

**IMPACTS OF MANPOWER TRAINING DEVELOPMENT ON EMPLOYEES OF BIO-
RESOURCES DEVELOPMENT CENTRE (BIODEC) OF FEDERAL MINISTRY OF
SCIENCE AND TECHNOLOGY, OGBOMOSHO, NIGERIA**

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ABSTRACT

The study examined the impact of manpower training development on employees of the Ministry of Science and Technology with special focus on Bio-resources Development Centre (BIODEC), Ogbomosho. It examined the essence of training and manpower development on employees of BIODEC; accessed the impacts of manpower training and development in the performance of employees; and analysed the challenges militating against manpower training development for the employees in the study area. These were with the view of investigating the impacts of training and manpower development of employees' performance in the study area. Data were obtained through primary and secondary sources. While primary data were sourced through self-administered questionnaire and observation, secondary data were gathered from journals, textbooks and internet. Respondents were randomly selected and a total number of 150 staff (which was divided into scientific and non-scientific officers) was sampled. Data were analysed using descriptive statistics. The study revealed that proper training and manpower development increased employees' job performance, enhanced long term productivity, and helped in the realisation of organisational goals. It also revealed that new skills are always learnt through training, and training programmes are not meant for only those at the top cadre but for all employees across the cadre. The study concluded that training and manpower development is very crucial in every organisation as this would enhance high productivity, efficiency and effectiveness while realising the organisational goals.

Keywords: Training, Manpower Training, Manpower Development, Effectiveness and Efficiency.

1.1 Introduction

Training and manpower development is essential to the success of every organisation. Although technology and the internet have enabled global collaboration and competition, employees are still the organisation's competitive advantage. Training and manpower development enables employees to develop skills and competence necessary to enhance bottom-line results for their organisations. Manpower training and development seeks to improve the performance of work units, departments, and the whole organisation. It looks in-depth at where an organisation stands in comparison to where it hopes to be in the future, and develops the skills and resources to get there. The ultimate goal of staff training and development is to enable the organisation to grow stronger in achieving its purpose and mission.

Training, according to Abiodun (1999), is a systematic development of the knowledge, skills and attitudes required by employees to perform adequately on a given task or job. It can take place in a number of ways; on the job or off the job, in the organisation or outside the organisation. Lawal (2006) viewed staff training and development as a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organisation. He argues further that man is dynamic in nature, the need to be current and relevant in all spheres of human endeavours make staff development a necessity in every organisation.

The recognition that human resources are value means for improving productivity as the most valuable assets of any organisation since the management of other resources (e.g. information resources, material resources etc.) entirely depends on it. The importance of training and development is very crucial given the growing complexity of the work environment, the rapid change in organisations and advancement in technology, among other things. Training and development helps to ensure that organisational workforce possess the knowledge and skills they need to perform their jobs effectively, take on new responsibilities and adapt to changing conditions. Training - physically, socially, intellectually and mentally - is very essential in facilitating not only the level of productivity but also the development of personnel in organisations. Bio-resources Development Centre (BIODEC) is one of the agencies established under the Federal Ministry of Science and Technology. It is saddled with the responsibility of

implementing policies that are aimed at promoting, coordinating, setting research and development priority for biotechnology in Nigeria. Each of these centres is established across the six geopolitical zones. In this paper, the centre at Ogbomosho was used as a case study.

1.2 Statement of the Problem

In Nigeria, inefficiency is a very serious problem that needs to be addressed urgently. Europe faced this same problem in the 18th and 19th centuries and writers such as Max Weber (1947), Vroom (1970), and a host of others were able to address the issue of how organisations can increase output and improve efficiency. Most organisations find it difficult to identify the training needs, and even where the need is recognised, the exercise is often inappropriate, haphazard or premised on a faulty diagnosis of organisational training needs. In other situations, where training happens to occur, deployment of staff so trained may be without regard to the skill the staff acquired, leading to frustration of such personnel and general inefficiency in the system. This is very common in Nigerian public enterprises (Onah, 2008).

