IMPACT OF TRAINING ON MANPOWER DEVELOPMENT

(A CASE STUDY OF ILORIN EAST LOCAL GOVERNMENT)

BY

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BEING A RESEARCH PROJECT SUBMITTED TO DEPARTMENT OF PUBLIC ADMINISTRATION, INSTITUTE OF FINANCE AND MANAGEMENT STUDIES, KWARA STATE POLYTECHNIC, ILORIN

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CERTIFICATION

This Research Work has been read and Approved as Meeting the Requirement for the Award of National Diploma (ND) in Public Administration, Institute of Finance and Management Studies Kwara State Polytechnic Ilorin.

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DEDICATION

This project is dedication to Almighty Allah, for his protecting and loving kindness for the successfully of my National Diploma Programme

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First and foremost, I give thanks to God Allah for his infinity mercy over my life and for giving me the power, wisdom and understanding to complete this research study.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

To promote increase in productivity and efficiency in an organization, there is the need to develop, train and motivate an employee so as to stimulate the achievements of the organization's objectives. Development has to do with increase in skills through Training for proper job performance and include all employees from the least worker to the executives for every successful organization, there is well trained and experienced workers to perform the activities. Even experienced workers need to learn more about their job, organization, procedures to make them more competent and productive.

Training gives birth to knowledge and it's been a very useful instrument in performance improvement. Training can be defined as an organization procedure specifically designed for people to learn and have knowledge, skill, Technical aptitude which geared him or her towards the attainment of a specific purpose. It can also be a process of updating old skills and developing new ones. In the course of Training, workers are exposed to new method and techniques of doing thing and aim at effecting a change in the behaviour of those trained employee in an organization to make their work easier and more focused. An ever rapidly changing business environment therefore demands for a lifelong learning as an essential coping strategy. Business environment change from time to time which all for continuous upgrading of employee skills and

capabilities to improve on their job performance, growth and the ability to adopt to the rapidly change for the organization to remain competitive

Employee engagement is another aspect more or less training and may be seen as employee willingness and ability to help their company succeed largely by providing discretionary effort on a sustainable basis and may be affected by many factors which involve both emotional and rational factors relating to work and the overall work experience (Markos & Srider, 2010). They posit that engaged employee work harder, are more likely to go above the requirements and expectations of their work and also tend to feel that their work actually positively affects their physical and psychological well- being. On the other hand job satisfaction is viewed as the extent to which people like or dislike their jobs (Adesola, Oyeniyi & Adeyemi, 2013). There is different aspect of job satisfaction e.g. satisfaction with achievement, pay, job security or work itself. They continue that the factors bring positive feelings about the job ensuring from assessment of its uniqueness and also an employee among a high job satisfaction holds encouraging feelings about work which enhance individual and organizational performance.

1.2 STATEMENT OF THE PROBLEM

As a result of competitive nature of Nigeria organization, it has been the ultimate of most organization within the country to exert more effort and the production process, thus, by increasing their productivity through the capture of the training of employees with a large market share.

Specifically, these points are examined below

i. The problem of training not supporting the organization objectives

ii. The problem of emphasis on training programme instead of its desired impact on employees

Will the employee send on training meet the requirement of the organization?

1.3 OBJECTIVES OF THE STUDY

(1) To determine the extent to which employee training affects organizational performance.

(2) To find out the relationship between employee perceptions of Training organizational productivity

(3) To ascertain the extent to which selection procedure of employee for training affects organizational productivity.

1.4 RESEARCH QUESTIONS

(1) To what extent does employee training affect organizational performance

(2) What is the relationship between employee perception of training and organizational productivity.

(3) To what extent does selection procedure of employee for training affect organizational productivity.

1.5 RESEARCH HYPOTHESIS

1. Ho 1: the extent to which people employee training affects organizational productivity is significant?

2. Ho 2: There is no substantial relationship between employee perception of training organizational productivity.

3. Ho 3: Selection procedure of employee for training does not have a high effect on organizational productivity.

1.6 SIGNIFICANCE OF THE STUDY

This project will be relevant to the organization and other business concern. Thus, the significance of the study cannot over emphasize and can be viewed from the following perspectives.

1. The study will help the top management in taking strategic decision that affect training and development for the overall growth of the industry.

