

MANPOWER TRAINING AND DEVELOPMENT IN ORGANIZATIONS: A KEY TO ACHIEVING OPERATIONAL EFFICIENCY

Chinwe S. Okeke

Abstract

The purpose of this paper was to highlight on the importance of man power training and development in achieving operational efficiency in organizations. Most organizations especially the small business organizations are not informed on the usefulness of retaining their staff. This paper therefore presents needs for, methods, benefits and effects of manpower training and development in operational efficiency of the organizations. Basically, data was collected from secondary sources and through the analysis of related literatures, conclusions were drawn. Some useful recommendations like organizations adopting general policies, communicating and educating organizational members on the relevance of manpower training and developments were made.

Introduction

Organizations perform their activities by utilizing both human and material resources in their domain. These resources constitute the factors of production of the organization. Out of all the resources, manpower which is human resource is the most important and difficult to manage. Moreover, the increasing complexity of technology, the multiplicity and requirements of organizational roles and pressure of social needs and problem has heightened the desire for effective manpower in the modern world today. Hornby (2000) defined manpower as the number of workers needed or available to do a particular job. Training Directory Nigeria (2010) saw manpower as the most difficult to manage because they are 'thinking beings with emotions, sentiments and attitudes which are complex. In their words, organizations must develop appropriate policies for attracting, motivating and retaining the staff.

Training on the other hand, is any learning activity which is directed towards the acquisition of specific knowledge and skill for the purpose of an occupation or task. It involves skill acquisition or the process of learning new skills by way of transfer from an expert. Development is the process by which managers gain the experience, skills and attitudes to become or remain successful leaders in their organizations (Glueck, 1988). Again, Cole (1997) asserted that development is any activity which aims at improving employees conceptual and human skills in preparation for future jobs. Akinpeju (1997) postulated that the process of training and development is a continuous one.

Problem Statement

The global competitiveness and challenges in the business environment has heightened the desire for effective manpower training and development. Most big organizations in the globe conduct staff training from time to time. This may be the reason behind their success and expansion. They have come to realize that any money set aside for training and development of manpower is not a waste. But it is sad that some businesses in this modern time do not have such for their staff rather they fire and hire at will. This obviously has affected the operational level of these businesses.

Therefore, this paper aims at drawing the attention of business organizations to the needs to manpower training and development.

Objectives of the Study

The main objective of this paper is to highlight on the importance of manpower training and development in achieving operational efficiency in organizations.

Specific objectives are:

1. to examine conceptually and theoretically the need for manpower training and development;
2. to determine methods and benefits of manpower training and development;
3. to bring out the meaning of and factors in operational efficiency;
4. to determine the role of manpower training and development in achieving operational efficiency;
5. to determine possible constraints in manpower training and development; and
6. to draw conclusion and give some recommendations for a way forward.

Methodology

The study concentrated on secondary materials that discussed manpower training and development. Most of the materials were sourced from text books, international journals and internet materials. The report pattern dwelled so much on descriptive analysis. The paper consists of two sections. Section one is the introduction, the problem statement, objectives and methodology. Section two comprises the need for, methods, benefits of manpower training and development, meaning of and factors in operational efficiency, manpower training and development in operational efficiency, steps for increasing operational efficiency in organizations, constraints in the used of manpower training and development, conclusion and recommendations.

The Need for Manpower Training and Development.

The world we are in today is computerized, technology has so much advanced in methods and application that employees and managers should be abreast with the managing pace of technologies. Therefore, regardless of the employee's previous training, skills and experience, there is need for constant re-training and development. To raise the type and caliber of managers and employees that will effectively and efficiently meet the challenges of the present turbulent environment, requires continuous updating of skills and knowledge. Akinpeju (1997) posited that the need to perform one's job efficiently and the need to know how to lead others are sufficient reasons for training and development and the desire to meet organizations objectives of higher productivity. According to Cole (2002), any short fall in employee performance can be remedied by appropriate training. In his words, the dynamic nature of the environment is such that employees and managers require constant update in their skills to avoid obsolescence. Mean while, Ewuim & Ubochi, (2007) listed some reasons for manpower training and development as

- Rapid pace of technological change.
- Socio-cultural environment fast speed change.
- Tough competition in the market and consumers attitudes.
- Increased recognition of business social responsibilities.
- Frequent labour management conflicts.

