



EFFECTS OF MANPOWER TRAINING AND DEVELOPMENT ON THE PERFORMANCE OF WORKERS

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Abstract

The basic purpose of this research work is to examine the effects of manpower training and development on the performance of workers. The importance of training and development cannot be overemphasized. Training and development consist of a process of behavioral modification as well as increase in the knowledge and skills of employee for doing a particular job to achieve the maximum efficiency in the use of human resources. The objectives of the study were to identify the types of training and development given to employees in an organization, to find out if the training and development has any positive effect on the performance of workers, and also to identify the problems of effective manpower training and development in Nigeria. The researcher employed a survey research. In carrying out the study, simple random sampling was used to select thirty (30) staff of Jos Flour Mills Limited and questionnaire was administered on them. The study reveals that training and development updates the staff and change employees' attitude towards their jobs, thereby improving performance. Based on the findings made, it was recommended that all organizations should improve their attitude towards training and development so as to improve employee efficiency and effectiveness.

Keywords: *Manpower, Training, Development, Employee, Job Performance.*

1.0 INTRODUCTION

The subject of manpower is a major ingredient to the success of any organization. It is generally accepted that manpower is the critical resource upon which a nation's economic future depends. The mission, goals and objectives of an organization are only actualized through a well-directed and coordinated behavior of the available manpower of the organization. All new employees need to be introduced into their new work, training of existing employees when there is a change in working methods, change in product which may necessitate training, the installation of new equipment or techniques which require new improved skills, promotion or transfer of individual employee and labour, shortage may all require training and development.

Human resource is very dynamic in any organization and lack of proper management of it may hinder its optimum utilization. Consequently, progress should not be expected if proper utilization of labour force is not enforced, even if capital is available. Proper use of manpower, therefore, serves as an indispensable factor to organizational success.

2.0 Literature Review and Conceptual Framework

2.1 Training and Development

Before examining how training is initiated and organized, it is necessary to define, as well as make a distinction between training and development, and other related concepts. The American Heritage Dictionary (2013) defined manpower in terms of the workers available to a particular group or required for a particular task. Manpower constitutes the ultimate basis of the wealth of nations. Human beings are active agents that accumulate wealth, exploit material resources, and build social, economic and political organizations and carries forward national development clearly.

Training is an organized method of learning and development which expand the efficiency of individual group and the organization (Goldstein & Ford, 2002). It is the systematic process of altering the behavior of employees in a direction to increase organizational goals. It is more narrow in conceptual than either education or development; it is job-oriented rather than personal. To enhance job performance, training skills and behaviors have to be transferred to the workplace, maintained overtime, and generalized across context (Holton & Baldwin, 2000). Development on the other hand suggest a broader view of knowledge and skills acquisition than training, it is concerned more with employee potential than with immediate skills. W.F Gluek (1995) defined manpower development as the process by which managers gain the experience, skills and attitudes to become or remain successful leading in their enterprise. An organization may have employee's ability and determination with appropriate equipments and managerial supports, yet production falls below standards. The missing factor in many cases is lack of knowledge and skills which are acquired through training and development. Any institution of higher learning or business whose goals are to survive and prosper in this present day diverse and regressed economy has found it imperative to improve proficiency in production as well as to acquire the greatest return in investment of human capital (Knoke & Kalleberg, 1994).

2.2 Benefits of Training and Development

The gains which training and development bring in any organization include the provision of a pool of skilled manpower for



the organization, the improvement of existing skills, greater versatility and adaptability to new methods, greater commitment of staff, personal growth opportunities for employee, greater job satisfaction, less scrap and spoiled work, to mention but a few. Positive training offered to employees may assist with reduction of anxiety or frustration, which most employees have experienced on more than one occasion during their employment careers (Cheng& Ho, 2001). Fundamental goals of several employee development programs are to deliver the mission of the organization and support workers to learn the culture of the organization (Gerbmen, 2000).

Cheng and Ho (2001) indicated that adequate training procedures marked improvements in employee communication and proficiency of performance as well as extending retention time. Also, training and education have been shown to have a significant positive effect on job involvement, job satisfaction and organizational commitment (Koria and Asaari, 2006).

2.3 Methods of Training and Development

The methods of training will to a large extent dictate whether the training shall take place on the job or off the job. On the job training is given in the normal work situation, the trainee using the actual tools, equipments documents or materials that he will use when fully trained (W.F Gluck, 1995). Other methods of training include conference or seminars, vestibule training which trains the employee off his regular work area but in an environment closely resembling his work place, apprenticeship training employed when extensive practice or technical knowledge is required to perform a job, role playing which involves realistic behaviors in imaginary situations, human relations laboratory training, to mention but a few.

2.4 Problems of Effective Manpower Training and Development in Nigeria

One of the Pitfalls of training and development programs in Nigeria is the lack of positive reinforcement and the lack of opportunity for the trainee to practice what he has learnt, these have to be corrected. Above all, the objectives of the training programme must have been clearly articulated. While employee performance is one of the critical measurers emphasized by the top management, employees are more concerned about their own productivity and are increasingly aware of the accelerated obsolescence of knowledge and skills in their turbulent environment, (Chang & Ho, 2001).

