

Manpower Development: A Tool for Efficiency and Productivity of Employees

SAMUEL OGUNWALE OGUNDIRAN
National Open University of Nigeria

Abstract. This paper assessed the role of manpower as a tool for efficiency and productivity of employees in organisations. The writer of the paper used manpower development theories to explain the concepts discussed therein. The objectives and benefits of manpower development, manpower planning, training and development, management training and development methods, evaluation and determination of training needs, future of manpower development as well as budgeting for manpower are considerably discussed in the paper. The writer of this paper concluded that as a result of the overall importance and relevance of training in the development of skills and potentials of employees and the growth of an organization, the way the programme is planned, executed and evaluated is very important and it is not just carrying out a training programme but through effective implementation, it must accomplish its purpose as well as achieving the needs which were identified and are expected to be met by the training programme. The writer recommended therefore that organizations of any economy should make training and retraining of employees a priority and that training should be the concern of management and which should make employees perform tasks or jobs for which

they were trained, and that management should make available information, finance and material resources which are essential for the implementation of training programme since they provide the employees the necessary skill for effective performance of their jobs and there should be a separate department for training in organization since it's not easy to combine their duties together with those of the personnel department among others.

Keywords: Manpower Development, Tool, Efficiency, Employees' Productivity.

1. Introduction

According to Adeniyi in Kayode (2001), 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 on the job training or in-house training programmes and/or 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) submitted 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) postulated 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, 2008). Ajibade (1993), Adeniyi (1995) and Arikewuyo (1999) cited by Onuka (2006) drew 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 (2006) and Akintayo (1996) in Oguntimehin (2001) observe the usefulness of training and development in an organization and identified the functions of training as bringing about increase in productivity; improving the quality of work; enhancing skills, knowledge, understanding and attitude; engendering the use of tools and machines; reduction of wastes, accidents, turnover, lateness, absenteeism and other overhead costs; elimination of obsolescence in skills, technologies, methods, products and capital management; enhancing the implementation of new policies and regulations; prepares people for achievement as well as improvement of manpower development and ensuring the survival and growth of the enterprise.

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 (Isyaku, 2000). Abiodun in Akintayo (2005) 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 in Fajana (2002) affirmed that all activities of any enterprise are initiated and determined by the persons that make up these institutions. He said further that the plant, 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.

2. Theoretical Framework

There are some theories that are relevant when discussing manpower development. These theories according to Folayan (1988) in Ekpo (2001) are referred to as the theories of development. This theory says that development is concerned with preparing the employee so that they can move with the organization as it develops changes and grows. This means that development is a long term and more embracing programme embarked on to meet anticipated change and needs of the organization as a whole. It further explains that development is more forward looking and relates to future than training which is basically to take care of present needs and requirements of an organization. The theory explains development as a method or process designed to increase the quantity and quality of present and future management personnel through training it is basically concerned with the preparing of managerial employees

so that they can move the organization as it develops, change and grow. This, to him is done so that they can acquire' new skills, new techniques and methods, new technologies and new viewpoints. This is a way to maintain growth and development for the entire organization, not just the individual as this is in line with the focus of this paper.

3. Concept of Manpower Planning, Training and Development

Manpower planning, training and development are central to all organization especially with the present economic conditions and the resultant government policies that are designed to check the economic drift. For any organization to survive in this situation, the need to train and develop available staff to handle the affairs of the organization cannot be over emphasized. Lawal (1993) in Oguntimehin (2001) stated that manpower planning also known as Human Resource Planning is a step by step procedure designed to ensure that the personnel needs of the organization will be constantly and appropriately met/According to him, it is usually included in the overall planning and need to be seen in isolation but in the context of the growth of the organization.

Akintayo (2005) believes that manpower planning involves forecasting staffing needs and determining the steps needed to fulfill those needs. Its basic function is to ensure that the right numbers of employees with the right level of skills are in the right job, at the right time and performing the right activities in order to achieve the organizations goals and objectives. Laurie (2005) agrees that manpower planning is a strategy for the acquisition, utilization, improvement and retention of an enterprise's human resources. In essence, it is linked to the development of

the organization as a whole which should be related to corporate objectives and to an organization structure capable of achieving those objectives. Blunt and Popoola (1985) in Akintola (2005) argued that manpower planning is the activity of management which is aimed at coordinating the requirements for and the availability of different type of employee. Here, manpower planning ensures that an organization has enough of the right kind of labour as at when needed and for the organization to also be able to adjust what they have to what they need.

Training and development may probably mean the same thing 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 (Pitfield, 2012). 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) as cited by Onuka (2006) 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 fail below expected standards. This missing link is often caused by 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

(Ekpo, 2001). 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 which 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 as well as attitudes, provide for succession plan and ensure continuity of leadership, prevent skill obsolescence and cope with the new technological advancement as well as use correctly new tools, machines, processes, methods or modifications thereof and reduction of waste, accidents, turnover, lateness, absenteeism, and other overhead costs among others.