2. The study will help the human resources department in proper planning and execution and development programmes.

3. Future researchers will also find this work very useful as reference materials for further studies.

4. The study shows the importance of training and why it's necessary that they are trained from time to time.

5. The study shows how training will enable the organization to get a maximum proficiency of the employee's inputs.

1.7 SCOPE OF THE STUDY

The study focused on training perspective, efficiency, the cadre of staff being trained and on what basis are they trained. However the study is limited to lack of

cooperation by respondent agreement as one of the impediment of the research study. Most of the data method for the research work was not made available and result, the finding of this research was limited to only the data made available to the researcher.

1.8 DEFINITION OF RELEVANT CONCEPTS

1. Training: Are programs that provide workers with information, new skills or professional development opportunities.

2. Employment Engagement: It's the positive, affective, psychological work related to state of mind that leads employee to actively express and invest themselves emotionally, cognitively, physically in other role performance.

3. Job Satisfaction: -It can be defined as the extent to which people like or dislike their jobs.

4. Motivation: They are those psychological process that cause the arousal, direction persistence

5. Employee Performance: It is the measure of output vis-a-vis the input. It shows effectiveness and efficiency that makes a payment to organizational goals and may depend upon many factors like performance appraisals, employee motivation, compensation, job security and others.

6. Development: It is the process which individual level increase skill responsibility and material wellbeing of social level.

7. Efficiency: It means the relationship between the achieved objectives and the amount of resources consumed in the process.

8. Organization: Is the social grouping which is positively establishment in a more or less deliberate manner to achieve some stated objectives.

9. Training Design: This is the process of creating a blue print for the development of instruction for a training for positive impact.

10. Delivery Style: This is a set of a systematic process designed to meet learning objectives related to Trainees current or future jobs.

CHAPTER TWO

2.1 LITERATURE REIVEW

It is one thing to recruit, select and place employees on jobs; it is another thing for them to carry out their responsibilities effectively. This chapter aims at analyzing the relevant opinion on the impact of training on employee's performance in manufacturing industry. There has been a general resistance to investment in training in organization until recently because of the presumption that employee hired underemployment system are qualified and trained for their jobs (Okotow and Efero, 2005). It was further assumed that if that was not the case then it means that initial selection of personnel was facility.

Training has become the Holy Grail to some organizations, an evidence of how management truly cares about its workforce (Hamid, 2011). He went further to say that the effectiveness with which organizations manage, develop, and motivate, of how well these organizations perform. The importance of training as become more obvious giving the growing complexity of the work environment, the rapid changes in an organizations and technological advancement which further necessitates the need for training and development of employee to meet their challenges. The accomplishment of training is for an employee to obtain a full value of knowledge and some basic requirements must be met and they are as follows:

i. Training objectives must be related to organizational objectives

ii. Responsibilities of training must be accepted by management.

iii. Training programme must be used by updating old skills and developing new ones.

iv. Evaluation of training result must be an integral oart of the training.

V. Training progarmme must be tailed to the specific office in which they are to be used.

2.2 CONCEPTIONAL FRAMEWORK

Training has been defined different by different authors. It's the process of transmitting and receiving information related to problem solving (Jack Halloran, 2012). It can also be defined as a learning process whereby people learn skills, concepts, attitude and knowledge to aid in the achievement of goals (Mathis and Jackson, 2009). Gary Dessler, (2011) also defined it as the process of teaching new employees the basic skills they need to perform in their jobs. Training programs that are more present day oriented, focuses on individual current jobs, enhancing specific skills and abilities to immediately perform their job (Decenzo & Robbins, 2012). These divergent views not standing all the scholars seem to point to one fact that training aims at improving organizational performance.

2.2.1 PURPOSE OF TRAINING

A number of authors recognize the purpose as being to develop capacities of employees and by extension which represent on investment in human resources (Ulrich and lake, 2008). The quality of employee and their development trough training and education are major factors in determining long-term profitability of any business

venture. Human resource professional also believe that an organization is only as good as its employees and to employee training need (Noe, 2008). Smith (2010) opines that training motivate employee and make them more productive and innovative. The need order to avoid wastage and equally to derive maximum benefits, for instance it pay is low, supervision is poor, benefits are inadequate or in no existence or deficient physical plant, so that amount an organization cannot to training may have little or no effect since poor performance is due to some conditions that training cannot reality.

A haphazard approach must be avoided because it will not result in bridging the gap between where the employee is now but should be in terms of skill, knowledge and ability. The three approaches to these are stated.

STEP ONE

Organization Analysis: Here, the objectives, resources and other attributes of the company are examined to reflect in the training programme for their worker.

STEP TWO

Operational Analysis: It involves examining the jobs performed by that individual in terms of the description and specification of the job. This is aimed at ensuring that the individual performing the job meet up with the specifications for that job.

