



Manpower Training And Employees' Performance Of Local Government In Edo Central Senatorial District, Nigeria

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Abstract: *The study examines manpower training and employees' performance of local government in Edo Central Senatorial District, Nigeria. It specifically examines the impact of on-the-job and off-the-job training on employees' task and contextual performance in the area of study. The study adopted a descriptive survey research design. The population of the study comprised of the 2,821 (two thousand eight hundred and twenty-one) employees of the five local government areas in Edo Central Senatorial District, Nigeria. From the population of the study, 350 (three hundred and fifty) employees were sampled. The sample size was determined with Taro Yamane formulae of Sample size determination. The sample size was taken with stratified random sampling technique. Data was collected with the means of a structured questionnaire which was validated by professional in the field of measurement and evaluation. Data collected were analyzed with mean. The analyses of the data collected revealed that that on-the-job and off-the-job training have positive effects on employees' task and contextual performance. Based on the findings of the study, it is recommended that: management of organizations should prioritize the training and development of their employees to ensure optimal performance; and employees on training should be rewarded adequately to increase their interest in the training programme.*

Keywords: *Employees' Performance, Local government, Manpower Training.*

INTRODUCTION

The efficiency and effectiveness of any organizations is determined by the quality of its manpower. Thus, organizations need to regularly train her manpower to ensure maximum accomplishment of the objectives stated. Training means the process of increasing the knowledge and skills of an employee for doing a particular job. It seeks to improve the job performance and work behaviour of those trained. Manpower on the other hand, is the total number of people who can work to get something done. Therefore, manpower training is a process of equipping the employees particularly the non-managerial employees with specific skills that would enable them to improve on their performance and overall efficiency in an organization. Aduwusi (2018) sees manpower training as an attempt to improve current or

future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. It's often compulsory for some level of training to be offered to new members of staff as they are prepared for their role. Employees need to feel like they are seeing the opportunity to grow where they work. They will be less inclined to leave the company if they see appreciation and room to develop from their employer. According to Ofobruku (2015), the definitions of manpower have shown some essential elements in enhancing organizations resources and help employees to improve productive of the business or organization. In order to endure business effectiveness in organizations, the manpower becomes an asset and instrument used to grow productivity. Rastogi (2017) opines that manpower is an important resource for organizations especially for employees' continuous improvement of knowledge, skills, and abilities.

Business varies from one another. The variation in business brings about variation in the training need, which also brings about variation in training techniques or methods. Thus, in manpower training, the choice of training technique is imperative as it goes a long way determining the efficiency and effectiveness of the training programme. Training methods are techniques used to teach someone the necessary skills and knowledge to perform a task. According to Barbara, Klodiana, and Tony (2014), training techniques are the methods or activities that a trainer or instructor employed as a medium to convey knowledge, experience or information to the participants in order to facilitate their learning which might lead them to change their working behaviour and attitudes according to the course objectives. The scholars further said that there are numerous methods or techniques of training employees in organizations. However, the techniques are compressed into two categories which are on-the-job training; and of-the-job training techniques.

On-the-job training is a training technique that involves training of employees during their everyday working in the actual working scenario. It is considered as most cost effective method. This is also called as learning while doing. According to Nwankwo and Nzekwe (2013), on the job training is a method used by employers to develop the skills of a worker through hand-on experience. The trainee works in the same place and with the same equipment where he has to work as part of his job. There are different techniques or methods of training that fall under on-the-job training. They include coaching, mentoring, job rotation, apprenticeship, understudy, job instruction, committee assignment, and internship.

Off-the-job training is provided away from the workplace. The working environment is duplicated and is used for training. According to Nwankwo and Nzekwe (2013), this type of training is organized for the new employees' who has zero knowledge on the working environment and the does not have the skills for the current job. Off-the-job training is highly recommended when large number of employees needs to be trained. There are different techniques or methods that fall under off-the-job training. They include vestibule training, simulations exercises, classroom lectures, audio-visual, case study, role play, programme instruction, and business game.

The primary purpose of employees' training is to ensure maximum performance which in turn increases the organizational productivity. Performance is a metric used by successful businesses to measure their work accomplishments. Performance is the accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost and speed.

According to Temple (2017), most organizations believe that they can, and will, improve at what they do when employees' performances improve over time. Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Performance is associated with a quantity of output, quality of output, timeliness of output, presence/attendance on the job, the efficiency of the work completed and effectiveness of work completed. It is a metric that indicates how well employees adhere to both explicit and implicit standards, objectives, and priorities. Employee performance is how well a person executes their job duties and responsibilities. Basit (2017) sees employee performance as the actions taken by workers to perform the work assigned to them by the company. Employee performance is critical to a business's success. Each employee must work diligently to ensure that the company's vision and goal are realized. Many organizations assess their employees' performance on an annual or quarterly basis to define certain areas of deficiencies that need revitalization or improvement and to encourage further success in areas that are meeting or exceeding expectations. Employees' performance in organizations is grouped into task and contextual performance.

