

EFFECT OF TRAINING AND MANPOWER DEVELOPMENT ON ORGANISATIONAL PRODUCTIVITY: A STUDY OF NIGERIA SPINNERS AND DYERS, KANO

¹Bashir Bello and ²Nuraini Salahudeen

¹Department of Sociology
Federal University, Gusau
and

²Department of Business Administration
Umaru Musa Yar'adua University, Katsina.

Abstract

One of the major challenges of some of Nigerian organisations has been the provision of required training for their employees which will consequently reflect on the services they provide and subsequently determine the success of the organisation in the competitive market. Second challenge is the fact that organisations sometimes provide training for employees yet are confronted with the problem of proper placing of trained employees into positions that are relevant to the skills they have acquired. These may hinder the productivity and effectiveness of organisation. This study was conducted in the Nigeria Spinners and Dyers, Kano. Using the systematic random sampling to select employees while the study conducted both In-depth and Key informant Interviews for some selected employees and some of the management staff, respectively. It found that training of employees is imperative for better organisational productivity. Findings also revealed that it is pertinent to do a proper placement for trained employees because it is one of the panaceas for the achievement of organisational productivity. It was therefore recommended that every member of employee should be given the opportunity to benefit from the opportunity of training and that the best methods that would meet up with the contemporary competitive economy should be utilized for the training and development of employees.

Keywords: Manpower, Training, Employee, Development, Productivity, Effectiveness

Introduction

The role of manpower training and development in the success of organization has been recognized by organizational theorists (Ogujiuba, & Adeniyi, 2005; Van Vianen, Dalhoeven & De Pater, 2011). It has been reiterated that one of the best ways to achieve organisational productivity is to develop and/ or improve necessary skills and competence for employee to execute and promote the services expected of their organisation (Bowen & Lawler, 2006). The aim of every organisation remains harnessing ways to achieve efficiency and effectiveness. The aim can better be achieved if employees who perform the various tasks are equipped with training (Ewuin & Ubosh, 2007).

Considering the trend of events in every sector of the society, manpower training has become necessary for any organisation that wants to achieve organisational productivity (Falola, Osibanjo & Ojo 2014). Human beings and the society in general are dynamic., as such, it is

pertinent for organisations to ensure their employees are current with various training for the purpose of keeping them relevant in every endeavours in the work place (Ogujiuba, & Adeniyi, 2005). Training of employees has also been seen as the basis for providing workers with the skills, knowledge and aptitude necessary to be involved in a required job efficiently (Akintayo, 2012). It develops employees' abilities and potentialities towards gaining more on the job experience (Van Vianen, Dalhoeven & De Pater, 2011).

This study was therefore conducted to provide an empirical explanation on the effect of training and manpower development for employees in an organization. It specifically focused on the Nigeria Spinners and Dyers, Kano, Nigeria.

The basic aim of any organization is to achieve productivity and training of employees has been seen as one of the fundamental ways that objective (Noe, Hollenbeck, Gerhart & Wright, 2015). While some organizations may find it difficult to provide training for employees, some organizations may employ methods that are not attainable and sustainable to provide training for employees (Gruman and Saks, 2011).

Some other organizations that provide training may also find it difficult to do proper placement for employees that have been trained (Chang & Chen, 2011). The implication of lack of training for employees is that it reduces employee's commitment to organizational goal and consequently it affects organizational productivity (Salas, Tannenbaum, Kraiger and Smith-Jentsch, 2012). In line with the identified problems, the followings are the objectives:

Objectives of the study

- i. To examine employees' opinion on the methods of man power training and development employed and how it contributes to organizational productivity.
- ii. To examine employees' opinion on how proper placing of trained employees leads to organizational productivity.
- iii. To assess the challenges confronting the management in the training and development of employees in the Nigeria Spinners and Dyers, Kano, Nigeria.

