



Effects of Manpower Development on Workers' Job Performance

By

Onuka, A.O.U.

Institute of Education, University of Ibadan, Nigeria

adamonuka@yahoo.com & ao.onuka@mail.ui.edu.ng

Ajayi, Kassim O.

Tai Solarin University of Education, Ijagun, Ogun State, Nigeria

Department of Educational Foundations and Instructional Technology

Abstract

This study examines the effect of manpower development on workers' job performance. The objectives of the study were to explain the concept of manpower development, determine if manpower development has effect on organizational performance, ascertain how to identify training and development needs in an organization, determine if lack of manpower development programmes leads to low productivity, and ascertain the link between poor development programmes and labour turnover. The study outlines the benefits of manpower development in modern business organizations. One hundred employees of a manufacturing outfit were used as sample. Data from the study were analysed using descriptive and inferential statistics particularly chi-square distribution test. Findings revealed that capital, equipment, manpower among others contributed to the company's success. The most significant of these was the human factor. This is so, because it is the human who pools other resources together for objective realization. Thus, manpower development should be given top priority management attention. Also, human beings constitute the ultimate basis of a nation's wealth and an organization's assets. Therefore, it is imperative for the organization to continuously build the capacity of its human capital on whom the huge responsibilities of achieving the organizational goals rest. It was, therefore, recommended that organizations in Nigeria should embrace manpower development as Corporate and Management strategy to continuously improve knowledge, skills and attitude required by employees to perform creditably on a given task or job and cumulatively enhances organizational productivity and optimizes corporate profitability.

Introduction

Once an applicant has been selected and placed properly by his organization, the next step is to transform him to meet the future requirements of the organization. Such transformation is done by means of training and development. For organizational goals and objectives to be attained; effective, proficient and adept human resource is vital and imperative in every outfit. This is because human beings constitute a vital part of any organization, thus, acts as building blocks and backbones of any organization and determines the level of productivity in the organization. Abiodun (1999), said human resources are the most potent assets that any organization possesses. Without them, machinery/equipment, materials and even capital of the company will amount to nothing as nothing gets done without the input of the manpower resource of the



organisation. Similarly, Resis (1983), affirmed that all activities of any enterprise are initiated and determined by the persons that make up these institutions. He said further that the plants, computers, automated equipment and all other machines that a modern organization uses are unproductive except for human effort and direction. He therefore concluded that every aspect of a firm's activity is determined by the competence and effectiveness of its human beings.

According to Adeniyi (1995), manpower or staff training and development is a necessary work activity that makes a very significant contribution to the overall effectiveness and profitability of an organization, for Fajana (2002) the effectiveness and success of an organization lies on the people who form and work within the organization. The observation of Onuka (2006) implies that it is the developed human capital of a nation that constitutes its wealth. It follows, therefore, that employees' performance in respect of achieving organizational goals and successes is a function of the quantum of the relevant skills and knowledge, and positive work attitude they have been able to acquire from constant manpower development programmes whether through committee/ on the job training or in-house training programmes of out of work training courses they attended.

Omole (2004) posits that manpower development involves providing learning and development opportunities, making training intervention and planning, conducting and evaluating training programmes. The need for improved productivity in an organization has become universally accepted phenomenon that depends on efficient and effective manpower development. It has further become necessary, in view of modern global advancement, to invest in human capital training and development. Thus, the role played by staff training and development can no longer be over-emphasized. By implication, therefore, the need for organizations to take staff development programme for their employees seriously has become an undisputable imperative. Absence of such staff development programmes in an organisation often manifests tripartite problems of incompetence, inefficiency and ineffectiveness. Oribabor (2000) submits that training and development is aimed at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organizational growths; while Isyaku (2000) postulates that the process of training and development is a continuous one.

Man is dynamic in nature, the need to be current and relevant in all spheres of human endeavour makes staff development a necessity in order to keep track with current event and methods. Griffin (1998), Ajibade (1993), Adeniyi (1995) and Arikewuyo (1999) have all drawn attention of all and sundry to the inestimable value of training and development. According to them, it is an avenue to acquire additional and new knowledge; and develop further the skills and techniques to function effectively in the ever dynamic world in which we belong and live. Thus, training is obviously indispensable not only in the development of the individuals but also in facilitating the productive capacity of the workers and thus that of the company. Training is not coaxing or persuading people to do what is wanted but rather a process of creating organizational conditions that will cause personnel to strive for better performance.



