of the training and development process. Training needs analysis, developing the training programme, implementing the training and assessing the training programme's efficacy are the four components of the systematic method.

The result of the fourth research question reveals that lack of funds, intelligent quotient, lack of vision by the management, lack of job satisfaction, and unprofessional facilitators influence manpower development. Thus, a strong teamwork network must be created since the roles of business intelligence are mostly conducted by people at different levels. According to Larson and Chang (2016), trainees who lack confidence and do not feel they are capable of comprehending new ideas will not provide the desired outcomes for the organisation. Employee and manager attitudes toward training are among the elements that determine the efficacy of training and development programmes, and a range of trainees' personal traits have been investigated in connection to the problems of training and development programmes (Bach *et al.*, 2017).

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5. CONCLUSION

This study aims at investigating the connection between manpower development, business process performance and business intelligence maturity. Manpower developments are designed to enhance the fulfillment of employee performance objectives, and the purpose of manpower development is to improve business process performance, modernise the skills of managers, reduce managerial obsolescence, provide solutions to organisational problems and prepare for promotional and managerial succession. It has implications for productivity, health, safety and personal development in the workplace. To be successful, all organisations should use a systematic approach to manpower development. The systematic approach model places emphasis on training needs analysis, designing the training programmes, implementing the training and evaluating the effectiveness of the training programme. Manpower development may be offered through both on-the-job and off-the-job activities depending on objectives, trainee profile, time, and availability of resources.

Managers' perceptions have a greater impact on the effectiveness of the manpower planning programme when compared to employees' perceptions, because managers have an input of what trainees will display as an output after training is completed. Performance appraisal is a vital component of manpower development for evaluating the extent to which trainee performance achieves organisational goals and also helps with delivering effective training and development programmes. Training and development programmes are mostly affected by internal challenges, and the degree to which the challenge is closely related to the task determines the degree of impact on the programme. Effective manpower development programmes result in employee satisfaction, which leads to employee retention. A firm's ability to attract and retain capable employees is essential to its success. Successful manpower development programmes are possible with extensive strategic planning and financial support.

Based on the findings of this study, the following recommendations are made; first, firms should provide a new training manual with detailed information about the requirements of the programme and objectives expected upon completion of the programme. This will enable the trainees to be more responsible for their training, and the mentors will obtain a greater understanding of what is required from their trainees. The resources required to carry out this recommendation include time and manager inputs about what they expect from the trainees. Second, management should provide a new training system and performance appraisal review system that will cater for decentralised training and appraisal reviews. This will benefit the trainees in that it will increase their confidence levels and improve their performance. Third, management should provide frequent performance appraisal reviews with a standardised set of questions based on the area of exposure to detect early the strengths and weaknesses of trainees and offer help where needed. This will help managers to know the right time to transfer their trainees to real-life task situations and avoid early transfer of training. It will also eliminate bias in conducting reviews. Fourth, management should provide rewards and recognition to the best-performing trainees and mentors. The goals of both trainees and mentors must be clearly identified and measurable. In this way, trainees and mentors will be motivated to accomplish more in a given time. This will also make trainees feel that the organisation is aware of their progress and has an interest in their training. They will thus be motivated to remain in the organisation for a long time. Monetary resources will be necessary to accomplish this recommendation.

All managers and potential future mentors should also be enrolled into Master of Business Administration studies and offered training on how to train and offer good mentorship. An assessment of mentors needs to be undertaken to remove incompetent mentors from the programme. This will increase managers' knowledge of the dynamic revolving trends of management strategies and the impact of such on organisations. Sixth, every manpower development programme initiative must be evaluated since there is no alternative way of ensuring that investments in training programmes are worthwhile without carrying out evaluations to determine whether the programme accomplishes its objectives, identify strengths and weaknesses of the training programme, and determine a cost-benefit ratio of training and development. Seventh, the company should also enhance the selection criteria so that it gives equal opportunity to all categories of workers to be selected for training, and the training policy of the company should be enhanced so as to be able to help increase employee performance. Eight, since technological innovation affects the content, nature and training needs of the organisation, the company should develop its employees with technological knowledge.

Training is also a motivational technique. Workers are motivated when they discover the resources the company brings out for their training. The company should ensure that the training programme is done regularly. Finally, there is a need to conduct a training needs assessment to ensure that the right training is given. A business intelligence report would provide the necessary information. This will enhance the competitiveness of the staff as they will be equipped with the necessary competencies and current trends within the industry.

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