The major problem featuring in manpower development in Nigeria is that of finance. This predicament is often occasioned by little or no funds being channeled to manpower training and development programs in Nigeria. Other problems include rapid changes in technology, organization and the environment, ineffective or deficient manpower planning, lack of integrated career guidance and counseling services, some companies do not also evaluate the outcome of the programmes. Rowden & Conine (2005) also indicate that there is limited research of human resource development in small and mid sized businesses.

Training and development are therefore undertaken after considering some important factors such as objectives of the organization, performance standard and so on. It should be based on the comparison between the actual performances with the standard. Such comparison may reveal whether a worker is in a position to deliver what is expected of him. But if his performance is below expectation, it may be as a result of lack of adequate skills and knowledge. Therefore, training and development should be designed to overcome deficiencies. Rowden & Conine (2005) argued that the most thoroughly trained employee will better satisfy the needs of their customers and employers.

3.0 Methodology

In a bid to achieve the objectives of this investigation, the researcher has adopted a descriptive research method. Data was gathered from both primary and secondary sources. The primary data is principally through observation and administration of questionnaire to thirty (30) staff of Jos Flour Mills Limited. Simple random sampling method was used to administer the questionnaire on the staff. The data collected was analyzed using simple percentages and tables.

4.0 Result And Discussion

Out of the thirty (30) questionnaires distributed, twenty six (26) were completed and returned. Analysis will be based on the 26 questionnaires returned. The tables below show the responses and percentage of the respondents. The tables are followed by relevant interpretations.

Table 4.1, Question 1: For how long have you been working with this organization?

Responses	Frequency	Percentage (%)
0-5 years	8	31
5-10 years	16	61
10-15 years	2	8
15 and above	-	-
Total	26	100

Source: Questionnaire Administered 2015



The above table shows that majority of the respondents fall within the range of 0-10 years of working with the organization.

Table 4.2, Question 2: Have you ever had any training?

Responses	Frequency	Percentage (%)
Yes	21	81
No	5	19
Total	26	100

Source: Questionnaire Administered 2015

Table 4.2 shows that majority of the respondents have had training in the organization.

Table 4.3 Question 3: If yes to question 2, what type of training?

Responses	Frequency	Percentage (%)
On the Job	17	65
Apprenticeship	-	-
Seminars/workshops	9	34
Others	-	-
Total	26	100

Source: Questionnaire Administered 2015.

The above table indicates that most of the staff are trained on the job, while others have attended seminars and workshops.

Table 4.4, Question: Does the training improve your performance?

Responses	Frequency	Percentage (%)
Yes	22	85
No	4	15
Total	26	100

Source: Questionnaire Administered 2015

Table 4.4 shows that majority of the respondents believe that the training they receive improves their performance.

Table 4.5, Question: Does it enhance the interest towards your work?

Responses	Frequency	Percentage (%)
Yes	22	85
No	4	15
Total	26	100

Source: Questionnaire Administered 2015.

From the table above, 85% of the respondents who are the majority are of the view that training and development is a way of motivating the staff.

Table 4.6, Question 6: Does it help in your self-development?

Responses	Frequency	Percentage (%)
Yes	23	88
No	3	12
Total	26	100

Source: Questionnaire Administered 2015

Table 4.6 shows that 88% of the staff who are the majority agree that the training and development is the type that induce the organization and staff interest together.

Question 7: In your opinion, what ways does training and development programs in Jos flour Mills contribute to motivating workers and their increase in performance?

In responding to this question, some of the respondents mentioned that training and development updates the staff and increase their morale towards their job, others mentioned that it increase effective communication among the staff and efficient information also flows from top management to the lower levels, training and development brings about efficiency and thus increase performance, while others who receive sales training are of the opinion that it improves their approach to customers.

Question 8: What are the problems affecting staff training and development in Jos flour mills?



Majority of the respondents are of the opinion that there is negligence on the part of management in organizing the training, others believe that there is the problem of insufficient fund to organize the programs efficiently, there is also the lack of knowledge and skills by managers in directing and executing training, Job misplacement, some said the training and development is not geared towards the promotion staff, while others believe that there is inconsistency in the policy of the organization.

5.0 Conclusion And Recommendations

5.1, Conclusion

Based on the analysis carried out from the study, the obvious conclusion is that, training activities are rated very effective as they always change the employee's attitude towards their jobs and others and thus, enhance performance. The result of the questionnaire strongly suggests that there is a direct relationship between training and job performance as well as job training and employee attitude. Jos flour Mills have used training and development to motivate most of her workers, rather than salary which has been the phenomenon of Nigeria motivating factor.

There is however, the lukewarm attitude of management towards training and development programs. The effectiveness and success of an organization therefore lies on the people who form the work within the organization. Thus for any organization to succeed, training and development of staff in form of workshops, conferences, seminars, on the job, and so on should be rigorously pursued and made compulsory.

5.2 Recommendations

In light of the research findings been enumerated, the researcher sees the need to make the following recommendations:

1. The management should improve its attitude toward training and development programs. Training must be well planned, properly organized and budgeted, well-coordinated and conducted and well evaluated.
2. There should be a stable policy that will control the training and development programs.
3. It is also recommended that management should have cordial relationship with their subordinates in order to carry out management process effectively and efficiently
4. The government should realize the need for proper funding of institutions responsible for human resource training and development. The organization should also finance the training of their staff
5. The management should make training and development as one of the requirements for promotion and advancement.

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