Researchers like Graig (1996), Akintayo (1996) and Oguntimehin (2001) observe the usefulness of training and development in an organization and identified the functions of training as follow: it increases productivity; improves the quality of work; enhances skills, knowledge, understanding and attitude; engenders the use of tools and machine; reduces waste, accidents, turnover, lateness, absenteeism and other overhead costs; eliminates obsolesce in skills, technologies, methods, products, capital management; enhances the implementation of new policies and regulations; prepares people for achievement, improves manpower development and ensures the survival and growth of the enterprise.

Pitfield (1982) is of the opinion that the objectives of training are to: provide the skills, knowledge and aptitudes necessary to undertake required job, and efficiently develop the workers so that if they have the potentials, they would make progress, increase efficiency by reducing spoilt work, misusing of machines and lessening physical risks. Olabisi (1996) submits that training and development aimed at developing competences such as technical know-how to lead others; the need to perform one's job efficiently and the desire to meet organizational objectives of higher productivity and profitability. According to her, the main objective of setting up a company is to make profit and to achieve this organizational goal, adequate manpower and development programmes should be put in place to enhance workers' performance.

Akubuiro (1999) defines training as an organized procedure by which people learn knowledge or skills for a defined purpose. It is a process for equipping the employees, particularly non-managerial employees with specific skills, for example; technical skills, administrative skills, and secretarial skills to enable them improve on performance and overall efficiency. Ekpo (2001) opines that training is a planned process attempting to effect predetermined behavioural changes in individuals and groups. Changes according to him may occur in areas of knowledge, skills and attitude. Akinpoju (1999) postulates that training and development is not exclusively reserved for newly recruited staff but also it is a necessity for the older employees. Therefore, for the purpose of enhancing individual performance, it is important that training and development be made a continuous process that should last through an employee's entire working life. This is because low and middle level employees need to always acquire new skills and techniques while managers and top management personnel need new and deeper knowledge and understanding of their jobs and the jobs of others if they were to continue to be relevant, possess a good understanding of where and how their jobs fit into a wider organizational aspiration, a virile understanding of government policies, societal constraints and sensitised social awareness of the environment within which the organization operates.

Training and development may probably mean the same things to a lot of people because they both lead to the improvement of an individual productivity in an organization but there are some significant differences. Training means to educate someone normally, mainly by instruction, drill, and discipline. It is regarded as applying principally to the improvement of skills and hence to learning how to perform specific tasks. In contrast, development emphasizes an unfolding process of bringing to an advanced state; significant consequence of continuous growth, progress and innovativeness.



Nwachukwu (1992) is of the view that an organization may have employees with the ability and determination, with appropriate equipment and managerial support yet productivity could still fall below expected standards. This missing link is often caused by the lack of acquisition and by extension utilization of adequate skills and knowledge as well as positive work attitude by employees, which are normally acquired through training and development. For an organization to survive and achieve a reasonable return on investment (ROI), the need to train and develop available staff to handle the operations of the organization is essential. Every organization must have a system, which informs its employees about the job requirement; develop knowledge and skill to perform the job efficiently; and this system is built through the mechanism of manpower training and development.

According to Kayode (2001), training can solve a variety of manpower problems which militate against optimal productivity and performance. These problems include needs to:

- ❖ Increase productivity and efficiency.
- ❖ Improve the quality and quantity of work.
- ❖ Boost employees' morale and organizational climate.
- ❖ Implement new or changed policies or regulations.
- ❖ Ensure the survival and growth of the organization.
- ❖ Develop new skills, knowledge, understanding and attitudes.
- ❖ Provide for succession plan and ensure continuity of leadership.
- ❖ Prevent skill obsolescence and cope with the new technological advancement.
- ❖ Use correctly new tools, machines, processes, methods or modifications thereof.
- ❖ Reduce waste, accidents, turnover, lateness, absenteeism, and other overhead costs.
- ❖ Bring incumbents to that level of performance which meets [100 percent of the time] the standard of performance for the job.

Therefore, the concept of manpower development encompasses organizational subsisting staff training and re-training programmes in order to meet up with organizational goals and objectives, as well as the sustaining human resource needs for organizational growth and development. The availability of human capital and its regular development must be combined with effective utilization of all other resources if were not to be a mirage. Thus, manpower development in an organization is the main stay of an organization provided it is put to effective use.

Human resource is very critical to any organizational survival and accomplishment of the desired goals of any organisation. However, it has been generally observed that there has been a progressive decline in the ability of the available manpower in Nigeria to cope with the challenges facing many organizations. This trend could be viewed to have resulted inadequate level of skill acquisition by the employees or their inability to keep abreast with the new modern technological development because of the absence of appropriate and sufficient staff training efforts by organisations. It is against this background that this study investigated the effects of manpower development on workers' job performance.



