EFFECT OF MANPOWER TRAINING AND DEVELOPMENT ON ORGANISATIONAL GOALS ATTAINMENT: A STUDY OF LAPO MICROFINANCE BANK LIMITED, LAGOS

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Abstract
Employees’ are the most cherished assets in any business organisation. However, there is need to develop their skills, knowledge and capability to contribute towards the accomplishment of organisational goals. This study adopted cross-sectional survey research design using quantitative research approach. Convenience sampling approach was used as sampling technique and collected data were analysed using simple percentages, correlation and regression analyses. Findings of the study reveal significant positive relationship between manpower training and development and organisational goals. Manpower training and development was also found to exert significantly influence on quality service delivery of the bank. On the basis of this finding, the study concludes that effective manpower training and development is vital to the accomplishment of organizational goals. The study recommends that business organisations should develop strong policy in the area of manpower training and development and ensure adequate budgetary allocation to finance the training programme consistently.

Keywords: Manpower training, development, organisational goals, service quality

Introduction
Manpower training and development is a vital area of human resource management (HRM) and has become widely recognised as an important issue that influence the effectiveness and efficiency of business organisations. The most cherished and treasured asset in any organisation is undoubtedly its workforce. Nonetheless, for the employee of any organization to perform optimally, effectively and efficiently, it needs to be equipped with the pertinent skill, knowledge and attitude hence; the need for manpower training and development programmes (Flippo, 1984). While emphasizing the significance of manpower training and development programmes in organizations, Pigors and Myers (1981) stated that no business organization can choose whether or not to train its employees because all new employees irrespective of their earlier training, educational background and experience need to be introduced to the new employer’s work environment and to be exposed to how to perform specific tasks. Therefore, manpower training and development is one of the most central organisational dynamics and it constitutes the major structure through which organisational growth plan and adaptability can be leverage. Manpower is the basis of all resources and it is the indispensable means of transforming other resources to enhance firm’s performance. Training and development are two of the major functions of the human resource management in any form of business organisations. Both training and development undertakings are designed to improve the performance and productivity of the employees. Specifically, training is a program organised and structured by the organisation to develop knowledge and skills of the employees. Development on the other hand, is an organised activity in which the manpower of the organisation learns, grow, and develop their knowledge, skills, and capability through a form of self-assessment activities. In the opinion of Ezeani and Oladele (2013) training is the process of developing employees’ capability, reasoning and conceptual skills to enhance their productivities. Armstrong (2012) states that training is the use of systematic and planned instruction activities to promote learning. Manpower development is not only restricted to a specific task, but it purposes is to improve employees personality and attitude so as to further help them face future challenges. Put differently, employee development assist in changing the mind-set of the employees and makes them more skilful and competitive.

Organisational goal is concerned with what the organisation intend to achieve. This may be a short term, medium term, or long term goal. No doubt, manpower training and development holds the key to unlock the impending growth and development opportunities through which business organisation accomplish their desired goals (Devi & Shaik, 2012) and has long been recognised by scholars as a central platform towards the attainment of organisational goals (Irene, 2013). For instance, manpower training and
development enhance both physically, intellectually and mental capability of employees which are very essential in facilitating not only the level of productivity but also the development of personnel in any organisation (Olusanya, Awotungase, Ohadebere & Suleiman, 2012). Manpower training and development also perform a strategic positioning role by directly contributing towards organisational business goals and objectives. Therefore, there is continual need for the process of staff training and development.

**Statement of the problem**

Manpower is considered fundamental to any organisational survival. However, most organisations plan methodically for their investment in physical and capital resources and these plans are reviewed with utmost attention; but rarely many organisations pay little or no attention to investment in human capital development. In addition, most organisations find it difficult to fund training and development programme which may led to low productivity and high labour turnover and by extension difficulties in attaining organisation’s goals.

**Literature review and theoretical framework**

**System theory**

Eckstrand (1964) developed the system theory approach to training which was later improvised by Audu, Paul and Olatunmibi (2015). The systems approach was first developed in the biological and engineering sciences fields before it was adapted by social scientists in explaining social and organisational phenomena. According to Audu et al., (2015), the systems approach to the study of a phenomenon focuses on the system as a whole, the environment of the system, the interdependent relationships between parts of the system, and the dependency of the system to strive for survival by negotiating with its environment. Audu et al., (2015) further highlighted the structure that makes up a systems theory. These are: sub-systems, synergy, open and closed systems, system boundaries, inputs-transformation-output, and feedback. According to Koontz, O’ Donnell and Weihrich (1980), the advantage of approaching any area of inquiry or any problem as a system is that it enables us to see the critical variables and constraints and their interaction with one another.

**Defining manpower training and development**

Training refers to the ways in which specific knowledge and skills necessary to perform a specific job are taught and learnt (Crowford, 1984). In general, training is the term used to describe the process through which organisations build the skills and capabilities of non-managerial employees. It is from the aforementioned definitions that training is referred to as the process by which managers acquire knowledge and skills for a definite task or purpose. Training is thus, an organisational effort aimed at helping an employee to acquire basic skills required for the efficient execution of the functions for which he/she was hired or employed to perform. Cole (2002) defined training as any learning activity which is directed towards the acquisition of specific knowledge and skill for the purposes of an occupation or task. He further contends that the focus of training is the job or task. Armstrong (2012) on his own view expressed that training is the formal and systematic modification of behaviour through learning which occurs as a result of educational instruction, development and planned experience.