STEP THREE

Man Analysis: It involves determining existing skill of the employee in order to design or create a new one to meet the job specifications.

2.2.2 TYPES OF TRAINING

The type of employee training which is best suited to a particular organization depends on a number of considerations. Basically there are many types of training which are as follows:

(i) On the Job Training

(ii) Off the Job Training

(iii) Vestibule Training

(iv) Apprenticeship Training

(v) Stimulation or special Training:.

(vi) Retraining and upgrading:

THEORECTICAL FRAMEWORK

There are two main theoretical approaches towards employee training namely; the human capital approach regards training as investment in human capital where the benefit from productivity gains is greasier than the cost of training while the technology based approach regards training as a skill formation process. Here, the expanded training in the contemporary period is driven by the rapid change in Technology and works recongnization. A conclusion was reached that there approach however; to a large extent overlooked the content of employee train could be a result of training delivery style.

CHAPTER THREE

3.1 INTRODUCTION

Research methodology is a way to systematically solve a research problem by logically adapting steps (Scridhar, 2008). Machines (2012) noted that a method of study would enable interchange of ideas and information, formulate accepted techniques and rules. In order to facilitate this research study, we have approached method of study under the following headings. Research design, the population of study sample size and sampling techniques, instrument of data collection, method of data analysis and historical background of study.

3.2 RESEARCH DESIGN

The research design compasses of the method for the collectionmeasurement and analysis of data related to the research objective. The research design chosen for this study is survey method because the researcher has no control of the variable as well as the outcome.

3.3 POPULATION OF THE STUDY

The population under this study is made up of workers of Dangote of companies and it comprises of the executive chairman, supervisors and other staffs of the company. A sample size of 380 respondents was drawn from the populations using a systematic random sampling method.

The categorization of the population as senior and Junior is based on the fact that they are classes of employee in the organization under Study.

3.4 SAMPLE SIZE AND SAMPLING TECHNIQUES

Sampling design consists of all aspects of sampling in the study and what it entails.

3.4.1 SAMPLING TECHNIQUE

A stratified random sampling was used to obtain in the sample size. The population was categorized into the management positions. Auka et al., (2013) post that stratified random sampling ensures that all the groups or categories are adequately sampled and this facilitates comparison among the groups.

3.4.2 SAMPLING METHOD

It's a high degree of accuracy and adequacy in presentation of the sample so the sampling method (proportional allocation) was adopted. The sample size representing the number of staff who received questionnaires was divided into stratum. This is shown below using the following formula:

$$nx = \frac{(n)(N)}{P}$$

Where nx is sample size in each level

n = Total sample size for the study

N = population size of Staff in each Stratum

P = Total Population of the study

CHAPTER FOUR

4.0 INTRODUCTION

This chapter of the research work is concerned with extracting the meaning of the data collected; the task here depends on some of the choices made during the research method and design phrase. The study sought to finds out the efforts of training on employee's performance in manufacturing Industry, a case study of Dangote Group of Companies. A total of two hundred (200) copies of questionnaire were distributed, out of which (194) were fully completed and returned while six (6) copies were not returned the chapter also focuses on the data presentation, data analysis and interpretation and discussion of findings.

4.1 DATA PRESENTATION, ANALYSIS & INTERPRETATION

Table 1: Sex of respondents

Valid	Frequency	Present	Valid present	Commutative percent
male	150	77.3	77.3	77.3
Female	44	22.7	22.7	100.0
Total	**194**	**100.0**	**100.0**	

Source: Researcher's field survey, 2025.

INTERPRETATION

The sex distribution of respondent in the table 1 above shows that 127 respondents representing 70.5% male while 53 representing 29.4% are females. This implies that the manufacturing company employs more males than females. This under stable because it is a manufacturing outfit and males are more disposed to working in factories. This could have an adverse effect on the organization's objectives of employee training because men are primarily responsible for the welfare of the family and they could lobby more to go for training to improve their financial conditions.

Table 2: Age of Respondents

Valid	Frequency	Percent	Valid percent	Cumulative percent
18-25	28	14.9	14.4	14.4
26-35	105	54.1	54.1	68.5
36-45	51	26.3	26.3	94.8
Above 45	10	5.2	5.2	100.0
Total	**194**	**100.0**	**100.0**	

Source: Researcher's field survey, 2025.

INTERPRETATION

The age distribution of respondent as presented above shows that 28 out of 194 respondent are the age bracket 18-25 representing 14.4%, 105 representing 54.1% are in the age of 26-35, while 51-representing 26.39% are in the age range of 36-45 and 10 respondent only 5.2% of the respondent aged between above 45. This implies that 85% of the respondents are over 25 years of age.