Research Hypotheses:

Consequently, this study was guided by the following research hypotheses:

- Ho₁: Manpower development programme does not have significant effect on organizational performance.
- Ho₂: Lack of manpower development programme does not significantly affect workers' productivity.
- Ho₃: There is no link between poor manpower development programmes and organizational staff turnover.
- Ho₄: There is no significant benefit of manpower development in modern business organizations.

METHODOLOGY

Research Design

The study adopted survey research design.

Population and Sample

The target population for this study comprised all the employees of Cadbury Nigeria Plc., Ikeja, Lagos, Nigeria, put at 2200. The population consists of men and women above (20) twenty years of age.

The sample was made up of one hundred employees randomly selected from the said population for this study. The selection of the employees was carried out with help of the Human Resource Department of the company. The sampling process gave every member of the population equal chance or probability of being included in the sample.

Instrumentation

A structured rating scale was prepared by the researchers for the study. The scale comprised of twenty items which were grouped into three sections bordering on subjects' bio-data, and the issues relating to manpower development and workers' job performance respectively. Section A of the questionnaire was on bio-data of respondents which comprised of four items while sections B and C respectively focused on manpower development and its effects on workers' performance. The instrument was fashioned along the rating scale model with four points ranging from "excellent" to "fair" in numeric format, 4 represents "excellent", 3 implies "very good", 2 means "good" and 1 connotes "fair". In the numeric scale, the items were judged on a single dimension and arranged on a scale with equal intervals. Scores for each of the items ranged from one to four in ascending order of rating.

Validity of the Instrument

Content validity of the instrument was carried using Content Validity Ratio (CVR) computation formula given by $CVR = n_e - n / 2 / n / 2$, where n is the total number of experts, n_e is number of experts regarding the item as essential, which yielded a content validity ratio of 0.78. This resulted from the analysis of the opinions of twenty experts on item by item basis visa-vis the relevant hypotheses.



Reliability of the Instrument

The rating scale was trial tested on thirty employees of a similar company in another part of Lagos twice (administer-re-administer) at one week interval. A reliability coefficient of 0.63 was established using the Pearson product moment correlation statistic

Data Collection Procedure

The data were obtained by administering the instrument on 100 participants in the study through the human resource department of the company. A total of eighty copies of the instrument were properly responded to and returned while the remaining twenty copies were improperly filled and thus discarded. The exercise lasted for two days.

Data Analysis Procedure

The data collected were analyzed using inferential statistics. Frequency counts and percentages were used to analyze the data. The chi-square statistical test was employed in answering the earlier research questions. The scores for the items were solved using the following chi-square formula:

$$\chi^2 = \sum_{i=1}^n \frac{(O_i - E_i)^2}{E_i} \dots\dots\dots\text{Equation (i)}$$

Where:

O_i = Observed cell frequencies

E_i = Expected cell frequencies

“ = summation

χ^2 = chi-square test

The chi- square test procedure involves comparing observed frequencies with some expected frequencies as a test of independence and homogeneity. The level of significance is 5% (0.05).

RESULTS AND DISCUSSION

Results

TABLE 1:
Effect of Manpower Development on Workers’ Performance

Variables	(O)	E	O - E	(O - E) ²	(O - E) ² /E
Excellent contribution	51	20	31	961	48.05
Very Good	22	20	2	4	0.2
Good	4	20	-16	256	12.8
Fair	3	20	-17	289	14.45
	80				75.5

SOURCE: Field Research, 2012



Based on equation (i), $X^2 \text{ Cal} = 75.5$

Degree of Freedom (d. f) = $n-1 = 5-1 = 4$

Degree of Freedom (4) at 5% level of significance is 9.49 which is the table value of chi-square.

Decision: Since the $X^2 \text{ Cal}$ (75.5) is greater than the $X^2 \text{ tab}$ (9.49). Then, it shows that manpower development have effects on organizational performance.

TABLE 2:

Link between Manpower Development and Workers' Productivity

Variables	(O)	E	O - E	(O - E) ²	(O - E) ² /E
Excellent contribution	35	20	15	225	11.25
Very Good	19	20	-1	1	0.05
Good	16	20	-4	16	0.8
Fair	10	20	-10	100	5
	80				17.1

SOURCE: Field Research, 2012

Based on equation (i), $X^2 \text{ Cal} = 17.1$

Degree of Freedom (d. f) = $n-1 = 5-1 = 4$

Degree of Freedom (4) at 5% level of significance is 9.49 which is the table value of chi-square.

