

IMPACT OF MANPOWER TRAINING AND DEVELOPMENT ON ORGANIZATIONAL PRODUCTIVITY AND PERFORMANCE A THEORETICAL REVIEW

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ABSTRACT

This paper examined the impact of manpower training and development on organizational productivity. The paper observed that improved productivity, effectiveness and efficiency of organizations depend mainly on skills, attitudes, knowledge and competencies of their employees which are being generated mainly through training and development. The paper noted that the main objective of employee training and development is to develop employee skills, knowledge and competencies which are vital in the enhancement and promotion of organizational effectiveness, productivity and profitability, as well as in the development of some competitive edge over competitors. Training and development are based on the premise that the attitudes, skills, behaviors, capabilities and competencies of employees need to be improved in order to achieve organizational set goals and objectives. The purpose, importance and some methods of employee training and development, as well as factors affecting training were discussed. Based on the review and discussion made, conclusions and recommendations which aim at improving organizational productivity and performance were made with regard to employee training and development in Nigerian organizations.

Keywords: Employee, training and Development, Organizational Productivity, Competitive edge.

1. INTRODUCTION

Improved organizational productivity, efficiency and effectiveness, are major organizational objectives any organization must pursue for survive in today's highly competitive corporate environment. This, however, depends mostly on the quality of employees who must transform available inputs into needed outputs in order to achieve stated objectives of the organization. To do this, operational employees must possess the necessary skills, Knowledge, abilities and competencies. The need to have well qualified, flexible and proactive employees who will help organizations to meet their ever growing challenges of competitiveness, technological advancement, market globalization and improved productivity has made manpower training and development a very vital human resources practice which no manager can ignore in the present scenario of our business world. Today, manpower training and development are at the heart of employee utilization, commitment, improved productivity, motivation and growth, and very essential for improved organizational productivity.

The success of an organization greatly depends on the quality of the people who work there to achieve such organizational objectives. The level of their skills, knowledge, abilities, capabilities and expertise of the employees on the main, lies on the quality of training and development received by the employees. Today, very profound emphasis is placed by organizations on the training and development of employees and this has an implicit emphasis on productivity as any organization that fails to lay serious emphasis on training and development is preparing for obsolesce of its employees, and inflexibility to adapt to our fast- paced changing environment (Nwachukwu, 2000). Thus, survival, growth and productivity of organizations would be difficult to come by in the absence of timely and effective employee training and development.

The importance of effective training and development of employees makes organizations to spend an enormous amount of money and time on training in order to help employee's learning of job- related competencies (Casio, 2000; Dowling and Welch, 2005), and employees competencies usually lead to organizational productivity. According to Adeniyi (1995), staff training and development is a work activity that can make very significant contribution to the overall effectiveness and profitability of an organization. Thus, training is a prerequisite for any organization which must achieve maximum productivity through the effective and efficient performance of employees (Taiwo 2007). Today, the tremendous emphasis placed on man power training is derived from the

current realization that it is the employees that make up an organization's building block. Olaniyan and Ojo (2008) who highlighted the need for staff training and development noted that "human resources, are the most valuable assets of any organization and that with the machines, materials and even money, nothing gets done without man power. The place of man power training and development in the life of any organization can never be over-emphasized. Nwachukwu (2000) succinctly stated that "technological innovations taking place everyday render today's skills and methods ineffective for tomorrow's activities. Thus, one of the most important functions of the executive and personnel administrator is to ensure that employees are helped to acquire needed skills, while those who do are helped to update them. Lewis (1997) demonstrated and strongly maintained that training and development is the main reason behind the high performance of workers, organizations and nations. And once employees are trained, they become more active and quick in responding and accepting needed changes, as well as build their inner confidence and develop understanding to the support of their peers. Ameenq and Hanif (2013) supported this when they stated that "the need to perform one's job actively and the need to know how to lead others are sufficient reasons for training and development, as well as the desire to meet organizations objectives of higher productivity. Any organization that lays little or no emphasis on training and development is encouraging obsolescence of employees, inflexibility in the organization and appears not to recognize the changing environment in which it operates. Olaniyan and Ojo (2008) noted that organization's development follows the development of individuals who made up the organization. They maintained that training can solve a variety of man-power problems which militate against optimum productivity of an organization by enhancing the individual's capacity to contribute optimally to the development of the organization. Training aimed at helping an employee to acquire basic skills required for the efficient execution of the activities and functions for which he is hired; while development is concerned with activities undertaken to expose an employee to perform additional duties and assume positions of importance in the organizational hierarchy (Nwachukwu, 2007:127). Mondy, Noe and Premeaux (2002:215) posit that "training frequently improves workers' skills and boosts their motivation". Singh and Mohanty (2012) argued that for training to be effective, it should incorporate application. Successful training therefore requires theory, demonstration, as well as application. In addition, training and development aim at developing competencies such as technical, human, conceptual and managerial for the furtherance of an organization's growth (Oribabor, 200) and improved productivity.

