

Effects of Manpower Training and Development on Employee's Performance in Niger State Polytechnic Zungeru, Bida Campus, Nigeria

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Abstract

The study examined the effects of manpower training and development on employees' performance in Niger State Polytechnic Zungeru, Bida Campus of Nigeria. The study is qualitative and survey design was adopted. A census sample of 49 respondents was determined from a total population of 56 academic staff of Business school, using Taro Yamane sample size formula. Thus, stratified random sampling techniques was adopted in administering questionnaires and the primary data obtained were presented and analyzed in frequency distribution tables, and Spearman Rank Correlation statistical tool of Statistical Package for Social Sciences (SPSS) was used, for testing the hypotheses. The findings of the study reveal that manpower training and development; Training design ($P_{sig} 0.000 < 0.05$), On-the-Job Training ($P_{sig} 0.000 < 0.05$) and Delivery style ($P_{sig} 0.003 < 0.05$) has positive significant effects on employees' performance. Hence the study recommends that the management of the institution should ensure strict compliance with the manpower training and development; Training design, On-the-Job Training and Delivery style policy implementation to enhance capacity building of lecturers, and for an effective employees' performance in the institution.

Keywords: Manpower, Training, Development, Employee Performance, Polytechnic.

Introduction

The human resources are the most dynamic of all the organization's resources. They need considerable attention from the organization's management; if they are to realize their full potential in their work. Thus motivation, leadership, communication work restructuring, payment systems, and training and development may be included in the issue which has to be faced by management today. Most of these issues will be considered in this research work. In striving to survive in a highly competitive business environment and simultaneously trying to please our fellow stakeholders, training and development have become an essence of organizational success. Employees who participate in training proved to be more competent compared to those who did not. Zahiruddin (2019) noted that well-trained employees performed their task proficiently and deliberately. Organizations always look forward to improve their performances, and this is hardly achievable if the work force is not skilled-up. Tan and Khatijah (2017) assert that staff training becomes necessary regardless of new employee who just joined the organization or a seasoned employee. as

training allows employee to stay ahead of modern technology and industry updates enable them to manage any situation that may arise diligently (Elnaga & Imran, 2017).

Besides, staff training helps to increase employee morale (Nischithaa & Rao, 2016). As a result of training, employee becomes more confident and motivated hence able to produce higher productivity, more committed and less stressful while maintaining quality performance (Mohan & Gomathi, 2015; Khyzer, 2016). One of the key success factors of any organization falls on its employees. Employees as part of the asset of the company, manager and business leader must wisely invest these "asset" in order to generate better returns. Therefore, training and development are seen as a powerful tool worth of investment to increase employee performance and lead to better organizational performance and success (Khan, 2017). Staff training is a type of activity that is planned systematically and it results in an enhanced level of skills, knowledge, and competency that are necessary to perform work effectively and efficiently (Gordon, 2016). Organizational efficiency is concerned with how organizations can increase output with a minimum cost implication. Training generates benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies, and behavior (Abet 2017).

Efficiency and effectiveness are ingredients of performance apart from competitiveness and productivity and staff training are a way of increasing organizational performance through an increase in individual employee contribution (Cooke, 2016). In every organization, there are some expectations from the employees concerning their performance. And when they perform up to the set standards and meet organizational expectations, they are believed to be good performers.

The researchers observed that the previous empirical researches of Olayinka and Obada (2021); Hina, Farhana and Tayyaba (2021); Abu (2021); Rebeca (2020); Gadi and Lauko (2019) left an existing gap of little or none previous study on the effects of manpower training and development, in relation to Training design, On-the-job training, Delivery style as it affects employees' performance in Niger State Polytechnic Zungeru, Bida Campus of Nigeria, in December, 2023, using Spearman Rank Correlation statistical tool. In view of the above, the study seeks to examine the effects of manpower training and development; Training design, On-the-job training, Delivery style on employees' performance in Niger State Polytechnic Zungeru, Bida Campus of Nigeria and it is against this background that the researchers hypothesized that manpower training and development; Training design, On-the-job training, Delivery style has no significant effect on employees' performance in Niger State Polytechnic Zungeru, Bida Campus of Nigeria.