Decision: Since the $X^2 \text{ Cal}$ (17.1) is greater than the $X^2 \text{ tab}$ (9.49). Then, it shows that lack of manpower development leads to low productivity.

TABLE 3:

Link between Development Programme and Labour Turnover

Variables	(O)	E	O - E	(O - E) ²	(O - E) ² /E
Excellent contribution	35	20	15	225	11.25
Very Good	35	20	15	225	11.25
Good	5	20	-15	225	11.25
Fair	5	20	-15	225	11.25
	80				45

SOURCE: Field Research, 2012



Based on equation (i), $X^2 \text{Cal} = 45$

Degree of Freedom (d. f) = $n-1 = 5-1 = 4$

Degree of Freedom (4) at 5% level of significance is 9.49 which is the table value of chi-square.

Decision: Since the $X^2 \text{Cal}$ (45) is greater than the $X^2 \text{tab}$ (9.49). Then, there is a link between manpower developmental programme and labour turnover.

TABLE 4:
Benefits of Manpower Development to Business Organization

Variables	(O)	E	O - E	(O - E) ²	(O - E) ² /E
Excellent contribution	70	20	50	2500	125
Very Good	10	20	-10	36	1.8
Good	0	20	-20	256	12.8
Fair	0	20	-20	256	12.8
	80				152.4

SOURCE: Field Research, 2012

Based on equation (i), $X^2 \text{Cal} = 152.4$

Degree of Freedom (d. f) = $n-1 = 5-1 = 4$

Degree of Freedom (4) at 5% level of significance is 9.49 which is the table value of chi-square.

Decision: Since the $X^2 \text{Cal}$ (152.4) is greater than the $X^2 \text{tab}$ (9.49). Then, there are benefits of manpower development to modern business organization.

Discussions

The result obtained in Table 1 clearly shows that staff training and development is a crucial factor to workers' productivity and organizational profitability as the $X^2 \text{Cal}$ (75.5) is greater than the $X^2 \text{tab}$ (9.49). Then, it shows that manpower development have significant effects on organizational performance. It is therefore imperative on organizations to draw training programmes on the skills that are lacking in their organizations and also to recognize the categories of employees that should be trained. This is because employees require continuous development if their potential is to be utilized effectively.

Table 2 above confirmed that lack of manpower development programme significantly affect workers' productivity as the $X^2 \text{Cal}$ (17.1) is greater than the $X^2 \text{tab}$ (9.49). Then, it shows that lack of manpower development leads to low productivity. Thus, for a sustainable training programme, there has to be a logical sequence of activities commencing with the establishment of a full drawn out training plan after identifying the training needs and resources to back it up. In the light of the above, the Human Resource Department will consult the manager or supervisor of a given unit if training need is identified in the said unit, base on that, a training design is outlined and processed.

The hypothesis three which says that there is no link between poor manpower development programmes and organizational staff turnover was rejected and a null hypothesis which says there is a link between



manpower developmental programme and labour turnover was accepted. This is because the X^2 Cal (45) is greater than the X^2 tab (9.49). The findings also revealed that training will reduce the work of manager in terms of close supervision; it also improves the quality of work from the employees, thus, assists them to minimize waste and makes them more committed to achieving the organizational goals and objectives. All these will reduce labour turnover. Training should include a wide variety of activities that are concerned with increasing knowledge and skills in doing a particular job. This implies that achievement of an important task will motivate workers to do more and this in turn will reduce absenteeism. This brings about job enrichment and provides the employees with the opportunity to grow psychologically and mature on the job. It also improves the quality of work life by making it more enjoyable and less boring.

The findings of Table 4 showed that there is significant benefit of manpower development in modern business organizations. Thus, hypothesis four was rejected as the X^2 Cal (152.4) is greater than the X^2 tab (9.49) while the alternative hypothesis was accepted. The finding implies that human resource development programmes are worthy of huge investment especially on the side of the employer as training is the responsibility of management because it increases productivity. Thus, the quality of manpower of any organization determines the productivity and profitability of that organization. The findings of the study also established that human resource development programmes have direct influence on workers' efficiency and effectiveness.

Conclusion

The findings of this study have clearly shown that training and development is a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization. The effectiveness and success of an organization therefore lies on the people who form and work within the organization. Thus, for any organization to succeed, training and re-training of the staff in form of workshop, conference, seminars, etc, should be vigorously pursued and made compulsory. The training programmes should focus on what manpower the organization has? What skills are lacking? What training has the staff had? The training can take place in a number of ways, on the job or off the job; in the organization or outside organization. Thus, the need for improved productivity in organization becomes important.