Task performance is the effectiveness with which an employee performs activities that contribute to the organization's technical core, either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services. According to Pradhan and Jena (2016), task performance is an understanding under contractual terms between an employer and an employee or a manager and a subordinate to perform an assigned task. While Contextual performance is a discretionary behaviour on the part of an employee that is believed to directly promote the effective functioning of an organization without necessarily directly influencing an employee's productivity. Motowildo and Kell (2012) defined contextual performance in terms of behavior that contributes to organizational effectiveness. The authors further described contextual performance as the behaviors that improve organizational effectiveness through its effects on the psychological, social, and organizational aspects of the job done by employees.

Training plays a major role for continuous enhancement of employees' competency and organizational efficiency. It is a major factor for motivation in an organization. Training creates a sense of ownership and confidence in workers and helps employees for self assessment. Many studies have been conducted on the relationship between manpower training and employees' performance in organizations. For instance, Vishwarkama and Tyagi (2016) concluded in their studies that manpower training plays significant role in the general performance of employees as it Increases productivity of the workers, enhance capacity of workers, helps in promotion process, reduces organization turnover, helps for legal requirements, helps to learn new technology etc. Therefore, it can be said that the basic reason for training employees of an organization is to increase organization's performance designed by the employer.

Similarly, Manasvi (2020) revealed in his study that internal training act as a catalyst for employee development that contributed significantly to the growth of organization. Any business or organization has advantages when it allows their employees to learn and enhance knowledge. Outcome of employee training and development is employee satisfaction, increased efficiency and hence growth of the organization. Many studies have

actually been conducted on the relationship between manpower training and employees' performance in Nigeria. The bulk of the previous studies seem to have been concentrated on private sectors, while a very few of the studies have been carried out in the government sectors of which, no empirical evidence has proved that such study has been conducted in the government sector of Edo Central Senatorial District. It is against this backdrop the study seeks to investigate the impact of manpower training on local government employees' performance in Edo Central Senatorial District Nigeria.

Statement of the Problem

Human resource is an inevitable resource in any organization as it is the vehicle that conveys all activities of organizations. However, human resource can only be relevant in an organization if they acquainted with the requisite knowledge and skills. Thus, there is need for manpower training and development. Manpower training programs help to improve the knowledge and skills of employees to match the various changes in the organization. These improvements in turn positively affect the productivity of workers, which can increase the profits and efficiency of an organization. Despite the positive effects of manpower training in employees' performance, most employers of labour especially in public or governmental organizations still exhibit lackadaisical attitude towards manpower training all in the name of saving cost. This negative attitude has led to poor job performance, high levels of work-related stress, reduction of productivity, and high rate of turnover. These stated problems have negatively affected the general performance of most government sectors. It is against this backdrop the study seeks to examine manpower training and employees' performance of local government in Edo Central Senatorial District Nigeria.

Aim and Objectives of the Study

The aim of the study is to examine the effect of manpower training on employees' performance of Local Government in Edo Central Senatorial District, Nigeria. The specific objectives of the study include the following.

1. To examine the effect of on-the-job training on employees' task performance of Local Government in Edo Central Senatorial District.
2. To examine the effect of on-the-job training on employees' contextual performance of Local Government in Edo Central Senatorial District.
3. To examine the effect of of-the-job training on employees' task performance of Local Government in Edo Central Senatorial District.
4. To examine the effect of of-the-job training on employees' contextual performance of Local Government in Edo Central Senatorial District.

Research Questions

The study provided answers to the following questions.

1. What effect has on-the-job training on employees' task performance of Local Government in Edo Central Senatorial District?
2. What effect has on-the-job training on employees' contextual performance of Local Government in Edo Central Senatorial District?
3. What effect has of-the-job training on employees' task performance of Local Government in Edo Central Senatorial District?
4. What effect has of-the-job training on employees' contextual performance of Local Government in Edo Central Senatorial District?

Scope of the Study

The scope of the study is made up of content scope, geographical scope, and the unit scope.

Content Scope: the content of the study is limited to the specific objectives of the study, which are the effect of on-the-job training on employees' task performance, the effect of on-the-job training on employees' contextual performance, the effect of of-the-job training on employees' task performance, and the effect of of-the-job training on employees' contextual performance. **Geographical Scope:** the geographical scope of the study is limited to the Local Government Area that formed Edo Central Senatorial District, Nigeria.