Literature Review

Manpower Training and Development

Before discussing manpower training and development there is the need to explain the concepts: "manpower", "training" and "development". Manpower has been described as the power of human physical strength and the available employees to a particular group or organization required for a particular task (Atkinson, 1984). Manpower has also been defined as the number of workers needed or available to do a particular job (Van Vianen, Dalhoeven & De Pater, 2011).

Training has been seen as the process of learning the skills that will enable employees to complete the task with greater efficiency (Goldstein, 1991). Therefore, it is considered to be vital element of managing the human resource performance strategically (Nda & Fard, 2013).

The importance of training for employee performance is mentioned in various researches. For example Igbokwe and Osawe (2014) were of the view that manpower training is one of the processes of imparting knowledge on the employees that will eventually equip them with the special skills that will be valuable for performing specific jobs.

Development of manpower has been described as the process that enhances organizations to make the most effective use of their human resources (Monday, 2009). It is undertaken through formal and informal education in order to make workers useful to themselves and the organizations they are working for (Okotoni & Erero, 2005).

Scholars have described the reasons for manpower development and training. For example, Ewuin and Uboshi (2007) identified some reasons for manpower development and training which are as follows: rapid pace of technological change; changes in the socio-cultural environment; tough competition in the market and customer attitudes; increased recognition of business; social responsibilities and frequent labour management conflicts. In a related statement, Malaolu and Ogbuabor (2013) were of the view that any short fall in employment performance can be remediated by appropriate manpower development and training. This implies that, the dynamic nature of the environment is such that employees and managers require constant update in their skills to avoid obsolescence.

Manpower training and development enhances the performance of employees. Furthermore, the ultimate goal of staff training and development is to enhance the stronger growth for organizations which will subsequently propel the achievement of its purpose, mission and also improve efficiency and effectiveness (Lengnick-Hall, Beck & Lengnick-Hall, 2011).

Ogujiuba, and Adeniyi (2005), were of the notion that employees training and development is an activity that makes a very significant contribution to the overall effectiveness and profitability of an organization. They stressed that man is dynamic in nature, and there is need to be current and relevant in all sphere of human endeavours. Therefore, employee training and development is necessary to keep track with current event and method.

Similarly, Van Vianen, Dalhoeven and De Pater (2011) were of the opinion that the objectives of training and development are to provide the necessary skills, knowledge and aptitude which are essential to undertake required job effectively and efficiently. Their recent contribution stated that the aim of manpower training and development is to provide managers and workers with necessary know how to tackle the jobs which they are designed to carry out.

In contemporary trend of the information and communication technology and free market economy, the nature of manpower development programme being provided has also changed (Akintayo, 2012). It can be seen that the World Bank (2003) has advocated the knowledge-based economy that requires new mode of education and training. It implies that

the main focus of man power training and development in the contemporary society should be on preparing employees effectively and efficiently for the achievement of organizational productivity.

In a related argument by Elnaga and Imran, (2013) and McDowall and Saunders, (2010), they were of the view that the real purpose of manpower development should be on how to improve employees' performance on present job as well as attitude formation in work place. Their argument was that training and manpower development should be on the purpose that would be geared on the achievement of organizational objective.

Similarly, Aroge (2012), identified two reasons why it is pertinent to provide training for employees and they are as follows: First, the need to provide specific job training for the employees and to provide knowledge in those areas they are deficient in. Secondly, the need for organizations to provide training for employees' potentiality that will subsequently contribute to the productivity of the organization.

