

THE IMPACT OF MANPOWER TRAINING IN THE PERFORMANCE OF BUSINESS ENTERPRISE

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ABSTRACT

This paper examines the impact of manpower training in business enterprises. The objective of the study is to highlight the advantage of human resource training and recommend appropriate measures that could help improve the current human resource training programme. It highlights the various ways by which training can be conducted. Among the major findings of the work is that, training programme improves productivity and better performance. The paper recommends that there should be a free flow of information to enable all the staff to be aware of the training programme available to them both internally and externally.

Keywords

Manpower training, Employee, Development, Management, Productivity

Introduction

For every organization to achieve its set goals and objectives, manpower, which all activities are centered on, must be effective and efficient (Akpan, 2001). In the early traditional setting children and wards were sent out to learn one form of trade or another in order to better the lots of their parents and guardians. During this period many young people spent an average of five to ten years acquiring new skills. Manpower training must be based on a need analysis derived from a comparison of "actual performance" and behaviour with required performance and behaviour. Manpower training of a workforce yields far greater return today and even in the foreseeable future (Michael S. 2000). The efficient and effective performance of the workforce in turn, rests on the richness of the knowledge, skill and abilities possessed by the workforce.

Manpower training in most organizations is a continuous exercise. Akpomuvire, M. 2007, said that this cannot happen if employee training does not occur in an enterprise. In order to

maximize the productivity and efficiency of the organization, every executive, manager or supervisor in a public or private organization has the responsibility and indeed the duty to ensure the development of their employees who have requisite knowledge and expertise.

Training is like sharpening an existing skill in order to reflect the trends in technology and other social-cultural environmental change of an organization. Training can be a spring-board to enhance productivity which is the goal of today's competitive business. The aim of training is to enable the workforce contribute their full measure to the welfare, health and development of the organization (Fabanah O. 2004). The main objective of training in business enterprise is to increase efficiency of employees with the resulting increase in corporate productivity. This accounts for why a large number of fund and time is expended by organizations on their employees at various levels.

The principal intention of training; according to Akpan, 2009 is to equip people with the knowledge required to prepare them for a particular position of employment or to improve their skills and efficiency in the position they already hold. Manpower development on the other hand implies growth or the acquisition of wide experience for future strategic advantages of the organization.

Conceptual Framework

Training is an integral part of human management. It is used to sharpen, coordinate and integrate the natural skill and make it readily available to productivity process. According to Fippo Edwin B (2012), it is the act of increasing the knowledge and skills of an employee for doing a particular job. By this view, Fippo so much, agree that before he is subjected to training and the skills could influence his rate of compliance to training process. Training connotes activities related to skill area and it may take place at any level of the organization.

Explaining this view, management experts hinted that training tends to focus on technical skill, supervisory skill and relatively on specific and accounting methods, planning techniques, communication and material management. This, therefore, suggests that training activities is structural and hierarchical in nature, depending on present and future needs of the organization and the previous skills of the employee to be trained or retrained.

According to Elder Chikezie Obi (2010), he contended in his writing that training is a short term educational process utilizing a systematic and organized procedure by which a non-managerial personnel gains technical knowledge and skill for a particular purpose". He also said that training is for junior workers and for a specific skill. He defined training as "long term educational process utilizing a systematic and organized procedure by which managerial personnel gains conceptual and theoretical knowledge for general purpose".

P.U Akanwa (2009), in his opinion said that training is for employee to acquire skills for the efficient execution of the functions for which he was hired. Development deals with the activities undertaken to expose an employee to perform additional duties and assume positions of importance in the organizational hierarchy. Conversely, employee development is associated with higher level management. According to the dictionary of management 'management development is an activity taking place in an organization with the objective of making a manager into a better manager'. Hence the primary concern of any staff development programme should be education of the employees. From Ugorji R.U's (2013) view point, manpower development can be defined to include investment by a society in educational investment by individual, time and money in their own development.

Theoretical Framework

Training has become more obvious given the growing complexity of the work environment, the rapid change in organization and technological advancement. Many organizations have come to recognize that training offers a way of developing skills, enhancing productivity and quality of work and building workers loyalty to the firm. Manpower training is essential to the existence and survival of organizations. It is common for people to see training and development as the same thing.

However, though they are similar, they are not the same thing. Training is any learning activity which is directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task (Cole, 2000).