Unit Scope: the unit scope or the unit of analysis is limited to the local government employees in the area of study.

RESEARCH METHODOLOGY

Design of the Study

The study employed a descriptive survey research design. According to Omorogiuwa (2016), a descriptive survey research design aims at collecting data on, and describing in a systematic manner, the characteristics features and facts about a population of a study. This research design is considered suitable for the study in the sense that the study aims at collecting data on the effect of manpower training in organizations.

Population of the Study

The population of the study is made up of the 2,821 (two thousand, eight hundred and twenty-one) employees in the 5 (five) local government areas of Edo Central Senatorial District, Nigeria.

Sample and Sampling Technique

From the population, 350 (three hundred and fifty) employees of the five Local Government Areas of Edo Central Senatorial District was sampled for the study. The sample size was determined with the means of Taro Yamane formulae of sample size determination. The sample size was taken with the means of stratified sampling technique. It was performed by sharing the sample proportionately in line with the population of employees of each local government area. Thereafter, a random sample of the sample size of each local government area was taken to arrive at the said sample size.

Research Instrument

The instrument used for data collection was a structured questionnaire designed by the researchers. The questionnaire contains a cover letter, section A, and section B. the cover letter was to appeal for the maximum cooperation of the respondents. Section A contains the personal information of the respondents. While section B is made up of 32 (thirty two) structured items on the impact of manpower training on employees' performance in a four rating scale of Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD).

Validity and Reliability of the Instrument

The instrument was validated by 3 experts in the field of Measurement and Evaluation and it was found to have content, face and construct validity. The reliability of the instrument was determined with test retest. It was performed by administering the instrument to 20 respondents first. Two weeks later, same instrument was re-administered to same respondents. The results of the two tests were compared with Pearson Product Moment Correlation Coefficient formulae. A coefficient of 0.9 was obtained which was suitable for the study.

Method of Data Collection

Data for the study was collected through physical contact with the respondents in their various local government secretariats. The researchers ensured the questionnaires are correctly completed and retrieved on the spot. A hundred percent retrieval rate was obtained.

Method of Data Analysis

Data collected were analyzed with mean. Decision rule was based on the comparison of the calculated mean scores obtained in the analysis of each research question with the mean bench mark of 2.50. A calculated mean score of 2.50 and above was accepted. However, a calculated mean score less than 2.50 was rejected. The mean bench mark was obtained by dividing the sum of the scores of the rating scales (4+3+2+1) by the number of the scales (4).

RESULTS

Research question one

What effect has on-the-job training on employees’ task performance of Local Government in Edo Central Senatorial District?

In response to the above question, the respondents’ responses to items 1 to 8 of the questionnaire administered were subjected to mean analysis. The result of the analysis is presented in Table 1.

Table 1: Mean Analysis of Respondents to the Effect of On-The-Job Training on Employees’ Task performance in Edo Central Senatorial District, Nigeria.

S/N	Items	Mean	Remark
1.	Coaching aids employees’ ability to perform their task effectively	3.2	Accepted
2.	Mentoring aids employees’ ability to perform their task effectively	3.4	Accepted
3.	Job rotation helps employees to perform their task effectively	2.8	Accepted
4.	Apprenticeship aids employees’ ability to perform their task effectively	3.1	Accepted
5.	Understudy aids employees’ ability to perform their task effectively	2.6	Accepted
6.	employees perform their task effectively through job instruction	2.7	Accepted
7.	Committee assignment help employees to perform their task effectively	2.8	Accepted
8.	Internship helps employees to perform their task effectively	3.0	Accepted
Total Mean Score		2.95	Accepted

Source: Field work, 2024

Generally, the above table revealed that the total calculated mean score of all the items analyzed is greater than the minimum bench mark (2.95 > 2.50). Since the total calculated mean score is greater than the minimum bench mark, it is accepted that on-the-job training has positive effect on employees’ task performance.

Research question two

What effect has on-the-job training on employees’ contextual performance of Local Government in Edo Central Senatorial District?

In response to the above question, the respondents’ responses to items 9 to 16 of the questionnaire administered were subjected to mean analysis. The result of the analysis is presented in Table 2.

Table 2: Mean Analysis of Respondents to the effect of On-The-Job Training on Employees’ Contextual performance in Edo Central Senatorial District, Nigeria.