Method of Manpower Training and Development in an Organization

The following have been identified by Olaniyan and Ojo (2008) as some of the methods of training and development in an organization:

1. On the job training/coaching
 2. Induction/orientation
 3. Apprenticeship
 4. Formal training
 5. Vestibule
- i. On the job training and coaching: This is geared towards increasing workers' knowledge, skills and experience while on the job.
 - ii. Induction and Orientation: This is basically designed for new entrants, to provide for them overall knowledge of corporate requirement of the organization such as norms, ethics, goals and rules and regulations etc.
 - iii. Apprenticeship: This refers to a situation where an unskilled person is provided with training from his/her master.
 - iv. Vestibule: This has been described as knowledge provided through industrial attachment where there is skill and technology transfer.
 - v. Demonstration: This refers to teaching by example, especially a situation where by a skilled person engages in an activity while the un-skill person observes.
 - vi. Formal Training: This is the training that is done within or outside an organization. It may also be seen as in-house or off-house training in the professional zones like Universities, Polytechnics and training institutes/centers etc.

Benefits of Manpower Training and Development

The benefits of Manpower Training and Development have been identified by Mcnamra (2008) and Peretomode and Peretomode (2001). The following are some of the benefits:

1. Manpower Training and Development enhances employee motivation
2. Manpower Training and Development enables organizations to adopt new technology and method
3. Manpower Training and Development increases personnel and organizational effectiveness and productivity.
4. Manpower Training and Development provides better coordination of both human and materials resources in an organization
5. Manpower Training and Development brings about improvement in morale
6. Manpower Training and Development increases knowledge for employee which subsequently enhances organizational productivity.

Problems of Manpower Training and Development in an Organization

Although, there are benefits in manpower training and development, however, Obi-Anike & Ekwe (2014) were of the view that manpower development is one of the most critical problems facing an organization, especially in the present Nigeria. They identified the followings as some of the major problems of manpower training and development:

- a. Unwillingness to release staff, particularly good staff for any extended period for training and development.
- b. The competitive demand for training manpower in which some organizations are deprived of their trained personnel.
- c. Inadequate resource allocation to development programme and also lack of coordination.

Similarly, Akintayo (2012) also pointed out some problems that are encountered in manpower development such as:

- a. Lack of provision for practical application of the knowledge acquired.
- b. Over concern with personality
- c. Lack of training of the trainer, since no one gives what he has not. The implication of that is ineffectiveness.

Theoretical Review

Theories have been proffered by scholars explaining the role of manpower training and development in an organization. Social exchange theory was employed to explain manpower training and development in an organization. The theory was developed by sociologist George Homans (1910-1989). It emphasized that social behavior is the

consequence of an exchange process. The theory suggested that the purpose of this exchange is to maximize benefits and minimize costs. It further stated that a relationship between two people is created through a process of cost-benefit analysis. Importantly, the theory assumed that a person or an organization begins an interaction to gain maximum profit with minimal cost. This implies that a person or an organization is driven by “what's in it for him”. Therefore, there is calculation of the profit and cost before engaging. The theory may therefore be used to suggest that on the part of the organization, it provides training and development programs in line with its objectives. In as much as the employee will serve the organization in achieving its objective, therefore, it would continue providing the training and development for the employees. The theory may also be used to elaborate that positive outcome should be expected from employees because there are several advantages associated with the training and development in the form of salary increments; promotion; bonuses and certificate awarding. The theory indicated the calculative nature of people or organizations in a relationship. On the part of the employees, they will show interest in the training and development and the organization would expect positive consequences in the form of organizational productivity from the employees.

Methodology

The study is a descriptive survey; this is because it adopted the use of questionnaires in the quantitative methods. The study also employed the use of qualitative method in which both in-depth interview and Key Informant Interviews were employed for the selected employees and management staff, respectively. The purpose of employing both methods was to provide an in-depth explanation of areas that might be difficult to examine.

The total populations (from the sample frame) of the employees in the organization were two hundred and fifty (250). However, the study focus on one hundred and twenty five (125) that were systematically selected employees of the Nigeria Spinners and Dyers, Kano. Out of the sample populations twenty five (25) employees belong to the management staff. The questionnaire was designed on 4- points modified Likert scale of: Strongly Disagree; Disagree; Agree and Strongly Agree. The purpose was to compare various opinions of the respondents. The researcher confirmed the validity of the instrument before it was used. The reliability was also examined with Cronbach Alpha technique and it gives reliability coefficients of 0.85 which showed that the questionnaire was reliable.