Literature Review and Theoretical framework

Conceptual Framework

Concept of Manpower Training and Development

Efficient preparation and growth plans are targeted at improving the employees' performances. Training refers to bridging the gap between the current performance and

the standard desired performance. Training could be given through different methods such as on the job coaching and mentoring, peer cooperation and participation by the underlings. This team work enables employees actively participate on the job and produces better public presentation, hence improving organizational functioning. Training programs not only develops employees, but also help an organization to make full usage of their human resources in favor of acquiring competitive advantage. Thus, it seems mandatory for the firm to plan for such a training program for its employees to raise their abilities and competencies that are demanded at the workplace, (Deborah & Ofori, 2016).

Training is a necessity in the workplace. Without it, employees don't have a firm grasp on their responsibilities or duties. Employee training refers to programs that provide workers with information, new skills, or professional development opportunities. Training in Nigeria could be traced back to 1960 when it was discovered that most of the top government and business positions were occupied by expatriates (Olalere & Adesoji, 2013). The departure of the whites after independence gave rise to a big vacuum of capable indigenous human capital. This prompted the Federal Government of Nigeria to set up a Manpower Board in 1962 following the Ashby Commission's Recommendations (Olalere and Adesoji, 2013). Consequently, the Federal Government of Nigeria established complimentary institutions like the Centre for Management Development (CMD), Administrative Staff College of Nigeria, Industrial Training Fund (ITF), and Federal Training Centre to train and retrain employees as well as give orientation to fresh graduates of formal academic institutions (Olalere & Adesoji, 2013).

Training is a main tool of human development. The process of expanding people's choice is attained through human development. As a general principle, these choices change over time indefinitely (Anwar & Louis, 2017). However, nothing can be achieved without three essential requirements for the personnel; along and healthy life; knowledge and skills; and access to resources for a decent life (Ali & Anwar, 2021). Waleed (2011) as cited in Ng'ethe (2016) states that training is not merely a way of arming employees with the skills they require to execute their jobs it is often deemed to be representative of an employer's commitment to their work force. Nevertheless, it is significant to point out that human resources '(HR) practices work to develop individual knowledge and sciences, as well as employee attitude and behaviors. If these effects are prevalent enough in the employees' population, then the collective changes in human capital, attitudes, behaviors and associated organizational climate would be substantial enough to influence organizational performance (El eve, 2015).

Aswini (2017) argues that training practices can be the main factor for the success of a firm, which justifies their evaluation through research. It has also been suggested that human resource management and training practices on organizational performance has been an important topic of research recently (Al-Mzary, Al-Rifai & Al-Momany, 2015). A decrease in the performance of the employees in an institution can contribute to the termination of the existing poorly performing workers. This, however, is a major disinvestment for an institution if it invested on that human resource (Gulati & Singh 2017).

Principles of Manpower' Training in an Organization

For training to be effective, several principles are usually applied. The principles are Positive Reinforcement, Learner Participation; Feedback Mechanism and Transferability of knowledge to job performance. These principles have been identified based on extensive research (Anastasi, 2015) and (Flippo, 2014). As observed by (Beach, 2016) learning is the core of the training process.

- a. Positive reinforcement: Involves the use of rewards as promotion, pay increase, praise, and better working conditions while negative reinforcement involves the use of punishment or penalties on employees. An example of negative reinforcement will be a demand for an employee to repeat a training course due to poor performance at initial training.
- b. Learner participation: Implies active participation of trainees in the learning process. Such participation is a prerequisite for effective learning since the greater the number of human senses involved the more complete the learning process. In essence, carefully designed practice methods are quite essential to effective learning.
- c. Feedback: Means those learners are allowed to know how they are performing. Information necessary for feedback should include how trainees can avoid repeating the mistakes they made in the future. Research findings have shown that people learn faster when they are informed of their accomplishments, (Leibowitz, 2011).
- d. The transferability of knowledge: Portends that employees should transfer the knowledge acquired from training to enhance their job performance. Hence, knowledge, skills, and attitudes acquired in training but not used in the job cannot contribute to organizational goals. When employee's jobs are not fashioned in line with the areas, they have been trained it will not encourage employees to pursue further reading.