Katcher and Snyder (2003) noted that "if executed correctly, the effects of training on employee performance can often encourage growth within the worker and the organization itself". In other words, the implication of more investment in the form of training and development programmes on employees would raise expectations from them in term of performance, and the organization will gain competitive edge over their rivals due to the improved skills, knowledge, behavior and competencies learnt and/or acquired by the employees during their training and development programme. Despite this awareness of the importance of training, organizations maintain a blurred position regarding training and development programmes as they do not understand how investments in training can provide some cognitive value. Consequently, they do not bother with the training and development of workers. Where training and development programmes are in place, they are not sufficiently supported by the organization and the required investment is sidelined (Taiwo, 2007), as it is seen as an additional cost to the organization. According to Kum, Cowden and Karodia (2014) many organizations are forced to train only to reclaim their Skills Development Levies (SDL) which they pay monthly to government. Many others consider it as a waste of company funds as a result, pay lip service to workers training and only meet the needs for training and development in an adhoc and haphazard way, by allowing unsystematic and inefficient training practices to flourish in these organizations.

This paper takes a theoretical incursion into the examination of the impact of employee training and development on organizational productivity.

2. CONCEPTUAL FRAMEWORK

DEFINITION OF TRAINING AND DEVELOPMENT

Many definitions have been given to training as well as to development by different people. According to Mondy, Noe and Premeaux (2002:215) training includes all activities designed to provide learners with the knowledge and skills needed for the execution of their present jobs. It is an organizational effort aimed at helping an employee to acquire basic skills required for the efficient execution of the activities and functions for which he is hired. It includes all activities undertaken to expose an employee to perform additional duties and assume positions of importance in an organization's hierarchy (Nwachukwu, 2006; Peter and Bunce, 1995). It is the overall process whereby an individual's behavior is modified to conform to a predefined and specific pattern, involving those activities, which essentially aim at providing skills, Knowledge and attitude required for

employment in a particular occupation, group or related occupation or function in any field of occupation (Zigon, 2002; Aderinto, 1986; Ruhert, 1992).

When there is a gap between actual performance and what is needed, training can reduce it, if it does not completely eliminate the gap. This is done through changes and modification in behavior of individuals by giving individuals the necessary item of knowledge, skill or attitude they needed to perform up to standard (Richard, 2005; Craig, 1997; Joerg, 1995; and Zymelmen, 1990). Abiodun (1999) defined training as a systematic development of the knowledge, skills and attitudes required by employees to perform adequately on a given task or job. Commenting on the impact of training, Adeniyi (1995) pointed out that staff training and development is a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization. Training therefore is an essential component of high performance in work systems. Every organization needed skilled, motivated, knowledgeable and capable workforce, and this is much possible to be within the grasp of any organization which makes employees training and development an important aspect of its human resources practice. The views of the above authors agree with others in term of acquisition of specific skills by individuals for the purpose of performing a particular task or group of tasks. Based on this, training can be defined as an activity designed to help individuals gain knowledge and specific skills in order help them perform some designated tasks and functions, or to help them update the skills and knowledge already acquired.

3. CONCEPT OF EMPLOYEE DEVELOPMENT

One of the major reasons for management development is to enhance the employee's chance of promotion in the organization. Nwachukwu (2006:127) asserts that development deals with the activities undertaken to expose an employee to perform additional duties and assume positions of importance in the organizational hierarchy. According to Oribabor (2000), training and development aim at developing competencies; such as technical, human, conceptual and managerial for the furtherance of individual's and organization's growth.

Productivity is the measure of how the individual, organization and industry convert input resources into goods and services. It is the measure of how much output is produced per unit or resources employed (Lipsey, 1989). It is the effectiveness of the use of the factors of production to produce goods and services. In other words, productivity is the achievement of the highest level of performance output with least amount or expenditure of resources. When an organization expends little input and achieves high amount of output, the organization can be said to be productive, and their knowledge of what to do to get high output from least amount of input gives the organization a competitive edge over others in the market economy.