Methods of Training and Development

Olaniyan and Ojo (2008) listed the following as methods of training and development. For training, they are:

- On the job training/coaching. This means increasing a workers knowledge skill and experience while on job.
- Induction/orientation. This is strictly designed for new entrants to make them acquainted with the overall corporate requirement of the organization such as norms, ethics, goals, rules and regulations etc.
- Apprenticeship – This is strictly a situation where an unskilled person receives training from his/her master.
- Demonstration. This means teaching by example especially by the skilled person while the unskilled observes.
- Vestibule: This is mainly through industrial attachment where there is skill and technology transfer.
- Formal Training: This type of training is done within or outside an organization. It is also referred to as in-house or off-house training in professional zones, like, universities, polytechnics, training institutes/centres etc.

For Development, they are

- under studying – This is very necessary where an officer will succeed another officer that leaves an organization or neglects his duty. That is developing other workers to be able to fit into any position in the organization.
- Job rotation – This means moving workers from one position to another within the organization such that each worker is competent in all the jobs within.
- Self Development: This is when employees go outside the organization to provide themselves with more knowledge and skills.

Benefits of Manpower training and Development

MCNamara (2008) identified the following as benefits of manpower training and development

- It increases job satisfaction.
- It increases employee motivation.
- It increases efficiency in processes resulting in financial gain.
- It reduces employee turnover.
- It increases capacity to adopt new technologies and methods.
- It improves risk management such as sexual harassment in organizations, safety at work place etc.

From the above, it is very obvious that when manpower is trained and developed, operational efficiency will be achieved.

Meaning of Operational Efficiency

This is a situation where there is right combination of the resource (human and materials) to enhance productivity at a reduced cost. Investopedia explained that operational efficiency is a market condition that exists when participants can execute transactions and receive services at a price that

equates fairly to the actual cost required to provide them. It is also referred to as internally efficient market.

Factors in Operational Efficiency

Training Directory Nigeria (2010), identifies the following as factors influencing operational efficiency in any business:

- **Corporate goals and objectives**

These are the ultimate ends which any business owner seeks to attain by designing them. Most business set goals without considering their implications to operational efficiency. It is true that goals and objectives are meant to serve as guides to all roles but they must be unambiguous, realistic, relevant and internally consistent. When goals are ambiguous, it results to conflict and inconsistency which lead to waste of resources thus inefficiency. Therefore, for any business to attain operational efficiency, it must re-define and sharpen their set goals and objectives whenever it is necessary.

- **Organization Structure**

This relates to all network of relationship between the individuals who are linked in a co-operative endeavour set up to achieve some set objectives. Organization structure helps to channel the efforts of organizational members towards achieving corporate goals and objectives while providing opportunity for them to meet their personal goals as individuals in the process. Appropriate organization structure will boost operational efficiency since tasks and responsibilities are allocated, there is division of labour, delegation of authority and span of control such that the subordinates answers only to the proper superior in an organization. Therefore it is necessary that organizations from time to time review their structure in order to have a frame work or channel that directs the employees. This will help to achieve operational efficiency.

- **Appropriate Technology**

Technology is an engine part of any organization. Even when labour intensive techniques of production is in use, technology is still very important. An organization that has good and current technologies stands a chance of achieving operational efficiency than the one with obsolete technologies. Therefore, there is need to constantly up-date the technology in use and also establish a good policy for the maintenance of the technologies.

- **Management**

The work of management is to see that the resource in its care are managed well. When production resources are deployed for instance, the manager must monitor the resources to ensure effective production. A very important aspect of management which has led many organizations to inefficiency is accounting and financial management. Improper records have and will jeopardize an organizations effort to operational efficiency. Similarly, mismanagement of finance would result to inefficiency. Therefore, management has crucial role to play in the attainment of operational efficiency.

- **Manpower**

Out of all the factors of production, human resource is the most dynamic and therefore, difficult to manage. Human beings are sentimental and have complex attitudes. A good supply of the number and quality of human resource in organizations will help them attain operational efficiency. This will result from the fact that appropriate policies are designed to attract, maintain and retain them.

Therefore, organizations should aim at providing training and development to enhance the skills of their human resource. At the same time, they should provide opportunities for them to develop while serving the organization.