Invancevich *et al* (2012), see training as the systematic process altering employee's behaviour to further organizational goals. According to Hellriegel and Sloaim (2010), training is improving an employee's skill to the point where he or she can do the current job. Training is the process by which members of organizations are taught to acquire knowledge, skills and abilities they need to perform effectively. In a more comprehensive manner, training can be defined as a short term process that utilizes a systematic and organized activities by which non-managerial staff acquires the technical knowledge, skills and abilities for specific purpose. It is a process for equipping the employees particularly the non-managerial employees with specific skills for example technical skills, plumbing, electrical wiring, repairing, artistic skills, clerical and typing skills that would enable them to improve on their performance and overall efficiency. The objective of job training is to enable an employee to perform his job in such a way as to meet the standard of output, quality, waste control, safety and other operational requirement (Gardner, 2012). Training, according to Davar (2000), states that it's main goal is "to induce a suitable change in the individual concerned". It is to bridge the gap between existing performance ability and desired performance". Development on the other hand focuses on building the knowledge and skill of organizational members so that they will be prepared to take on new responsibilities and challenges. Development is used in relation to the process of helping managerial, administrative and decision-making abilities and competence.

Drucker (2012), in highlighting the work of a manager submits that, one contribution a manager is uniquely expected to make is to develop people. If an organization must continue to survive, it must provide opportunity for career development into specialist and management positions. Development is the process of building the knowledge and skills of organizational members so that they will be prepared to take a new responsibility and challenges. Jones George and Hill (2000), Wetherland and Davis (2011) defined

development to mean helping individual workers to handle future responsibilities with little concern for current duties. Training, as Stokes (2009) puts it, rests on the fact that a person learns through experience which may be actual hearing or reading about the experience of others". Training can also be viewed as formal and informal activities which bring about change in the skills, knowledge and attitude of employees for the fulfillment of their individual career and organizational goals.

Methods of Training

Training methods are means through which ideas, skills or knowledge are impacted to learners in an organized manner. There are different types of training methods used today. These methods are usually into two broad categories namely;

- I. On-the-job training and
- ii. Off-the-job training

1. On-the-job training: This is a training programme that is organized on the workers job location. On-the-job training methods are the most widely used in the simplest method of training. It refers to instructions given to employees on the job by the employee. Using these methods, employees are placed on a regular job and taught the skills necessary to get the job done properly. This method requires no special school. While learning the trainee is also contributing to the total output of the department. The greater problem with this method is that errors or mistakes committed while learning can be very costly. The various types of on-the-job training method may include:

➤ **Job rotation:** This is a situation in which employees are made to move from one job to another within the work setting over a defined period of time. As they move from one task activity to another, they gain considerable knowledge, experience and skill. The duration of the rotation is shorter for lower levels (clerical) than at management level where trainees are taught complex functions and responsibilities (Fans worth, 2011).

➤ **Coaching:** Here, employees are placed under the direct guidance of a supervisor. This technique uses observational learning knowing as pure imitation. It has the advantage of allowing the coach to give the spot feedback to

the learners on whether they do it well or not.

➤ **Enlarge responsibility:** Here the manager or supervisor assigns additional duties and responsibilities to his subordinate employee. He allows him the opportunity for decision making by deliberately exposing him to challenging jobs and problem -solving situation.

➤ **Internship:** It offers an excellent opportunity for the learner or trainee to help gain insights into the relationship between theory and practice that is theoretical aspect of the job and later, proceed to the work setting to practicalize what he has been taught in the classroom.

➤ **Understudy assignment:** The trainee or even an experienced manager who is being groomed for higher responsibilities is often made to assume the part of his master's job thus enabling him to learn or perform, as much as possible, some of his supervisors job. The efficiency of this method however depends on how much responsibility he is willing to allow the subordinate to assume.

➤ **Instructional guidance:** This is a training method that is organized outside the workers job location. It is usually organized in a training centre or an educational institution. The objective of this method is to broaden the trainee's job knowledge and experiences beyond what can be learnt within the job environment. It provides the trainees the opportunity of interacting with trainers who are different in outlook; experience and knowledge from those who they are used to work with.

Off-the-job training has its own advantages which may include:

- i It is usually more expensive than on the job training.
- ii. It does not allow on-the post assessment of training effectiveness which is possible with on-the-job training.

The various types of off-the-job training method are;

1. Seminars: Brings together group of people who pool and discuss ideas. A seminar is meant to stimulate intellectual input. Papers presented are criticized and corrections are suggested.

2. Workshop: is a setting where a group of people meet and work together in order to share and developed ideas about particular subject or activity.