4. OBJECTIVES OF EMPLOYEE TRAINING AND DEVELOPMENT

Organizations that conduct training and development programmes always have set of objectives they wish to accomplish. According to Olaniyan and Ojo (2008), the main objective of employee training and development is to improve the qualities of the trainee, and formulation of objectives for different needs and ways of achieving it. Katcher and Snyder (2003:90) noted that the objective of training includes: capital improvement, morale improvement and ability to adapt to global change. They argue that sometimes employees are reluctant to adapt to changes because of the uncertainty involved. However, a well structured training programme will make employees anticipate change and be willing to accommodate it. Nwachukwu (2000:103) identified four major purposes of employee training and development as: skill development, attitude modification, education and development. He contends that the success and failure of an organization depend on the productivity of the employee, and that how to get the highest productivity from every worker is the main purpose of a training programme. Other objectives of training include increase productivity, low turnover rate, higher morale, and better coordination of work activities. Ameeq and Hanif (2003) maintain that the need to perform one's job efficiently and the need to know how to lead others are reasons for training and development. In addition, the need for higher productivity, effective workforce, work efficiency and competitive edge in the market are other reasons for training and development. Mondy et al (2002:216) contend that the basic purpose of training and development is to anticipate change and to respond positively to it. Beardwell, Holden and Claydon (2004) have noted that technological development and changes have gradually led some employees to the realization that success relies on the skills and abilities of employees thus a need for considerable and continuous investment in training and development of employees.

5. ADVANTAGES (BENEFITS) OF STAFF TRAINING AND DEVELOPMENT

Training and development can be of great benefit to both the worker and the employing organization. It is not limited to only increased productivity, but in many other ways. Nwachukwu (2000:104) identified four major advantages of training as improvement of employee's morale, reduction of turnover rate, employee feeling of being part of the establishment, and a correct attitude and the knowledge required for success in the organization. According to Cole (2011) the benefits associated with training and development includes: High morale, lower cost of production, lower turnover, change management, improvement of availability and quality of staff, provision of recognition, enhanced responsibility and the possibility of increased pay and promotion for employees. Oguntimehin (2001) noted that "training increases productivity, improves the quality of work, improves skills, knowledge, understanding and attitude of the trainee, as well as enhance an individual's use of tools and machines"; it also reduces wastes, accidents, and turnover, among others.

Indeed, adequate and effective training and development of an organization's staff ensure the development of new skills, Knowledge, capabilities and competencies which is sure to guarantee an organization's competitive edge over its competitors. It also enhances employees' ideas and makes them think outside the box and challenge the status quo, and in so doing, help to generate new ideas which increase organizational innovativeness and thereby ensuring the survival, growth and productivity of the organization. It also leads to increase in quality of goods and services as result of effective performance (Kum, Cowden and Karodia, 2014). Nel, Van Dyk, Hassbroek, Schultz, Sono and Werner (2004:142) outlined the effects of training and development on organizational productivity as: increased success of quality products, reduction of project failures and defects, reduction of staff turnover and minimal supervision needs. Also included are the ability to progress, greater capabilities to carry out more projects, and changes in employee behavior. Taylor (2000:455) noted that "training and development that can be added to the employee' resumes are big ticket items in terms of compensation plans".

6. METHODS OF EMPLOYEE TRAINING AND DEVELOPMENT IN NIGERIA

Different kinds of training and development methods are used by organizations in Nigeria to train and develop their employees. A few methods are more applicable to managers and professionals and others to operative employees. The method used is often a matter of convenience, intensity of the training required and the operating policy of the organization. Literature shows that there are broadly two different methods that organizations may choose from for training and development of its employees in Nigeria. These are on-the-job training and off-the job training.

On-the-job method: This relates to formal training on the job. It is used to acquire specific skills while the employee is on the job. The employee learns as he works. Under this method the learning by doing approach is employed, and an employee becomes more experienced on the job over time due to job behavior modification at the point of training. One of the advantages of this method is that it minimizes the problem of transfer of learning associated with other methods of training. It could also be an ongoing process that does not disrupt normal company operations. Examples of on-the-job training include but not limited to job rotation, transfers, coaching and/or mentoring, induction and orientation, in-service training, among others.

Off-the-job- method: This is the type of professional training given to employees. According to Nwachukwu (2000:110), this is also known as vestibule training, and in this training, the trainee is not in the regular job environment, but is taught how to do his job in an identical situation using the same kind of equipment that he/she will use at the job site. One of the advantages is that costly mistakes are avoided and the problem of transfer of training is enhanced as the trainees practice with identical equipment and tools. Off-the-job training examples include but not limited to conferences, role playing, lectures, sensitivity training, workshop, seminars, computer-based training, business games, etc.

Generally, all the training and development methods are meant to either improve performance of the individual in his current job, develop new skills for current or present job or anticipated job/position in the future, and development of the individual for gains associated with such new skills, knowledge competencies and capabilities, and in turn help to meet organization's current and future objectives. According to Taiwo (2007), it is desirable to combine both on-the-job and off-the-job training as the disadvantage of one can be compensated by the other.

