

Impact of Manpower Training and Development on Staff Productivity in Nasarawa State Investment Property and Development Company (NIPDC), Lafia, Nasarawa State, Nigeria

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Abstract. The study investigates impact of manpower training and development on productivity in Nasarawa State Investment and Property, and Development (NIPDC). A sample size of 55 staff took part in the study, 30 were males (54.55%) and 25 were females (45.45%). They were drawn from different departments and units, with their age ranges from 25years and above. Three hypotheses were tested to know whether manpower training will increase productivity level in NIPDC at Lafia. Chi-square test shows that there is an insignificant relationship between manpower training and productivity level in NIPDC, Lafia, meaning manpower training will not improve the productivity of the employees and the company. Generally, all the hypotheses indicate that there is no relationship and the differences between at 0.05. The following were the conclusion made based on this research work; employee may perform better in any organization if there is a training institute for them to increase more skills and knowledge in order to increase productivity level of production, more so, training is necessary tool for a successful organization because training increases the productivity level while recommendations were made to enhance training among employees.

Keyword: Manpower, Development and Productivity

1. Introduction

Impact of manpower training and development on staff productivity in an organization is the demonstration of the close link between human and materials resources, planning and the determination of training needs. The provision of adequate training

is of fundamental I frame important to both the employees and the employers.

All over the world, organization are known to exist and function in complete and dynamic environments. This circumstance compels organization to adopt innovative measure to meet the changing needs of the time and to bridge the gaps between goals and actual performance (Ozoya, 2009). Training is considered fundamentally important to human capital development. It could to be described as vehicle that takes organization to their destination within a stipulated time (Oforegbunam & Okarafor, 2010). They went further to state that for any organization survives the competitive business world; it must train and retain its human resources in consonance with its immediate and remote operational environment. Most important among the response options to environmental dynamics is the organization's focus on development and improving the human resources base. Training is very essential because it is an organization is life wire that improves the human element that moves the organization in the direction of meeting its objectives (Ozoya, 2009). Thus, training in modern work environment has become an important aspect of employers' duty if the organization's set objectives are to be achieved.

The importance of manpower training and development is more obvious given the growing complexity of the work environment, the rapid change in organizations and advancement in technology among other things (Okotoni and Erero, 2005). They illustration further that training and development ensure that organizational members possess the knowledge and skills they need to perform their jobs effectively, take on new responsibilities,

and adapt to changing conditions. Until recently there has been a general resistance to investment in training in the public service because of the belief that “employees hired under a merit system must be presumed to be qualified, that they were already trained for their jobs, and that if this was not so it was evidence that initial selection of personnel was at fault “(Stahl, 1976). Like Nigeria, with its rich natural resources and the necessary financial support can also experience such economic success if the appropriate attention is given to the manpower training and development of her human resources.

Considering the significant role played in the economic development in most developed countries such as United State, Britain and Japan among others. It can, therefore concluded that a developing country. Manpower training and development in any organization is an instrument to meet up the challenges that will arise from change in structure in relation to policy process or procedure and also to meet the desire that will bring about change in performance attitude or behaviour of both the employees and employers in an organization. It is in their regard therefore, that the researcher has taken time to study and examined critically the impact of manpower training and development on productivity, in Nasarawa investment property and development company (NIPDC) Lafia, with a view of finding concrete solution to it in order to ensure a high standard of efficiency of productivity in the public services.

2. Statement to the Problem

With the recent latent years of establishing of NIPDC, Lafia, the impact of manpower training and development on production is still inadequate, the effectiveness and efficiency of the departments on how well its officer has been trained. The debate has led the management to ponder on some issues germane to the benefit or otherwise of training. Is training an investment in people or cost? If training is required, what are the criteria used to determine who should be trained and when to train, of what benefits is manpower training and development on workers performance in NIPDC?. What are the challenges mutilating against manpower training and development on productivity in NIPDC? What are the likely recommendations to these challenges as it relates to manpower training and development on productivity in NIPDC Lafia? It is on this bases that the study seek to explores the impact of manpower training and development on productivity in NIPDC Lafia.