4. Management Training and Development Methods

There are different and diversified methods of training but the method to be chosen by the organization should be based on the objectives to be achieved from the training programme. It is advisable that different methods should be considered. Graig (2006) claimed that there are different methods through which employees can be trained and these include induction and orientation, on the job training, vestibule training, apprentice training, demonstration, integrated training, special courses and off the job training. According to him, induction and orientation is used to complement and complete the selection and placement process. On the job training is where

trainees are acquiring job skills while performing normal duties. Vestibule training involves setting aside a special place where training go on without interfering with normal production. Apprentice training on the other hand, is meant to satisfy the aspirations of new employees who expects to become ail round craftsman. Demonstration involves describing, displaying, and teaching through the use of examples. Integrated training enables trainees to perform job task while receiving formal education. Special courses involves employees attending organized courses and participating effectively while off the job training is provided in an area away from the work place and using a properly defined syllabus.

He further claimed that some of the factors that influence the establishment of training functions are the size of the firm; the company's objectives and policies, accelerated rate of change in the technology and the nature of the market. He concluded that training must not be taken for its own sake but must be geared to the objectives to the particular organization. This is important because organizations differ in culture and in other to work out a training programme, the training needs for each organization have to be assessed.

5. Objectives and Benefits of Training

Pitfield (2012) 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. Fajana (2002) submitted 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 Fajana, 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) in Kayode (2001) defined training as an organized procedure by which people learn knowledge or skills for a defined purpose and which is a process for equipping the employees, particularly non-managerial employees with specific skills to enable them improve on performance and overall efficiency. Ekpo (2001) opined 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) in Omole (2004) postulated 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.

Gabutt (2009) maintained that training has some objectives which include to allow staff to adapt to changes in the environment, to ensure efficient productivity, to prepare staff for higher position, to acquire more skills, to adapt to required requirement in the new job, to increase the value of an employee in the labour market, as well as to maintain and increase the standard of quality of work.

According to him, some of the benefits to be derived from training of employees to include the fact that training improves job performance, it brings about greater commitment and high morale of workers, it improves existing skills of workers, it provides required skilled manpower for the organization, it reduces level of supervision and it improves to a great deal the services rendered to customers. He went on to say that training provides fewer accidents, reduces scrap or spoil work, provides greater veracity and adaptability to new methods and gives opportunity for personal growth of employee.

6. Evaluation and Determination of Training Needs

Evaluation has been described as the process of putting a value on the benefits stemming from the learning process. Tracy (2004) said that evaluation is an attempt to obtain information or feedback on the effects of a training programme and to assess the value of the trainee in the light of that information. He listed a number of requirements and techniques for the evaluation of training to include planning it in advance, it must be conducted in terms of objectives and purposes, evaluation of training must be objectives in nature, it must be variable, verifiable and there must be a continuous process on activities. All those who are part of the process or who are affected by it must partake in the process. Tracey concluded

that the methods of evaluation can either be before or after test scores, before and after performance and through experimental or control groups.

7. The Future of Manpower Development

Manpower development has been defined by Gabutt (2006) and Graig (2006) as training of people to develop their capability on the jobs. It has been an established fact that skills and knowledge acquired from formal schooling and even through on the job training may sometimes waste if proper stimulation, extension and training are not adequately taken care of. Thus, with continuous technological changes such as developments in computers, automation, information system, many jobs will be revolutionized several times over. This will create several challenges that will confront the employee's development within the next 10 to 15 years. With the growing globalization of the world economy, organization needs to devote more resources to manpower development and training so that they will still remain in business for a long time. Organization need more innovative, enterprising, forward looking and also get involved in research and development activities which are only being promoted through manpower development and training. Resources that are available for staff training are to be used more judiciously. Again, there is need to ensure that there is no duplication of efforts and resources in order to encourage optional utilization of resources.

The institution of manpower development needs to be funded and there should be some level of cooperation between them and the employers of labour (Ekpo, 2001). It is also important to coordinate the efforts of institutions responsible for resource

development to induce effective utilization of human resources. Institutions responsible for human resources development should be actively involved in human resource planning. This will help in the determination of appropriate structure of human resource needs so as to avoid over production of certain skills and under production of others. The level of funding should also increase to induce quality in their services (Graig, 2006). The determination of the future manpower needs may be established by analyzing a number of factors including general economic conditions, the company's business plan (for example, sales volumes, new products and acquisition plans), expected changes in organization structure, manpower mix and productivity and also the anticipated changes in personnel policies and programme.

8. Budgeting for Manpower Development

It is generally agreed that a good, efficient and effective work force is realised when the most valuable resources are made available to an organization. Therefore, work force should be efficiently planned in order to improve the organization's ability to achieve corporate objectives by developing strategies which are designed to increase the present and future contributions of its manpower resources (Tracy, 2004). Tracy further submitted that budgeting for manpower development can be seen as the process of estimating the future quantity and quality of human resources required for an organization. The basis of manpower forecast is usually the annual budget and no longer term corporate plans. This saying according to him captures the essence of manpower development on any organization: He then concluded that human beings are the active agents who accumulate capital, exploit natural resources, build

social, economic and political organizations and carry forward national development. Clearly, a country which is unable to budget, plan and develop skills and knowledge of its people and utilize them effectively in the national economy will be unable to develop anything else.