7. FACTORS AFFECTING TRAINING AND DEVELOPMENT

Several factors have been found to influence training and development of employees. Mondy et al (2002:217) confirm that change is obviously one factor that impacts and is impacted by training and development. Employees may resent likely change if they felt it will affect them negatively, as a result, will work to thwart the programme's chance of success. Therefore, management should endeavor to explain the objective of training and development programmes to the employees who are to take part in such programmes to avoid intentional sabotage arising from fear of change. Training could be a waste of time and resources if the area of emphasis in training is not properly identified and accepted by the trainees. Concerted effort must be to clearly identify areas of stress in a training programme to avoid frustrating and demoralizing the trainees. Lack of management support can negatively influence employee training and development. Robbins, Odendall and Roodt (2003:231) noted that many employees are opposed to training and development initiatives because they assume that the responsibility for training people is the responsibility of the school system, not the firms. Moreover, some organizations taught that it is the responsibility of the employee to learn how to do the job they are hired to do, as much, any investment in employee training is considered as extra cost for the organization.

Other factors influencing training and development include level or degree of management support, commitment from specialists and generalist, technological advances, learning principles and organizational complexity (Mondy et al, 2002:218). Lack of positive reinforcement, lack of opportunity to objectives of the training programme, poorly planned programmes and non alignment of training and development with business needs are pointed out by (Nwachukwu, 2006:133; Kleiman, 2003:389; and Perry, 2007:282) as other major factors as well. In addition, lack of feedback also affects training and development negatively as trainees find it difficult to know about their level of success in their training and development programmes as organizations do not evaluate the outcome of the programme after a given training sessions.

8. TRAINING AND DEVELOPMENT AND ORGANIZATIONAL PRODUCTIVITY

The successful and prosperous future of any firm is a function of the skills, knowledge, abilities and competencies of the employees. And this is possible depending on the extent of training and development received by employees. Training and development not only improve employees resourcefully, but also it gives them a chance to learn their job virtually and perform it more competently, hence increasing organization's productivity. Oguntimehin (2010) noted that training increases the productivity of organizations. According to Akineju (1999), training helps organizations to achieve their objective of higher productivity. Neo et al (2004:145) confirm that the human capital obtained from training and development by employees determines the long-term productivity of an employee on the job. In relation to organizational productivity the individual employee productivity translates to group productivity and operational profitability. Employee training has been found to contribute to their performance effectiveness and productivity of organizations (Ameeq and Hanif, 2003; Olaniyan and Ojo, 2008; Singh and Mohanty, 2012; Kum et al, 2014; Colombo and Stanca, 2008).

Wright and Geroy (2001) noted that employee competencies change through effective training programmes. Accordingly, it not only enhances the knowledge, skills and attitude of the individual to perform effectively on their current and future jobs, it also contributes to superior organizational performances which give organizations competitive edge over others and thus, enhances their productivity and level of profitability.

9. SUMMARY

Employee training and development has been identified as a vital instrument that can enhance an organizational performance, productivity and chance of survival in our highly competitive and changing corporate environment. An untrained employee is a liability to an organization as new methods and processes are being developed daily to help organizations innovate and challenge their competitors in the game of business. An organization that fails to train and develop her workforce, or that lay little emphasis on it is encouraging the obsolescence and inflexibility of the employees. Employee failure, therefore, may be ascribed to lack of provision of their training and development needs by the management. Employee training and development can therefore help organizations to develop core competencies and innovativeness that can give them strategic and competitive edge over their competitors, as well as help them to become more productive in the global business economy. Today, in virtually every market, customers are demanding higher quality, lower costs, and faster cycle time. To meet those requirements from customers, firms must continually improve their overall performance in order to meet these expectations. To achieve this, firms must remain highly competent through continuous training and development of their workforce. Any organization that put great emphasis on employee training and

development is directly planning for long-term survival and acquisition of competitive edge over its rivals, due to acquisition of high level human capital residual of her workers.

In order to adapt and survive and succeed in our present scenario of business, training and retraining in addition to staff development should be rigorously pursued and be built into an organization's strategic policy and business plans.

10. CONCLUSION

Based on the above, the following conclusions have been made:

For organizations to succeed in the achievement of its predetermined or emergent goals and objective, training, retraining and development of workers should be vigorously pursued and made compulsory by organizations in Nigeria. When employees are effectively trained, it brings about reduction in the cost of recruiting and training new employees. In addition, provision of feedback after every training and development programmes should be put in place for employees to become aware of areas of deficiencies and how they can improve their performances on the job.

Organizations' should also ensure that the training and development programmes are properly articulated and planned to achieve the objectives of the programme, as well as align them with the business needs and growth profile of the organization since operational efficiency and effectiveness are key to growth profitability.

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