3. Lecture or classroom method: involves the transmission of knowledge, ideas and factual information from the time, thereby having the advantage of being a relatively low-cost training method. The major drawback of this method is that individual differences in the abilities of a trainee to assimilate fast or get lost in the classroom. Discussions are not taken into consideration/account.

4. Vestibule training: involves trainees learning in a no work environment in which conditions and equipment are virtually identical to what will be encountered on the job.

5. Briefing groups: The trainer presents a short paper and asks for the reactions of the trainees. It is assumed that the trainees are not completely ignorant of the issues in the paper. The objective is to teach knowledge, facts and assess the opinions of the trainees.

Training Process

The process of training will be briefly analyzed according to H.W Moulton (2000) as follows:

- a. Identification of training need
- b. Designing of the training programme
- c. Evaluation of the programme

I Identification of Training Need: All training should be identified on the bases of a prior need analysis. Training need refers to any deficiency of skills and knowledge on the part of the employee which can be remedied through training. When the performance of workers is noticeably poor, and cannot be improved through motivation and simplifying the work procedures then training need has arisen.

Turrel (2012) says that training needs arise in organizations from three (3) sources;

- a) Those caused by changes in technology, market, legislation and manpower composition.
- b) Those derived from work problems such as manpower utilization, machine utilization, disputes, safety and quality and
- c) Those arising from manpower wastage associated with poor recruitments, induction, training and the like.

Moulton (2011) believes that training needs arise from three (3) sources which includes; job analysis, company or organization analysis and person or individual analysis.

I Job need analysis: Entails an extensive analysis considering specific requirement of the task to be performed, the minimum acceptable

standard of performance, the technical nature of the job and the combination of special skill requirement in terms of technical, professional, interpersonal, managerial, professional, conceptual, analytical and diagnostic skills required to get the job done very well.

ii. Company or organizational analysis: This refers to the breakdown of the entire organization of the basic of the job task in order to find out the area training is needed.

iii. Person or individual analysis: The analysis here tries to focus on the weakness, deficiencies or the training need of each job holder within present and the near future. The analysis here focuses on individual worker to perform better. Other methods for assessing or identifying training need include:

- a) Performance appraisal report
- b) Observation
- c) Training need survey as may be carried out by the supervisors
- d) Employee suggestion

Benefits of Training to an Organization

The following are the benefits of training to an organization.

1. Increased productivity: One of the main objectives of training is to increase employee's skill. When workers skills are increased, it leads to increased quantity and quality of output in organizations.

2. Attitude formation: An important aim of training in an organization is the molding of employee attitude so as to win his support for the company's activities and to obtain from him greater loyalty to the organization.

3. Reduced supervision: Proper and adequate training of employees reduce the need for close supervision by their supervisors because trained personnel can perform assignments more successfully on their own than untrained employees.

4. Preventing obsolescence: Training is not meant for new employees alone but also to old and experienced employees. Training can help prevent employee obsolescence which result from the discrepancy between an employee's expertise and the demand of his job.

5. Increased organization flexibility: Organization flexibility refers to ability of an organization to adapt to faster, the effective and efficient way of achieving organizational goals.

Benefits of training to Employee

The following are the benefit of training to employees

a. Increase market value: as employees acquire new knowledge and job skills, they tend to increase their market value and earning power.

b. Increased job security: possession of useful skill by employees enhances their value of employers. Thus there is increased job security.

c. Increased opportunity for promotion: Training qualifies employees for more future promotion and responsibilities with attendant increase in pay.

Conclusion

The essence of training in business enterprise cannot be over-emphasized. It has been discovered that training is very important in every aspect of an organization. It enhances the efficiency of staff, increases output and motivates employees for better performance. It has been discovered that training and human development are not isolated from human resources. Even in the advanced countries and in most computerized organizations, training cannot be overlooked because, human beings are the ones to operate those equipment. Because of the fact that ours is a world that is currently undergoing rapid change, particularly in the area of skill obsolescence and technological capability, training is not exclusively reserved for newly employed staff but also for the old employees as well. It is therefore important, for the purpose of enhancing individual performance, that training should be made a continuous process that should pass through an employee's entire working life. This is because low and middle level employees need to adapt to new skill and technologies while managers and top management personnel need deeper knowledge and understanding of their job.

Therefore, training is necessary among other things to improve quality and quantity of work, to increase productivity and to induce certain behavioral changes in the employees. Every organization should therefore try to incorporate effective and efficient training of their employees (manpower) in order to achieve their aim and objective with ease.

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