Organizational Benefits from Training and Development Program

The benefits that organization intends to achieve from training and development are:

- i. **Market Growth:** Employee development programs are important for any organization in order to stay solvent and competitive in the market. Microsoft, and General Electric Company are entirely large effective organization because they recognize training opportunities as an investment (Kleirnan, 2015). Lastly, organizations can utilize employee training and development programs to improve their appearance as best employer in the job market.
- ii. **Organizational Performance:** Training has been defined as mainly contributing factor to the organizational effectiveness (Schuler & MacMillan, 2014). Exploration on this topic recommends that investment in training and development program can be justified by the impact it creates to developed individual and organizational effectiveness (Bartel, 2012).

iii. **Employee Retention:** Several organizations have revealed that one of the characteristics that help to retain employee is to offer them opportunities for improving their learning (Logan, 2016). Organizations that are offering employee development programs are getting success with retaining employees. An effective design of training program can also increase retention among employees.

Concept of Employee Performance

Employee Performance is a core concepts within the work and organizational psychology (Sonnenstag & Frese, 2012). Despite the great importance of the individual employee performances and the wide spread investigation into the correlation between job performance and organizational outcomes, very little effort has been put into developing a comprehensive definition for the construct and providing clarification on the metrics for its measurements. Elger (2017) for instance, defined the term Performance as "the undertaking of complex series of actions that integrate skills and knowledge to produce a valuable result; and a performance as an individual or group of people engaging in collaborative efforts". From this definition, employee performance can therefore be defined as an activity engaged by the employee to produce a viable or valuable outcome. Shahzadi (2014) describes employee performance to involve the quality and quantity of output, present at work, accommodative and helpful nature and timeliness of output Sonnenstag and Frse (2012) reviewing the definition of employee performance conceptualised two distinctive but interrelated dimension to it: action (or behavioural aspect) and an outcome aspect.

Theoretical Framework

This study is guided by the theory discussed below.

The Institutional Theory

The Institutional Theory (IT) is a body of theoretical paradigm in organizational management that emerged in 1970s in USA whose emphasis is on dependence of modern organizations on their environments (Edward, 2007); Goddard, et al. 2015). It developed as revolution from the pre-1970s theoretical ideas which viewed human activity as highly embedded in Institutional context individuals being perceived as creatures of habit (Meyer, 2007), groups as controlled by customers and society viewed to be organized around culture that determines their stability and dynamics (Maguire & Hardy, 2006).

The Institutional Theory portrays that organizational pressures constrain management and leadership to training of workers, and practices in the organizations and determine effective resource management, cost reduction, accountability and transparency, service delivery values Dean (2002). The Institutional Theory puts clear that in the public institutions, contrary to economic theory, where laws and regulations often dictate the choice of human resources methods, interest maximizing their utilizations bureaucrats may not independently have the political influencing or organizational power necessary to change

training practices of governmental institutions. However, this study is underpinned by Institutional Theory because it suggests the need for management to train their employees which helps to facilitate staff performance and organizational growth.

Empirical Review

A number of studies have examined the role of staff training and development in achieving organizational performance. However, Olayinka and Obada (2021) investigated the impact of training and development on the performance of tertiary institutions in Anambra State was investigated in this study. The study adopted a survey research design. A total of 180 people were chosen from a population of 3273. Questionnaires were issued to the workers of the Federal Polytechnic, Oko, as a source of data. With the help of SPSS version 20.0, regression analysis will be used to test the hypotheses at a 5% level of significance. The findings revealed that training and development has a significant impact on tertiary institution performance in Anambra State.

Hina, Farhana and Tayyaba (2021) studied the relationship between training and growth in the performance of employees in the South Punjab banking sector in Pakistan. It is empirical research in which both qualitative and quantitative techniques will be used for further analysis. The primary source of data will be used in the banking sector. Both private and government banks playing a vital role in the economy of Pakistan. This review offers us a way of testing the effect of training and growth on the success of the business. How the training, development and performance of employees can enhance the quality of workers and it would be the source of better services. The result and discussion highlight that better training, development and performance of employees can make the banking sector better in performance. This has a positive effect on the economic situation of the South Punjab region.