SPSS (Statistical Packages for Social Sciences) was employed to analyze and process the information obtained from the quantitative data and t-test was employed to examine the significant impact of the variables. Nvivo-10 was utilized in the coding and transcription of the information obtained from In-depth and Key Informant Interviews.

Data Analysis and Results

The total populations of the employees in the organization were two hundred and fifty (250). However, the study focus on one hundred and twenty five (125) systematically selected employees of the Nigeria Spinners and Dyers, Kano. Out of the sample populations twenty five (25) employees belong to the management staff. One hundred and ten (125) questionnaires were administered to the selected respondents and all were returned. The

respondents were selected from the Nigeria Spinners and Dyers, Kano.

Table 1: Examining employees' opinion on the methods of man power training and development employed and its contribution to organizational productivity

Responses	Not satisfactory	Slightly satisfactory	Satisfactory	Very satisfactory	Total
How will you rate the methods of training and coaching for the employee in the organization?	50 (40.0%)	40 (32.0%)	20 (16.0%)	15 (12.0%)	125 (100%)
What is your rating of the Induction and Orientation of new employees?	53 (42.4%)	31 (24.8%)	22 (17.6%)	19 (15.2%)	125 (100%)
How will you rate the method employed by the organization to provide information and technical knowledge for the employees?	56 (44.8%)	35 (28.0%)	17 (13.6%)	17 (13.6%)	125 (100%)
How will you rate the method employed by the organization to provide training for both skilled and unskilled employees?	63 (50.4%)	27 (21.6%)	19 (15.2%)	16 (12.8%)	125 (100%)

Source: Field Survey (2019)

Table 1 present respondents' view on how they will rate the methods of training and coaching for the employee in the organization, the responses shows 40.0% not satisfactory; 32.0% slightly satisfactory; 16.0% satisfactory and 12.0% very satisfactory. The rating from the majority of the respondents is an indication the job training and coaching for the employee of the organization is not satisfactory.

On the rating of the respondents on the methods of Induction and Orientation of new employees, the following are the rating from the respondents: 42.4% not satisfactory; 24.8% slightly satisfactory; 17.6% satisfactory and 15.2% very satisfactory. This implies that the rating of majority of the respondents shows that the methods of Induction and Orientation of new employees are not satisfactory.

As regards, rating the method employed by the organization to provide information and technical knowledge for the employees, the following are the rating: 44.8% not satisfactory; 28.0% slightly satisfactory; 13.6% satisfactory and 13.6% very satisfactory. The data indicated from the rating that the methods employed by the organization to provide information and technical knowledge for the employees are not satisfactory.

On the respondents rating of the methods employed by the organization to provide training for both skilled and unskilled employees, the following are the rating: 50.4% not satisfactory; 21.6% slightly satisfactory; 15.2% satisfactory and 12.8% very satisfactory. This data also indicated that the vast majority are not satisfied with the method employed by the organization to provide training for both skilled and unskilled employees.

The following responses from the key informant interview complement the data from the quantitative data:

“The methods of man power training employed in the Nigeria Spinners and Dyers, Kano, Nigeria is really not up to date. The organization is striving to improve on it”

The above responses show that the methods of man power training employed in the Nigeria Spinners and Dyers, Kano, Nigeria is not satisfactory.

Table 2: Examining employees' opinion on how proper placing of trained employees leads to organizational productivity

Responses	Not satisfactory	Slightly satisfied	Satisfactory	Very satisfactory	Total
How will rate the method of placing trained employee?	61 (48.8%)	33 (26.4%)	19 (15.2%)	12 (9.6%)	125 (100%)
What is your rating of the placement of employees in accordance with the training and development they have acquired?	65 (52.0%)	31 (24.8%)	16 (12.8%)	13 (10.4%)	125 (100%)

Source: Field Survey (2019)

Table 2 present respondents' rating of how satisfactory is the method of placing trained employees in the Nigeria Spinners and Dyers, Kano, Nigeria, the responses indicated the following: 48.8% not satisfactory; 26.4% slightly satisfactory; 15.2% satisfactory and 9.6% very satisfactory. The data indicated that the method of placing trained employees in the Nigeria Spinners and Dyers, Kano is not satisfactory.