Development is any form of activities undertaken to expose an employee to perform an additional duties and assume positions of importance in the organisational hierarchy. Thus, the training for the top or senior employees in an organisation is considered as development, also known as management or executive development. It is an on-going systematic process in which managerial employees learns to enhance their conceptual, theoretical knowledge which helps the individual to bring efficiency and effectiveness in their work performances. Banjoko (1996) stated that training tends to be connected with non-managerial employees while development usually refers to management staff. Therefore, to straighten a distinction between the two terms, some scholars have referred to training as employee training and development as management development, or executive development, while employee training refers to training given to employees in the areas of operations, technical and allied areas, management development refers to developing an employee in the areas of principles and techniques of management, administration, organisation allied areas (Shodeinde, 2015). The major differences between training and development are stated below:

**I.** Training is a learning procedure for new employees in which they get to know about the key skills required for the job. Development is the training process for the existing employees to enhance their capability.

**II.** Training is a short-term capacity improvement process i.e. 3 to 6 months, but development is a continuous process, and often conducted for long term.

**III.** Training emphasis is on developing skill and knowledge for the current job while development focuses on the building knowledge, understanding and competencies to cope with future challenges.

**IV.** Training is limited in scope; it is mostly driven by job requirement. On the other hand, development is
career oriented and is scope is relatively wider in scope than training.

V. In training, the trainees get a trainer who teaches them at the time of training. In contrast to development, the employee directs him or herself for the future assignments.

VI. Numerous individuals collectively attend the training program. Development is a self-assessment process, and hence, one person may be involved in a development programme.

Training and development: techniques and evaluation of its effectiveness

The starting point in training process is to design training programme. The training design process refers to a systematic approach for developing training initiatives. Nick (cited in Darin, Barnett, Alex, Sarah, Kenneth, Anthony, Lindsay, & Stephen 2010) proposed the 7-step model which consists of the following steps: identify goals, acquire training resources, create a schedule, find a trainer, communicate effectively, track progress, and encourage feedback. Shodeinde (2015) highlighted the following training and development techniques: job rotation method, internship training, understudy assignment, vestibule training, classroom method, programmed instructional method, case study, business games method, critical incidents, sensitivity training, and in-basket training.

For effectiveness of training, a number of principles are usually applied. The principles are: positive reinforcement, learner participation, and transferability of knowledge to job performance. These principles have been identified based on extensive research of Anastasi (1969) and Flippo (1984). As observed by Beach (1980), learning is really the core of the training process. Positive reinforcement involves the use of training as a reward to promote better working conditions while negative reinforcement involves the use of punishment or penalties on employees. Learner participation implies the 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 improved is the learning process. Learning refers to the human process whereby skills, knowledge, habits and attitudes are acquired in such a way that behaviour is modified. Training must therefore, be related to trainees desires and needs such as job recognition, prestige and promotion. Leibowitz (1981) expresses that people learn faster when they are informed of their accomplishments, and possible rewards. Transferability of knowledge portends that employees should transfer the knowledge acquired from training to enhance their job performance. This also underscores the desirability of ensuring that, as much as possible, training tasks are similar to job tasks.

The relationship between manpower training and development and attainment organisational goal

Manpower training and development is an essential element of every business if the value and potential of its people is to be harnessed towards the attainment of organisational goals. Additionally, high performing organisations today are beginning to recognise the need to use training and development practices to enhance competitive advantage, so as to achieve their goals (Vinesh, 2014). In the opinion of Olokoyo (2000) training and development of employees has a lot of impact on the growth of an organisation this is because manpower training and development policies are designed to achieve maximum output in the organisation. Culum (1987) on his own part opines that the effect of training and development is to ensure the continuity of efficient management within the organisation. Olokoyo (2000) further stated that manpower training development is so important because it improves decision making and interpersonal skill of a complex and relatively unstructured nature. Armstrong (2012) said it is necessary for the organisation to map out training and development plans carefully in order to achieve organisational goals.

Research method

This study used cross-sectional survey research design, using quantitative research approach. The choice of this approach is based on the fact that the study is concerned with gaining an understanding of the relationship between the phenomena under investigation.

Population, sample size and sampling technique

The population of this study consisted of all employees (both permanent and contract staff) of LAPO Microfinance Bank Limited in Lagos state, Nigeria. The sample size consists of one hundred employees of the LAPO Microfinance Bank Limited in Lagos state. The study employed convenience sampling technique to survey respondents. The respondents cut across management, middle and junior staff of the bank.