Abu (2021) explored the impact of training on employee's performance in the banking industry in Palestine. The Data for this study were collected from the permanent staff working in banks in Palestine through a questionnaire designed to achieve the objectives of this study as the main instrument to gather the primary data; 10 banks have been selected for this purpose. The result shows that there is a significant relationship between Training Material and Employee Performance, and also a significant relationship between Training Delivery and Employee Performance, while the study revealed that there is no significant relationship between (Training Design and Training Content) and employee Performance. Rebeca (2020) examined the effect of employees training on employee's performance in Arusha Municipality. A sample of 80 respondents was selected through purposive, probability and simple random sampling procedures, 80 respondents filled the questionnaire which was validated through expert in public sector. Reliability test yielded the Cronbachs Alpha of above 0.7 meaning the questionnaire was reliable for data collection. Data was analyzed through descriptive and inferential statistics to determine the effects of employees training on job performance. The study observed that training have strong effect on employees' performance. This was indicated by the fact that respondents

regarded positively with strength the relationship of training and job performance. Training strategies was another investigation in this study. Short courses training and seminars were more preferred to respondents than forum and workshops for building capability of the trainees.

Gadi and Lauko (2019) assessed the effects of training of academic staff on employees' performance in the Federal Polytechnics in Nigeria. A structured, close ended questionnaire with a 5-point Likert scale was adopted to get data from the respondents. A total of 220 copies of the questionnaire were randomly administered using a stratified random sampling technique across the 7 schools as well as the library unit of the Polytechnic. Ordinary Least Square (O.L.S) method of regression and ANOV A methods of analysis were employed in analyzing the results with the aid of SPSS computer package. Findings revealed that the Training of Academic Staff has a significant effect on employees' productivity, enhanced timeliness in service delivery and work quality.

Methodology

The research is qualitatively design and cross-sectional survey approach adopted. The research design was useful for the study because it ensures an accurate sample to gather targeted results within the chosen institution which to draw conclusions and make important decisions. It includes the use of questionnaire administered for data collection. The target population for this study are all academic staff within the School of Business Studies, Niger State Polytechnic Zungeru, Bida Campus as shown below:

S/N	DEPARTMENT	NO. LECTURERS
1	Business Administration & Management	25
2	Banking And Finance	16
3	Accountancy	15
	Total	56

Source: Field Survey (2023)

Sample Size and Its Determination

The sample size which the study considered relevant for the purpose of data analysis was determined by a formula advanced by Taro Yamne's formula of (1956). The formula is stated below:

$$n = \frac{N}{1+N(e)^2}$$

Where; N=population of the study, n=sample size, e=level of significance [0.05] 1=constant

$$\text{Therefore, } n \text{ can be determined thus, } n = \frac{56}{1+56(0.05)^2} \quad n=49$$

Therefore, the sample size is 49 staff.

Sampling Techniques

A stratified sampling technique was used so as to give a proper representation to the designated staff of the case study. Using the Bowleys proportional allocation statistical techniques for stratification, with the formula as:

$$nh = \frac{nNh}{N}$$

Where nh=the number of units allocated to each stratum. Nh =number of staff in each stratum, n=sample size, N =the entire population.

Proportion of staff in Business Admin & Mgt:

$$nh = \frac{49 \times 25}{56} = 22$$

Proportion of staff in Banking and Finance:

$$nh = \frac{49 \times 16}{56} = 14$$

Proportion of staff in Accountancy:

$$nh = \frac{49 \times 15}{56} = 13$$

Therefore, $22 + 14 + 13 = 49$

Method of Data Collection

The instrument used for primary data collection was the administration of questionnaires. However, the questionnaire was a structured questionnaire designed using Likert scale that provides five options for the respondents per question as strongly agreed (SA), agreed (A), undecided (U) disagree (D) and strongly disagree (SD).

Tools for Data Analysis

The response gotten from the questionnaires were presented in tabular forms. The responses were converted to frequencies and percentages. Interpretation was based on the findings and the research question of the study. The hypothesis formulated in this work was tested using Spearman Rank Correlation Technique. The techniques measure the extent of association between the independent and dependent variables respondent representing 6% strongly disagree. This implies that on-the-job training limits employee's opportunities to expand their knowledge and skills.