3. Hypotheses

- Training will significantly improve the productivity of employees and the company.
- Manpower development will significantly increase workers productivity.
- Utilization of trained development activities will ensure general successes of the co-operate goal.

4. Research Questions

The following research questions would be necessary to make this research a success:

- How is the programme of manpower training and development in NIPDC, Lafia?
- To what length NIPDC attach importance to manpower training and development?
- How was manpower training and development helped NIPDC in meeting the problems or challenges of the complex nature of modern business activities or get equipped to handle the increasing complexity in their managerial activities ?
- What is the significant impact of manpower training and development in efficient management of NIPDC?

5. Objectives of the Study

The study seek the following

- To examine extend to which manpower training and development activities in the NIPDC have increasing the manpower of the organization.
- To investigate how this training and manpower development activities have helped the workers in aspect of effectiveness and efficiency in the organization.
- To evaluate the challenges associated with manpower training and development on productivity in NIPDC.

6. Theoretical Review

According to Drunker (1998), the only contribution a manager is uniquely expected to make is to give others vision and ability to perform. Training is necessary to ensure an adequate supply of staff that is technically and socially competent and capable of career development in to specialist department or management positions. There is therefore a continual need for the process of staff development and training fulfills an important part of this process.

Manpower Training and development should be viewed therefore as an integral part of the process of total quality management.

There are some different theories that equally explain the relevance of impact of manpower training and development on productivity in an organization. This adopts some theoretical frameworks that are suitable to this work.

6.1 Principles theory

Principles theory suggests that training should focus on the general principles necessary to team a task so that the learner can apply them to solve problems in organization (Goldstein, 1986). This theory suggests that it is possible to design training environment without too much concern about their principles theory is critical to far transfer because knowledge can be abstracted and connected to new problems. It training can understand the principles and concepts and if they have a chance to practices, they are more likely to apply their newly acquired skills, knowledge and behaviour when they are faced with new challenges and unfamiliar problems.

6.2 Traditional Model

Traditional approaches to training tend to consider it as a basic line between training and performance in order to enhance high productivity in an organization. Holton (1996) provided a conceptual evaluation model of training focused on individual performance. This model proposes three primary outcomes of training intervention learning, individuals' performance, and organizational result. These outcome are defined, respectively, as achievement of the learning outcome desired in Human Resources Development (HRD) intervention, change in individual performance as a result of learning being applied on the Job, and result at the organizational level as a consequence of change individual performance.

Training and development has been defined according to Robert (1976) as the process of development staff knowledge, skills and attitude through instruction demonstration practice and planned experience to meet the present and future needs of the business. Manpower development also has been described as the development of management skills

Mills (1969) also expressed the view that the training in its fullest sense include further education which is widely based upon, so that the employee become more skilled in his work and happier on his job.

Ejiofor (1972) also expressed the view that, "the training of staff is an important aspect of manpower development rightly approved that every organization should strive to train its staff in order to increase their efficiently in the performance of their jobs. Skills and experience related closely to the job can be made by given the staff assignment case studies, decision making, exercise and management game to stimulate real conditions.

According to Cole (2002), training is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. An organization may have employees with the ability and determination, with the appropriate equipment and managerial support yet productivity falls below expected standards (Adanji, 2010). Looking at the indispensability of manpower training and development to an industrial or organization set up. Ladipo-Ajayi (1994) observed that both are very demanding ventures in any organization because people commit huge resources to them.

However, some scholar viewed the two concepts as being different. Jones, et al (2002) believe that training primary focuses on teaching organization members how to perform their current Jobs and helping to acquire the knowledge and skills they need to be effective performers. Development on the other hand focuses on building the knowledge and skills of organizational members so that they will be prepared to take on new responsibilities and challenges.

7. Method

7.1 Research Design

The research design adopted for this study is survey design, this is because, is useful way to assess the view or status of one or more groups of people at any giving time, and is less time consuming.