S/N	Items	Mean	Remark
9.	Coaching aids employees’ ability to perform contextually	2.5	Accepted
10.	Mentoring aids employees’ ability to perform contextually	3.0	Accepted
11.	Job rotation helps employees’ to perform contextually	2.7	Accepted
12.	Apprenticeship aids employees’ ability to perform contextually	2.6	Accepted
13.	Understudy aids employees’ ability to perform contextually	2.8	Accepted
14.	employees perform contextually through job instruction	2.6	Accepted
15.	Committee assignment help employees to perform contextually	3.2	Accepted
16.	Internship helps employees to perform contextually	2.8	Accepted
Total Mean Score		2.78	Accepted

Source: Field work, 2024

Generally, the above table revealed that the total calculated mean score of all the items analyzed is greater than the minimum bench mark (2.78 > 2.50). Since the total calculated mean score is greater than the minimum bench mark, it is accepted that on-the-job training has positive impact on employees’ contextual performance.

Research question three

What effect has of-the-job training on employees’ task performance of Local Government in Edo Central Senatorial District?

In response to the above question, the respondents’ responses to items 17 to 24 of the questionnaire administered were subjected to mean analysis. The result of the analysis is presented in Table 3.

Table 3: Mean Analysis of Respondents to the Impact of Off-The-Job Training on Employees’ Task performance in Edo Central Senatorial District, Nigeria.

S/N	Items	Mean	Remark
17.	Vestibule training aids employees’ ability to perform their task effectively	2.5	Accepted
18.	Simulation exercise aids employees’ ability to perform their task effectively	3.1	Accepted
19.	Classroom lectures help employees’ to perform their task effectively	2.6	Accepted
20.	Audio-visual aids employees’ ability to perform their task effectively	2.8	Accepted
21.	Case study aids employees’ ability to perform their task effectively	3.0	Accepted
22.	employees perform their task effectively through role play	2.7	Accepted
23.	Programme instruction help employees to perform their task effectively	2.5	Accepted
24.	Business game helps employees to perform their task effectively	2.9	Accepted
Total Mean Score		2.76	Accepted

Source: Field work, 2023

Generally, the above table revealed that the total calculated mean score of all the items analyzed is greater than the minimum bench mark (2.76 > 2.50). Since the total calculated mean score is greater than the minimum bench mark, it is accepted that off-the-job training has positive impact on employees’ contextual performance.

Research Question Four

What effect has of-the-job training on employees’ contextual performance of Local Government in Edo Central Senatorial District?

In response to the above question, the respondents’ responses to items 25 to 32 of the questionnaire administered were subjected to mean analysis. The result of the analysis is presented in Table 3.

Table 4: Mean Analysis of Respondents to the Impact of Off-The-Job Training on Employees' Contextual performance in Edo Central Senatorial District, Nigeria.

S/N	Items	Mean	Remark
25.	Vestibule training aids employees' ability to perform contextually	3.0	Accepted
26.	Simulation exercise aids employees' ability to perform contextually	2.6	Accepted
27.	Classroom lectures help employees to perform contextually	2.5	Accepted
28.	Audio-visual aids employees' ability to perform contextually	2.5	Accepted
29.	Case study aids employees' ability to perform contextually	2.6	Accepted
30.	employees perform contextually through role play	3.1	Accepted
31.	Programme instruction help employees to perform contextually	3.2	Accepted
32.	Business game helps employees to perform contextually	2.8	Accepted
Total Mean Score		2.79	Accepted

Source: Field work, 2023

Generally, the above table revealed that the total calculated mean score of all the items analyzed is greater than the minimum bench mark ($2.79 > 2.50$). Since the total calculated mean score is greater than the minimum bench mark, it is accepted that off-the-job training has positive impact on employees' contextual performance.

CONCLUSION

Human resource is a veritable tool that ensures organizational success. It is the brain box that ensures the smooth running of organizations of any kind. Investment in the training of manpower of organization is a profitable venture to the employers or management of organizations. Existing literatures and this study in particular have proved this fact beyond reasonable doubt, as the analyses of the data gathered in this study revealed positive effects of manpower training on employees' performance. Specifically, it revealed that on-the-job and of-the-job training have positive impacts on employees' task and contextual performance, which invariably have positive effect on the general performance of organizations.

RECOMMENDATIONS

Based on the conclusion the study recommends the following:

1. management of organizations should prioritize the training and development of their employees to ensure optimal performance; and
2. employees on training should be rewarded adequately to increase their interest in the training programme.

CONTRIBUTION TO KNOWLEDGE

Manpower training is a panacea to organizational success as the finding of this study has proved it beyond reasonable doubt. Prior to this study, little was known on the effect of manpower training on employees' performance in public or government sectors especially in the area of study. Thus, this study has further contributed to the existing literatures on the impact of manpower training on employees' performance as the study has specifically revealed that manpower training has positive effects on employees' task and contextual performance in governmental organizations.

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