Table 3: Educational Qualification of respondents

Valid	Frequency	Percent	Valid percent	Cumulative percent
WASSCE/GCE	15	7.7	7.7	7.7
OND	60	31.0	31.0	38.7
HND/B.SC	99	51.0	51.0	89.7
MBA/M.SC	20	10.3	10.3	100.0
Total	**194**	**100.0**	**100.0**	

Source: Researcher's field survey, 2025.

INTERPRETATION

The Table above shows that out of 194 respondents, (17.7%) have WASSCE GCE, 60 (31.0%) have ordinary National Diploma, 99 (51.0%) are graduates and 20 (10.36) have master's degree. This shows that 119 (61.3%) of the total respondents graduated from University or Polytechnic. This that more than half of the employee will

not pay serious attention when sent on training since they have acquired basic education and their jobs are more or less a routine one.

Table 4: Job Position of respondents

Valid	Frequency	Percent	Valid percent	Cumulative percent
Junior	130	67.0	67.0	67.0
Senior	64	33.0	33.0	100.0
Total	**194**	**100.00**	**100.0**	

Source: Researcher's field survey, 2025.

INTERPRETATION

The table above shows that out of 194 respondents, 130 (67%) are junior staff, while 64 (33.0%) are senior Staff. This shows that more of the manufacturing organization employee fall within the Junior rank.

Table 5: Residence of respondents

Valid	Frequency	Percent	Valid percent	Cumulative percent
owned	20	10.3	10.3	10.3
Rented	124	64.0	64.0	74.3
Company provided	-	-	-	94.9
Pay Accommodation	40	20.6	20.6	-
-	10	5.1	5.1	100.0
Total	**194**	**100.0**	**100.0**	

Source: Researcher's field survey, 2025.

INTERPRETATION

The table above show that out of 194 respondents, 20 (10.3%) own their personal appointment, 124 (64.0%) rented an apartment by the company while 10 (5.1%) are parental guardian accommodation. This implies that 164 (84.5%) of the respondents have a good standard of living and as well provide an accumulation for themselves while on Training if provided or not

RESEARCH QUESTION: why do you go for Training?

Valid	Frequency	Percent	Valid percent	Cumulative Percent
To acquire more skills & improve employee performance	70	36.1	36.1	36.1
To Improve my financial wellbeing	49	25.3	25.3	61.4
To me enable me secure employment elsewhere	7	3.6	3.6	65.0
Result of my loyalty to immediate boss	3	1.5	1.5	66.5
To prepare promotion within the organization	65	33.5	33.5	100.0
Total	194	100.0	100.0	

Source: Researcher's field survey, 2025.

INTERPRETATION

The table above shows that 70 (36.1%) of the respondent said that the reason for going training is to acquire more skills and improve employee performance, 49, (25.36) said it is to improve their financial wellbeing, 7 (3.6%) said it is to enable me secure employment elsewhere, 3 (1.5%) said it's result of being loyal to their boss, 65 (33.5%) said to prepare for promotion within the organization. This implies that the major reasons for going on training are to ensure more skills improve performance. Nevertheless, there could be other reasons for going on training such as financial gain preferential treatments etc.

RESEARCH QUESTION 2: which type of Training programme is available to you

Valid	Frequency	Percent	Valid percent	Cumulative Percent
On the job Training	120	61.9	61.9	61.9
Off the job Training	54	27.8	27.8	89.7
Both	20	10.3	10.3	10.3
Others	0	0	0	-
Total	**194**	**100**	**100.0**	**100.0**

Source: Researcher's field survey, 2025.

INTERPRETATION

The table above show that 120 (61.9%) of the respondent want from the job training, 54 (27.8%) of the respondents want for off the job Training, 20 (10.3%) of the respondent went for both while other types of training are not really necessary in manufacturing organization. This implies that the both training works towards achieving the same aim

RESEARCH QUESTION 3: Do you agree there is an effect of dissemination in selecting employee for Training

Valid	Frequency	Percent	Valid percent	Cumulative Percent
Strongly disagree	4	2.1	2.1	2.1
Disagree	10	5.2	5.2	7.3
Undecided	25	12.8	12.8	20.1
Agree	70	36.1	36.1	56.2
Strongly Agree	85	43.8	43.8	100.0
Total	**194**	**100.0**	**100.0**	

Source: Researcher's field survey, 2025.