Test of Hypothesis

Hypothesis One

H_0 : Training design has no significant effect on employee performance in Niger State Polytechnic Zungeru, Bida Campus.

Correlations

			Training Design	Employee Performance
Spearman rho	Training Design	Correlation Coefficient	1.000	.538
		Sig. (2-tailed)		.000
	N		49	49
	Employee Performance	Correlation Coefficient	.538	1.000
		Sig. (2-tailed)	.000	
	N		49	49

Source: SPSS Output (2023)

Conclusion: Since $P_{sig} 0.000 < 0.05$, we reject H_0 and hence conclude that training design has correlation and significant effect on employee performance in Niger State Polytechnic Zungeru, Bida Campus.

Hypothesis Two

Ho: On-the-job training has no significant effects on employee performance in Niger State Polytechnic Zungeru, Bida Campus.

Correlations

			On the Job Training	Employee Performance
Spearman rho	On the job Training	Correlation Coefficient	1.000	.074
		Sig. (2-tailed)		.000
	N		49	49
	Employee Performance	Correlation Coefficient	.074	1.000
		Sig. (2-tailed)	.000	
	N		49	49

Source: SPSS Output (2023)

Conclusion: Since $P_{sig} 0.000 < 0.05$, we reject H_0 and hence conclude that On-the-job training has correlation and significant effect on employee performance in Niger State Polytechnic Zungeru, Bida Campus.

Hypothesis Three

Ho: Delivery style of manpower training has no significant effect on employee performance in Niger State Polytechnic Zungeru, Bida Campus.

Correlations

			Training Design	Employee Performance
Spearman rho	Delivery Style	Correlation Coefficient	1.000	.168
		Sig. (2-tailed)		.003
	Employee Performance	N	49	49
		Correlation Coefficient	.168	1.000
		Sig. (2-tailed)	.003	
		N	49	49

Source: Spss Output (2023)

Conclusion: Since $P_{sig} 0.003 < 0.05$, we reject H_0 and hence conclude that delivery style of training has correlation and significant effect on employee performance in Niger State Polytechnic Zungeru, Bida Campus.

Discussion of Findings

The result of the hypotheses testing reveals that the manpower training and development, in relation to employees training design, On-the-Job training and Delivery style have positive correlation and significant effect with employees' performance in Niger State Polytechnic Zungeru, Bida Campus of Nigeria and hence the result is agreement with the findings of Olayinka and Obada (2021); Hina, Farhana and Tayyaba (2021); Rebeca (2020); Gadi and Lauko (2019), but contrary to the findings of Abu (2021) who found no existing relationship between employees training and development on performance. Thus, On-the-job training contribute in a number of ways including: quick feedback about the correctness of employee performance, enhancing employee's knowledge on their job, ensuring immediate productivity is obtained from work performed by trainees, 'providing favourable environment for quick learning and providing opportunity for employees to expand their knowledge and skills. On the job training has significant impact on employee performance in Niger State Polytechnic Zungeru, Bida Campus. Also, the delivery style of training has significant effect in achieving employee performance. On-the-job training approach provides a favourable environment for quick learning.

Conclusion and Recommendations

Conclusively, from the objective of the study in investigating the effect of manpower training and development on employees' performance, the result of the study revealed that manpower training and development (Training design, On-the-job Training and Delivery style) have significant effect on employees' performance in Niger State Polytechnic Zungeru, Bida Campus, Nigeria.

However, based on the results of findings and conclusions reached, the following recommendations were deemed appropriate: the management of the institution should

ensure strict compliance with the manpower training and development; Training design, On-the-job training and Delivery style policy implementation to enhance capacity building of lecturers, and for an effective employees' performance in the institution. Others recommendations are that the;

- i. Stakeholders should ensure effective training design to enhance the status and self-fulfilment needs of the employees in School of Business Studies.
- ii. There should be adoption of effective training delivery styles to ensure participants of training programs maximize the opportunity and contribute significantly to driving performance, growth, and competitiveness on the regional and global market.
- iii. Heads of Departments should accommodate feedback mechanism from employees regarding their training needs and observe decorum in staff selection, for a true reflection of these needs.
- iv. Management should ensure that training is considered a prerogative for hard work employees and also as a sign of motivation and confidence for a greater performance.

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