Numerous scholars have written on how organisational efficiency, competence and effectiveness can be achieved through training. Banjiko (1996), Adebayo (2002), and Okotoni (2005) have identified that training increase productivity, improves the quality of work, improves skills, knowledge, understanding and attitude; and enhance the use of tools and machine. Furthermore, Abba and Anagodo (2006) argue that manpower training and development in an organisation enhance the implementation of new policies and regulations, prepares people for achievement, improves manpower development and ensures the survival and growth of the enterprise. However, very few organisation, most especially public enterprises, involve in the training and development of their workforce. The resultant effect of this anomaly could be seen in their inefficiency, ineffectiveness, redundancy, and losses to investments. Therefore, it is against the backdrop of the relative importance of staff training and development in relation to organisational effectiveness that this work is based.

1.3 Objectives of the study

The general objective is to examine how staff training and development enhance organisational effectiveness and efficiency; while the specific objectives were to:

- i. examined essence of training and manpower development on employees of BIODC
- ii. accessed the impact of manpower training and development on the performance of employees in the Federal Ministry of Science and Technology; and
- iii. analysed the challenges militating against manpower training and development by employees in the study area.

2.0 Conceptual Review

2.1 Manpower Training

Manpower training, according Armstrong (2003), is the formal and systematic modification of behaviour through learning which occurs as a result of educational instruction, development and planned experience. From this definition, one could say manpower training is a systematic process of altering the behavior and/or attitudes of employees in a direction to increase organisational goals. According to Abiodun (1999), training is a systematic development of the knowledge, skills and attitudes required by employees to perform adequately on a given task. Employees who have not received adequate training before being assigned with responsibilities lack the necessary confidence with which to carry out the job. An employee, however, should be helped to grow into more responsibilities by systematic training and development.

Furthermore, manpower training according to Nwachukwu (2009) could be defined as an organisational effort aimed at helping an employee to acquire basic skills required for the efficient execution of the functions for which he was hired or employed. On the other hand, he regards development as the activities undertaken to expose an employee to perform an additional duties and assume positions of importance in the organisational hierarchy. According to Akpan (1982), training is to equip people with the knowledge required to qualify them for a particular position of employment or to improve their skills and efficiency in the position they already hold. Training as cited by Onah (2008) is defined as an organised and coordinated development of knowledge, skills and attitudes needed by an individual to master a given situation or perform

a certain task within an organisational setting. Obiajulu and Obikezie (2014) posited that after the selection process has been completed in an organisation, the new employees need some form of training for them to adapt to the organisational methods and systems. Training to them is referred to as teaching operational or technical employees how to do the job for which they were hired.

2.2 Manpower Development

Broadly speaking, manpower development is the act of increasing the knowledge and skills of an employee for doing a particular job. According to Odion (2003), the need for improved productivity has become universally accepted and that it depends on efficient and effective training given to workers. Therefore, it has become necessary in view of advancement in the modern world to invest in training. Thus, the role played by staff training and development can no longer be over-emphasized. Staff development is based on the premise that staff skills need to be improved for organisations to grow. To Okotoni and Erero (2005), training entails a systematic development of knowledge, skills and attitudes required by employees to perform adequately on a given task or job. New entrants into organisations have various skills, though not all are relevant to organisational needs. Training and development are required for staff to enable them work towards taking the organisation to its expected destination. However, for any organisation to succeed, training and re-training of all staff in the form of workshops, conferences and seminars should be vigorously pursued and made compulsory.

Consequently, analyzing the above definitions, one can say that both training and development result in creating a change in an individual. Thus, there is a kind of similarity between training and development because both concepts are aimed at creating a favorable change in the individual. However, the frontiers of development extend further to measure how effective the favourable change in behaviour has improved job performance. Training, as it is observed, exposes employees to skills necessary for effective job performance while development goes further to equip employees with the knowledge required for performing additional responsibility to a particular task, faster and better than before. Moreso, development may involve exposing an employee to more challenging tasks.

3.0 METHODOLOGY

The study area for this research was the Bio-resources Development Centre (BIODEC), Ogbomosho, Oyo state. The type of research design employed is survey research design. The population of study was 150 respondents, which comprised of two (2) categories of staff of the organisation; the scientific officers (70) and non-scientific officers (60). This is illustrated in the Table 1 below.