The Table show that 85 (43.8%) of the respondent strongly agreed that dissemination in identify and selecting employees for training has a negative effect on organizational performance, 70 (36.1%) agreed that dissemination has a negative effect on performance, 25 (12.8%) respondents were undecided, 10 (5.2%) disagreed and only 4 (2.1%) strongly disagree.

RESEARCH QUESTION 4: please rate the importance of Training Design on Employee.

Valid	Frequency	Percent	Valid percent	Cumulative percent
Not important	22	11.3	11.3	11.3
Important	110	56.7	56.7	68.0
Very important	50	25.8	25.8	93.8
Undecided	12	6.2	6.2	100.0
Total	**194**	**100.0**	**100.0**	

Source: Researcher's field survey, 2025.

INTERPRETATION

The above table shows that training design is important as claimed by 110 (56.7%) of the total respondents, 50 (25.8%) said it's very important to organizational performance. Only 22 (11.3%) thinks it's necessary and 12 (6.2%) are undecided.

RESEARCH QUESTION 5: Do you agree that employee's poor performance can be as a result for Training.

Valid	Frequency	Percent	Valid percent	Cumulative percent
Agree	132	68.0	68.0	68.0
Disagree	42	21.7	21.7	89.7
Undecided	20	10.3	10.3	100.0
Total	**194**	**100.0**	**100.0**	

Source: Researcher's field survey, 2025.

INTERPRETATION

The above Table shows that 132 (68.0%) of the respondents agree that employee's poor performance can be as a result of poor Training while 42 (21.7%) disagree and 20 (10.3%) are yet to decide because they are not sure what to say.

4.3 DISCUSSION OF FINDINGS

The discussion of findings received around the set objectives. The findings in this study were compared to empirical findings made in other related studies, where effort was made to reconcile them. The objectives are presented again below:

1. To explore the effects of Training on employee performance among the organization
2. To identify appropriate services and development activities responsive to employee wishes.
3. To find out conclusion on how to achieve efficiency in the organization.

RESEARCH OBJECTIVES ONE

From the analysis of data collected from the respondents, it was observed that majority agreed on the opinion that training has a good effect on employee performance, add more to their knowledge and motivate them to perform better.

RESEARCH OBJECTIVE TWO

The respondents believed that in most cases, it's not always the employee's wish to go on training but it's most appropriate that the employee meets the company standard and would be able to represent the company elsewhere. It also implies that each employee would be able to identify themselves and know their weak areas.

RESEARCH OBJECTIVES THREE

The respondents also agree that with training, it is what goes into making the change and that people learn if they accept the need for training and commit to it. If their motivation is weak, no matter how well their training is designed and implemented, its effectiveness will be limited. So by these training makes an employee to be more productive.

CHAPTER FIVE

5.1 SUMMARY OF FINDINGS

The major findings of the study include the following

1. The extent to which selection procedure of an employee Training affected

2. The extent of effectiveness Training design on employee productivity

3. The extent of which training delivery style affected employee productivity

4. The relationship between employee perception on Traising and organizational performance.

5. The extent to which employee Training affected organizational performance so when other variables like training design delivery style, its effect becomes significant.

5.2 CONCLUSION

The study concludes that if the right employee is sent on training through the systematic Training procedure of identifying and selecting employee for Training, there would be a significant improvement on the organizational performance. Therefore, for organizations to become more productive and remain in business, especially in this area of increased global competiveness and growing complexity of the work environment, adequate training need assessment should be conducted by the human resource department before seading employees on Training. In addition, Dangote Flour Mills should have a mechanism for evaluating employee post training performance. Emphasis should be on still gap and ret on sentiment when selecting employee for training.

5.3 RECOMMENDATIONS

In the light of the findings and conclusion of the study, the following recommendation are made which if adopted would be training be training function of the human resources department of Dangote Flour Mill make the company more productive and efficient.

(a) Seminar and workshop should be organized for the human resource department on the importance of systematic approach of Training and proper procedure to follow in identifying skill gaps in the various departments.

(b) Head of department should be sanitized on the importance of sending the right employee on Training. They should not see training opportunities as pay back epportunities for their loyalties

(c) Recommending employees for training based on favoritism should be discouraged by the management

(d) A mechanism should be created for proper assessment and evaluation of employee performanice after training. Some of the employee performance indicators

(e) The humer' sources départment should ensure that adequate training design should be adested for employee training. The content should be able to include the identified skii gaps while making sure that a trainer who is knowledgeable and experienced in that area is contracted for the training delivery.

(f) Employee should be encouraged to embrace other developmental courses that could be impact on their general performance and increase organizational performance.

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