In addition, the following indicated rating of the placement of employees in accordance with the training and development they have acquired: 52.0% not satisfactory; 24.8% slightly satisfactory; 12.8% satisfactory and 10.4% very satisfactory. This implies that the rating of majority of the respondents shows that trained employees are not in accordance with the training and development they have acquired.

The following responses from the in-depth and key informant interviews respectively complement the data from the quantitative data:

“The method of placing trained employees in the Nigeria Spinners and Dyers, Kano, is not satisfactory. This has to do with the fact that many employees are not rightfully placed according to the training they have gone to obtain. This also may be attributed to the fact that some positions are seen as sacrosanct and they are meant for some people irrespective of whatever their level of qualification, skills, knowledge and experiences”

“Placing trained employees in the Nigeria Spinners and Dyers, Kano may not necessarily be based on the result you obtained in the university or any other institutions; it is the discretion of the organizations' boards of directors that determine which employee is to be placed in a particular position. It is their exclusive right on who occupies which position.”

The above responses show that the method of placing trained employees in the Nigeria Spinners and Dyers, Kano, is not satisfactory.

Table 3: Assessing the challenges confronting the management in the training and developments of employees in the Nigeria Spinners and Dyers, Kano, Nigeria

Responses	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
Inadequate resources may hinder training of employees in the organization?	60 (48.0%)	45 (36.0%)	12 (9.6%)	08 (6.4%)	125 (100%)
The competitive demand for training manpower in which some organizations are deprived of their trained personnel may be a challenge confronting organization?	50 (40.0%)	40 (32.0%)	25 (20.0%)	10 (8.0%)	125 (100%)
Unwillingness to release a competent and dedicated employee for extended period for training and development may be a major challenge confronting organization in training of employees?	55 (44.0%)	40 (32.0%)	19 (15.2%)	11 (8.8%)	125 (100%)

Source: Field Survey (2019)

Table 3 shows respondents' view on whether inadequate resources can hinder training of employees in the organization 48.0% strongly agreed; 36.0% agreed; 9.6% disagreed and 6.4% strongly disagreed. Respondents' opinions show that inadequate resources may hinder the training and development of employees in the Nigeria Spinners and Dyers, Kano.

On whether the competitive demand for training manpower in which some organization are deprived of their trained personnel is a challenge confronting the organization, 40.0% strongly agreed; 32.0% agreed; 20.0% disagreed and 8.0% strongly disagreed. The data shows that majority are of the view that the competitive demand for training manpower in which some organization are deprived of their trained personnel remained one of the challenges confronting the Nigeria Spinners and Dyers, Kano.

As regards whether unwillingness to release a competent and dedicated employee for extended period for training and development is a major challenge confronting organization in training of employees, 44.0% strongly agreed; 32.0% agreed; 15.2% disagreed and 8.8% strongly disagreed. This data shows unwillingness to release a competent and dedicative

employee for extended period for training and development is one of major challenges confronting organization in training of employees of the Nigeria Spinners and Dyers, Kano.

The response from the in depth and Key Informant interviews respectively also shows the followings:

“There are also challenges of preferential treatment, where by employee that deserved the training and development are not given the opportunity. The selective process of providing the training has been a serious challenge”

“The followings are the challenges confronting the Nigeria Spinners and Dyers, Kano: inadequate resources to sponsor employee for the training and developments; the demand experienced employee whereby after the training they desert the organization for a greener pastures and the challenges of releasing employee who are committed, competent and dedicative to the goal of the organization.”