7.2 Participants

The participants used in this study are fifty-five (55) members of staff of Nasarawa Investment Property and Development Company (NIPDC) who were randomly selected from both sections or units of the company (i.e. Investment, Property, Development, finance and Audit and corporate services), out of the participants thirty (30) were males (54.55%) while twenty-five (25) were females (45.45%), with age range from 25 years and above.

7.3 Instrument

The instruments used in the study for the purpose of data collection are self developed questionnaire. The instrument is divided in two sections. Section is A, has six (6) items which are demographic information of the participants, while section B consists of thirteen (13) items that help to measure the impact of manpower training on productivity in Nasarawa Investment Property and Development. The instrument was fashion along the rating scale model between Yes or No.

7.4 Procedure

The researcher started by obtaining permission from the general manager of the company in order to get

the required information about the impact of manpower training and development on productivity in NIPDC. After, informed consent was sought. The data were obtained by administering the questionnaire to the participants in the study through the corporate department of the company. All four department/ units completed the questionnaires which were collected by the researchers.

7.6 Statistics Used

The data collected in the study were analyzed using statistical Packages for Social Sciences (SPSS) version 20. The statistic used was the Chi- Square.

8. Result

Chi-square

Variables	X ²	df	P	Remark
Trained and Untrained	0.76	2	5.99	sig
Manpower and Non Manpower	5.82	2	5.99	sig
Utilized and Utilized trained	0.31	2	5.99	Sig

The above table shows that, there is an insignificant difference between trained and untrained employees in Hypothesis 1 ($x^2 = 0.76$, $df=2$; $P < 0.05$). Therefore, the alternative hypothesis is rejected and accept null hypothesis.

The second hypothesis shows that there is an insignificant difference between manpower and non -manpower development at productivity level ($x^2 = 5.82$, $df = 2$; $p < 0.05$). Therefore, the alternative hypothesis is rejected while null hypothesis is hereby accepted.

The third hypothesis shows that there is an insignificant difference between utilized and unutilized ($x^2 = 0.31$, $df = 2$; $p < 0.05$).

All the hypotheses indicated there is no significant relationship and differences between the variables.

9. Discussion and Implication

The first hypothesis stated and was that “training will improve the productivity of employees and the company”.

The result shows that, there is an insignificant difference between trained and untrained employees at ($2 = 0.76$; $df = 2$; $df , 0.05$). This result indicates that training will not improve the productivity of employees and the company. Therefore, the alternative hypothesis is rejected and accept null hypothesis. This finding is consistent with the result

of Brayfield and Crocket (1959), Voom (1964), Katzell (1961), Ozoya (2009).

The second hypothesis which states that manpower development will significantly increase productivity of employees. The result shows that there is an insignificant difference between manpower development and non manpower development at productivity level ($=5.82$; $df = 2$; $p, < 0.05$). This result indicates that there is no significant difference between manpower development and non manpower development. Therefore, alternative hypothesis is rejected and null hypothesis accepted. This finding is in agreement with Adams (1976), O ribabor (2002) which states that manpower training and development aim at developing competences such as technical, human, conceptual and managerial for individual and organizational growth, Isyaku (2000).

The third hypothesis which states that Utilization of trained development of manpower activities will ensure a general success of the co-operate goal. The result shows that utilization of trained development of manpower activities will not a ensure a general success of the co-operate goal at ($x^2 = 0.31$; $df=2$; $p<0.05$). This result indicates that there is an insignificant difference between utilized and unutilized trained. This finding is not in agreement with result of Pitfield (1982), Akinpeju (1999), and Garry (2001).

10. Conclusion and Recommendations

In conclusion, the study focused on how to find out solution to problems of manpower training as management tool which affects the effectiveness of performance and productivity level in an organization particularly industries. This form part of human recourse management function of particular relevance to the effective use of human resources is manpower training and development.

The study therefore recommends that:

- Organizations should define its training needs; training should always be defined in terms of the specific problems for which the training is an appropriate solution. The method of selecting employees for training should also be defined also.
- Management should provide good working environment for effective performance as a result of training, they acquired.
- Employee's promotion should be given based on merits.
- The employees should know that they are being trained in order for them to put whatever knowledge or skills they acquired in to practice

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