In order to develop manpower, specification plans need to be established in order to meet the changes in the existing workforce. This specific plan will have to be developed for the recruitment, training and transfer of the necessary personnel and budgets should also be made on the design of plans and action programmes to help achieve manpower objectives (Griffin, 2008). Here, the enterprise should look within itself to see what candidates are now available or can be trained in time to fill anticipated position, or it may make plans to recruit the necessary personnel from outside.

9. Summary

Based on the issues discussed in this paper, we can confidently claim that if manpower planning, development and training are seriously taken care of, there will be a lot of positive improvement in the efficiency, productivity and even performance of employees in any organization. As a result of this, training should not be done as a fashionable thing but it should be geared towards certain goals and objectives. The evaluation of training is very important as it enable any establishment to understand the need for the programme and knowledge of the importance of developing its human resources. Training programme should be constantly reviewed to give more attention to the development of skills in the professional and technical areas.

10. Conclusion

As a result of the overall importance and

relevance of training in the development of skills and potentials of employees and the growth of an organization, the way the programme is planned, executed and evaluated is very important. It is not just carrying out a training programme but through effective implementation, it must accomplish its purpose as well as achieving the needs which were identified and are expected to be met by the training programme.

11. Recommendations

For the all that are discussed in this paper as benefits of manpower training and development to be met, it is recommended that organizations of any economy should make training and retraining of employees a priority and that training should be the concern of management should make employees perform tasks or jobs for which they were trained. It is further recommended that management should make available information, finance and material resources which are essential for the implementation of training programme since they provide the employees the necessary skill for effective performance of their jobs and there should be a separate department for training in organization since it's not easy to combine their duties together with those of the personnel department. Again, it is the recommendation of the writer of this paper that the training department should be staffed with competent individuals who must be attending training the trainer courses from time to time to be able to impart up to date knowledge to trainees and every training session should end with a written examination to know those who have taken in the essential points raised during the training. More so, evaluation of training programme is very important since it enables the organization to know the effectiveness of the programme as this also

allows for amendments in future programmes. The departmental heads should also collect reports and make a comprehensive report to the management and the report should be annual and in time to ensure that whatever deficiencies were identified are taken care of while the budget approved for training of employees should under no condition be diverted to meet other demands.

References

- Abiodun, E. J, A. (1999). Human Resources Management: An Overview. Lagos: Concept Publication.
- Adeniyi, O. I. (1995). Staff Training and Development. In Ejiogu, A. & Achumba, I, A. (eds). Reading in Organizational Behaviour in Nigeria. Lagos. Malthouse Press Ltd.
- Aina, S. (1992). Multiple Choice Tests in Human Resources Management. Lagos: Labofin & Company.
- Ajibade, E. S. (1993). Staff Development and In-Service for Teachers. In Ajibade, E.S. (Ed). 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). Basics Education. Lagos: Triumph Books Publishers, pp. 102 - 112.
- 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 Adesemowo, P.O.(Ed). Basic Education. Lagos: Triumph Books Publishers, pp. 102 -109.
- Ekpo, A. H. (2001). Manpower Development in Nigeria. In S.C. 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). Lagos: Macmillan Publisher, pp. 455-469.
- Folayan, O. (1988). Management Theories and Issues. Lagos: Pana F. Publishing Ltd, p. 158.
- Gabutt, D. (2009). Does Personnel Training matters? The American Economic Summit, 63 (5), 127 -135.
- Graig, P. (2006). Skill Training and Work Organization in American Establishment. Industrial Relations, 34(2), 125-146.
- Griffin, C. S. (2008): 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 Management. *Journal of the Institute of Personnel Management of Nigeria. Vol. 10, No 7 PP. 24 -31.*
- Laurel, W. (2005). Personnel and On the Job Training. UK: Washington DC.
- Lawal, A.A. (1993). Management in Focus. Lagos: Abdul Industrial Enterprises, pp. 348.
- 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 (UBE) in Nigeria. *African Journal of Educational Management Vol. 9, No 1 P. 151 - 161.*
- Omole, E. (2004). Manpower Development. Lagos: Triumph Books Publishers.
- Omotosho, Y. (1990). Statistics for Colleges and Polytechnics. Ibadan: Wisdom Publishers, P.17.
- Onuka, C. (2006). Human Capital Development. Calabar: University of Calabar Press.
- Oritabor, G.C. (2000). Staff Training and Development. Lagos: Labofin & Company.
- Tracy, L. (2004). Innovative School Principals. London: Routledge.
- Pitfield, U. C. (2012). Personnel Management in Africa. New York: Longman Inc.