The responses above is an indication that there are divergent views between and among the employees and the management the challenges confronting the Nigeria Spinners and Dyers, Kano in the employee' training and developments.

Discussion of Findings

Based on the scholarly assertion that training and manpower development remained one of the panaceas to achievement of organizational effectiveness, this study was conducted and it came up with some relevant discoveries.

Summary of t – test Result comparing relationships between methods of man power training and organizational productivity

Man power training	Mean	Std. Deviation	Minimum	Maximum
Satisfactorily	2.1550E2	26.16295	197.00	234.00
Not Satisfactorily	1.4850E2	197.28279	9.00	288.00
Paired man power training	t – test		Df	Sign. Level
Organizational productivity	2.864		3	0.059*

Source: SPSS Output. Note: (**) indicates significant at 5% level.

Summary of t – test result indicated relationships between methods of man power training and organizational productivity It shows that the methods of induction and orientation of new employees are not satisfactory; it found that the methods employed by the organization to provide information and technical knowledge for the employees are not satisfactory and that the method employed by the organization to provide training for both skilled and unskilled employees are not satisfactory. The coefficient of t – test of 2.864 with degree of

freedom of 7 is significant at 5% level of significance. It discovered that there are needs for improvement in the job training and coaching; the methods of induction and orientation of new employees; the methods employed by the organization to provide information and technical knowledge for the employees and the method employed by the organization to provide training for both skilled and unskilled employees. The result shows that it has an implication on the organizational productivity. This may be correspond with Olaniyan and Ojo who identified various methods of training and developing employee that will assist organization in increasing their productivity. The study may also be in consistent with Lengnick-Hall, Beck & Lengnick-Hall, (2011) who mentioned that the ultimate goal of staff training and development is to enhance the stronger growth for organizations which will subsequently propel the achievement of its purpose, mission and also improve efficiency and effectiveness.

Summary of t – test Result comparing relationships between proper placement of trained employees and organizational productivity

Placement of trained employees	Mean	Std. Deviation	Minimum	Maximum
Satisfactorily	2.7550E2	91.21677	211.00	340.00
Not Satisfactorily	88.5000	79.90307	32.00	145.00
Paired placement of trained employees		t – test	Df	Sign. Level
Organizational productivity		3.258	3	0.068*

Source: SPSS Output. Note: (**) indicates significant at 5% level.

The summary of t – test result signified that the methods of placing trained employees in the Nigeria Spinners and Dyers, Kano are not satisfactory and that trained employees are not properly placed to their respective areas of specialization. The coefficient of t – test of 3.258 with degree of freedom of 7 is significant at 5% level. It indicated that there will be no achievement of organizational productivity with the methods of placing trained employees in the Nigeria Spinners and Dyers, Kano and that the improper placement of employee in their respective areas of specialization is a factor that will adversely affect organizational goals. These are in consistence with the findings of Ogujiuba, & Adeniyi, (2005) who observed that staff training and development are necessary for organizational productivity.

Conclusion and Recommendations

The study has provided explanation to the satisfactory nature of the methods of man power training and development employed; the methods of placing trained employees and the challenges confronting the management in the training and developments of employees in the Nigeria Spinners and Dyers, Kano, Nigeria. It is worthwhile therefore to conclude the study that employees training and development are pertinent for the purpose of achieving organizational productivity. The followings recommendations were therefore provided:

- i. There should be continuous training and development for employees. This is to enhance the organizational productivity.
- ii. There should be prioritization of employees' training and development to further

- achieve the effectiveness and efficiencies of organizational productivity.
- iii. There should be a way to generate finance that would be committed to the training and development of employees which would help in curbing the challenges of paucity of funds. Every member of employee should be given the opportunity to benefit from the opportunity of training and development.
 - iv. The best methods that would meet up with the contemporary competitive economy should be utilized for the training and development of employees.

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