Instrument of data collection

Self-completed structured questionnaire was used to elicit information from the respondents. Respondents were asked to indicate their extent of agreement or disagreement with the statement in the questionnaire on a 5-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). Out of 87 copies of questionnaire distributed, only 63 were completed and found useful for data analysis.
Validity and reliability of survey instrument
Prior to the administration of the questionnaire, the survey instrument (questionnaire) was validated through content validity, by given the instrument to two academic scholars in the University of Lagos. Reliability of the survey instrument was evaluated through Cronbach Alpha. The Cronbach Alpha recorded for the two variables (manpower training and development and organisational goals) were under acceptable range of $\alpha \geq 0.7$ (Girden, 2001).

Method of data analysis

The data collected from the respondents were analysed with the aid of statistical package for social science (SPSS-Version-21). Descriptive statistics, using (frequency, simple percentage, mean and standard deviation) was used to present and analyse the data, while the Pearson correlation, and regression analysis was used to test the hypotheses.

Results and discussion

Testing of hypothesis one
There is no significant relationship between manpower training and development and quality service delivery of LAPO Microfinance Bank Limited in Lagos.

Table 1: Descriptive statistics and Correlation analyses

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>manpower training and development</td>
<td>2.67</td>
<td>.536</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Quality service delivery</td>
<td>2.81</td>
<td>.463</td>
<td>.712**</td>
<td>1</td>
</tr>
</tbody>
</table>

Correlation is significant at $p<0.01$ (2-tailed) and $N = 63$

Source: Field survey, 2016

Table 1 shows the mean score and standard deviation of manpower training and development which are 2.67 and .536, while the mean and standard deviation of quality service delivery are 2.81 and .463. The mean values for the two variables are relatively high. To examine the relationships between the variables under investigation, Pearson correlation analysis was used to determine the direction and strength of relationship between them. As indicated in Table 1, manpower training and development is positively and significantly related to quality service delivery of LAPO Microfinance Bank Limited ($r=.712$, $p<.005$). The finding of this study does not provide support for hypothesis one. Hence, hypothesis one is rejected and the study concludes that there is a significant relationship between manpower training and development and quality service delivery of LAPO Microfinance Bank Limited. The finding of this study is line with the study conducted by Ezeani and Oladele (2013) and Obi-Anike and Ekwe (2014).

Testing of Hypothesis Two
Manpower training and development will not exert significant effect on the attainment of customer satisfaction of LAPO Microfinance Bank Limited in Lagos.

Table 2: Regression Analysis of Manpower training and development with Customer Satisfaction

<table>
<thead>
<tr>
<th>Beta ($\beta$)</th>
<th>t-value</th>
<th>p-value</th>
<th>R</th>
<th>R$^2$</th>
<th>F-value</th>
<th>F-sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.422</td>
<td>.001</td>
<td>.712</td>
<td>0.466</td>
<td>76.611</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>Model 1</td>
<td>.735</td>
<td>8.727</td>
<td>.000</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Predictors: (Constant), manpower training and development
Dependent Variable: Customer satisfaction

Note: Significant at the 0.05 level.
Source: Field survey, 2016

Table 2 shows the relationship between manpower training and development and customer satisfaction of LAPO Microfinance Bank Limited. The regression model demonstrates a robust fitness at $R$ value of .712, $R^2$ of .466 and $F$-value of 76.611. The result of the regression model show that the value of $t$-statistics is significant at .000 ($t=8.727$, $p<0.05$), with 47% of the variation in customer satisfaction explained by manpower training and
development of the bank. This implies that manpower training and development significantly influence customer satisfaction of the bank. From the above analysis, the result fails to support hypothesis two, which state that manpower training and development will not exert significant effect on customer satisfaction of the bank. Therefore, hypothesis two is rejected and the study concludes that manpower training and development exert significant effect on customer satisfaction of the bank. The finding of this study is line with the study conducted by Obasan (2012) and Shodeinde (2015).

Conclusion
This study investigates the effect of manpower training and development on organisational goals of LAPO Microfinance Bank Limited in Lagos state, Nigeria. The finding of this study indicates that manpower training and development has a significant positive relationship with quality service delivery of the Bank. Similarly, manpower training and development significantly influence customer satisfaction of the Bank. From the foregoing, manpower training and development which is a process of building the capability, skills, and knowledge of employees is a potent strategy to improve the productivity of business organisations and by extension organisational effectiveness which will lead to the attainment of organisational goals. Thus, the notions of manpower training and development are mostly used together in the corporate world as form of activities focused on improving the knowledge, performance and productivity of the employees.

Generally, to manage a business both large and small requires staffing them with competent workers. In most cases the formal educational system may not really teach specific job skills or knowledge for a position in a particular organisation. As a result, employees require extensive training and development to acquire the necessary knowledge and capability to be able to make a substantive contribution towards the attainment of organisation’s goals. However, with the ever-changing business environment, it is crucial that business organizations in all sectors of the nations’ economy pay serious attention to both training and development to stay ahead of the competition. Essentially, both training and development are required to work hand in hand for providing the right skills and knowledge to employees and help them get the most in term of benefits to both the organizations as well as employees career progression. Thus, when an organization looks at employees’ overall growth, apart from the job-related training, it also helps in building a more efficient, motivated and productive workforce that will contribute to the attainment of organisational goals.

References