Man Power Training and Development in Operational Efficiency

Manpower training and development helps in many ways to make the achievement of operational efficiency possible. McNamara (2008) emphasized on the following:-

- Training and development will create a pool of readily available and adequate replacements for personnel who may leave or move up in the organization.
- It will enhance the company's ability to adopt and use advanced technologies. This is because the staff have been trained and developed such that they can easily manipulate the technologies.
- It will build a more efficient, effective and highly motivated team that will boost the company's competitive position and also improve employee morale.
- It will ensure adequate human resources for expansion into new programs.

Also, Training Directory Nigeria (2010) revealed the following:

- Training helps to shorten the learning time required by new employees to attain the level of proficiency and acquire the right attitude necessary for a job.
- Training helps to bridge gaps in the knowledge and skills of existing employees. This enables them improve their performance.
- It facilitates the acquisition of knowledge and skills needed to cope with and adopt to changes in technology and economy at large. This will help them to survive and grow.
- Without resource to crisis management, organizations plan for and meet their future manpower.
- Human resource will become more job-mobile-independent and easy to be promoted due to manpower training and development.

Steps for Increasing Operational Efficiency in Organizations

The following are steps to help increase operational efficiency, reduce cost, improve customer satisfaction and stay ahead of competitions.

- Providing employees with secure, consistent access to information. Employees feel secured, trusted and have sense of belonging when they are communicated with every business information. This results to efficiency.
- Delivering anytime, anywhere, having access to mobile employees through small remote gadgets.
- Creating effective business processes with partners.
- Making collaboration with ease. Have an interactive collaboration with employees, partners (all stakeholders) and move to efficiency.
- Making your employees to take their phones wherever they go. This is because any missed call, would have done a magic.
- Streamline communications with customers.
- Reducing unproductive travel time. This will help reduce costs for the business.
- Improving employee retention and satisfaction.
- Developing a long term technology plan. Whenever new sets of technologies are brought, they initially reduce productivity. This therefore, requires that the organization create short

and long term objectives and carefully map out technologies solutions to those objectives. (Martin <http://smb.informationweek.com/ebusinessshow> article.jhtml?article ID=201300574)

Constraints in the use of Manpower Training and Development

In the course of training and development, many problems are encountered. Training Directory of Nigeria (2010), lists these problems as:

A need Analysis: This occurs when training needs of the employees are not identified before embarking on training. Many managers are not familiar with modern techniques and training needs. Therefore, training must be handled by managers who are dynamic, knowledgeable familiar with the organization and its business. Also, he must be able to analyze accurate information on the following:

- Corporate goals and objectives
- the operations of the business
- the organization structure
- job description
- job specifications
- records of performance
- records of personal history especially for newly recruited staff.

Implementation

To execute manpower training and development is a problem. Two problems are normally envisaged; wrong attitude to training. This is seen from the fact that

- i. organizations see training as rituals to be done on periodic basis without much benefits
- ii. organizations see training as a favour to be done for those workers that are in the good books of the organization.

Another problem is that of insufficient attention to the need to create motivation in the employees for whom particular training programmes are designed. This stems from acquainting the trainees with the relevance of the training programmes to the present and future jobs. All these when not properly taken care of will reduce the effort of achieving operational efficiency.

Information Base

This is another common problem in the administration of manpower training and development programmes. Most organizations go on with training and development without a comprehensive and reliable information base. Therefore, for manpower training and development to be meaningful, it must be based on the reliable information base relating to:

- the corporate plan of the business
- the manpower plan
- personnel policies
- career structures

Conclusion

This paper has revealed that there is need for manpower training and development in organizations. This is because the challenges facing business organizations in this dynamic environment has created a vacuum in organizations in areas of job performance. An organization with employees that are not trained becomes obsolete and incapacitated. This means that the organization

cannot compete favourably with other organizations that conduct training and retraining for their staff. Invariably, their productivity will be very low and this results to operational inefficiency, whereas the reverse is the case when there is constant manpower training and development.

Recommendations

Having discussed conceptually the topic, the researcher recommends the following:

1. Organizations should endeavour to map out general policies that will incorporate manpower training and development.
2. Organizational members should be communicated and educated on the relevance of manpower training and development.
3. Different methods of training and development should be adopted such that no person within the organization is left out no matter the cadre/status. This will ensure overall attainment of organizational goals and objectives.
4. Organizations should allocate substantial amount of money for staff training, since its effect reflects on the performance level of the organization.
5. Training and development should be for all staff and so the idea of favouring some selected staff must be eliminated.

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