Recommendation

It is therefore recommended that:

- i. Organizations in Nigeria should embrace manpower development as a Corporate and management strategy. It seeks to improve knowledge, skills and attitude required by employees to perform adequately on a given task or job and cumulatively enhances organizational Productivity.
- ii. Manpower development is expensive for corporate organizations but highly less expensive when compared to the errors, accidents and poor productivity recorded in organizations that do not imbibe the culture especially from high labour turnover.



- iii. Manpower development should be a matter of organizational policy and should be continuous rather than hand picking of employees who the management is pleased with for a training and/or development exercise.
- iv. Quality and relevant training and development programmes should be organized by organizations as many developmental programmes of organizations have never met up with employees' expectation or improved Productivity.
- v. On-the-Job method of manpower development is highly recommended to organizations. These methods ensure that there is no loss of man hours as a result of off-the-job trainings where employees travel out of the country or out of station to tour around.

References

- Abiodun, E. J. A. (1999): *Human Resources management, an overview*. Concept Publication, Shomolu, Lagos. P. 110-121.
- Adeniyi, O. I. (1995) "Staff training and development" in Ejiogun, A; Achumba, I. Asika (eds). Reading in Organizational Behaviour in Nigeria, Lagos. Malthouse Press Ltd, PP. 159-167.
- Ajibade, E. S. (1993): "Staff development and in-service for teachers" in Ajibade (Ed) *Emia Nigerian Educational issues policies and practice in the eighties and Beyond*. Publication, PP. 147-157.
- Akintayo, D. I. (2005): Influence of human resource development programmes on perceived workers' Productivity in work organizations in Nigeria. *Journal of Educational Administration*, Vol. 9(2), 45-56.
- Akinpoju, B. (1999): "Educational Technology and teaching – learning process in the 21st century" in Adesomowo, P. O. (Ed), *Basic of Education*, Lagos Triumph Books publishers.
- Akubuiro, R. C. (1999): Effective reaction to Personnel and human resource management. *Journal of Applied Behavioural Sciences*. 35, 102-117.
- Arikewuyo, M. O. (1999): *Improving teachers' productivity in Nigeria*, in Adesomowo, P. O. (Ed). *Basic of Education*, Lagos Triumph Books Publishers, P. 102 – 109.
- Ekpo, A. H. (1989): Manpower Development in Nigeria. In: SC Ogbuagu (Ed.): *Strategy For National Development in Nigeria*. Calabar: University of Calabar Press, PP. 143-154.
- Fajana. S. (2002): *Human resource management: An introduction*. 1st edition, Macmillan Publisher, 455-469.
- Graig, P. (1996): Skill training and work organization in American establishment. *Industrial Relations*, 34 (2), 125-146.
- Griffin, C. S. (1998): The effect of human resource management practices on productivity: A study of Steel Finishing Lines. *The American Economic Review*, 87 (1), 291-313.
- Isyaku, I. A. (2000): *Training and retraining of Teachers through Distance Education*. Being a paper presented at the National Workshop on Distance Education Held at Abuja Nigeria. PP. 27-29
- Kayode, T. (2001): "The Role of Training in charge Management" *Journal of the Institute of Personnel Management of Nigeria*. Vol. 10, No 7 PP. 24 – 31.



- Nwachukwu, S. (1992): The Crisis of Development in Africa: The Democratic Imperatives. *Journal of Social Development*, 1(4), 84-87.
- Oguntimehin, A. (2001): "Teacher Effectiveness: Some practical Strategies for Successful implementation of Universal Basic Education in Nigeria" *African Journal of Educational Management* Vol. 9, No 1 P. 151 – 161
- Olabisi, C. (1996): "Personnel Management" Jackbod Enterprises. Ojokondo Layout Agbowo, Ibadan.
- Omole, M. A. L. (2004): Training and re-training: A variable of technological development. *Journal of Industrial Education*, 14 (2), pp. 76-85
- Onuka, A.O.U. (2006). Management Manpower Development in the Context of Globalisation An Evaluation. In *International Journal of African African-American Studies* Vol. V No 1 pp. 17-28.
- Oribabor, P. E. (2000): "*Human Resources Management: A Strategic Approval.*" *Human Resources Management* 9 (4) PP. 21 – 24
- Pitfield, R. C. (1982): *Effective Human Resource Development*. California: Jossey Bass Inc. P Publishers.
- Resis, P. (1983). *The Human Organization*: Macmillan Company New York.