Table 1: Population of Study

S/No	Departments of Personnel	Number
1.	Scientific Officers	70
2.	Non-scientific Officers:	
	Executive Officers	20
	Administrative Officer	32
	Account/Audit Unit	11
	ICT	9
	Store Office	2
	Clerical Officers	5
	Total	150

Source: Field Survey, 2020

The sampling technique employed was simple random sampling. Both primary and secondary methods were used in data collection. While the primary method involved the use of self-administered questionnaire and observation, the secondary method involved retrieving informal from textbooks, journals, articles, and internet was used to provide evidence for discussion of findings. In addition, the questionnaire was designed to elicit information from the respondents and to answer the major objectives of the study. Data collected were analysed using the Statistical Package for the Social Sciences (SPSS) and presented in tables, frequency, and percentages.

4.0 Presentation of Results and Discussion of Findings

Out of the one hundred and fifty (150) copies of questionnaire administered, one hundred thirty (130) copies were retrieved from the respondents, representing 87% response rate. The result of the analysis is given below.

Table 2: Socio-Demographic Characteristics of Respondents

Gender	Frequency	Percent	Cumulative Percent
Male	86	66.2	66.2
Female	44	33.8	100.0
Total	130	100.0	
Age			
20-30	54	41.5	41.5
31-40	44	33.8	75.4
41-50	28	21.5	96.9
50-60	4	3.1	100.0
Total	130	100.0	
Academic Qualification			
FSLC	14	10.8	10.8
SSCE	25	19.2	30.0
HND/BSC	65	50.0	80.0
Others	26	20.0	100.0
Total	130	100.0	
Departments			
Administration and Human Resources	54	41.5	41.5
Finance and Account	44	33.8	75.4
Science and Research	28	21.5	96.9
Engineering and Technology	4	3.1	100.0
Total	130	100.0	
Years in Service			
0-5years	21	16.1	11.5
6-10years	57	43.9	12.3
11-15years	24	18.5	30.8
16-20years	28	21.5	100.0
Total	130	100.0	

Source: Field Survey, 2020

From the Table 2 above, 86 (62.2%) of the respondents were male, while 44 (38.8%) of the respondents were female. This gender feature had no implication on the study because it is not

gendered based. On age distribution, 54 (41.5%) of the respondents fell into the age group of 20-30, 44 (33.8%) belonged to the age group of 31-40 years, age group of 41-50 years had 28 (21.5%), and 4 (3.1%) were above 51- 60 years of age. It was discovered that majority of the respondents were people within the 20-30 years who had the passion to engage in work activities to meet their personal goals and aspirations of life. Also, it was an indication that the respondents were mature for the study. In terms of academic qualification, 14 (10.8%) of the respondents had First School Leaving Certificate, 25 (19.2%) had Secondary School Certificates, 65 (50.0%) were graduates with either HND or B.Sc Degrees, while 26 (20.0%) of the respondents had other higher degrees. This revealed that majority of the respondents were HND/B.Sc (degree) holders and demonstrated the intellectual abilities, potentials, and the validity of the information they provided. Furthermore, 54 (41.5%) of the respondents were of the department of Administration and Human Resources, 44 (33.8%) were in the department of Finance and Account, 28 (21.5%) were in Science and Research while 4 (3.1%) were in Engineering and Technology. Under years in service, 21 (16.1%) of the respondents had worked for less than 5 years, 57 (43.9%) had worked for 6-10 years, 24 (18.5%) had worked for 11-15 years while 28 (21.5%) had worked for 16 years and above. Therefore, we can conclude that a good number of the respondents possess reliable experiences.

Table 3: Examination of the essence of training and development on the Employees

Variable	Agree	Strongly Agree	Undecided	Disagree	Strongly Disagree
	f (%)	f (%)	f (%)	f (%)	f (%)
1. Training helps employees to acquire basic skills	11 (8.5%)	48 (36.9%)	41 (31.5%)	22 (16.9%)	8 (6.2%)
2. Employees' performance strongly depends on their development	31 (23.8%)	29 (22.3%)	43 (33.1)	15 (11.5%)	12 (9.2%)
3. Job effectiveness depends on trainings	38 (29.2%)	28 (21.5%)	7 (5.4%)	7 (5.4%)	18 (13.8%)
4. Development is to make employees acquire more knowledge on their current job	43 (33.1%)	20 (15.4%)	27 (20.8%)	19 (14.6%)	21 (16.2%)
5. Training gives new recruits the necessary skills needed in their new job	34 (26.2%)	33 (25.4%)	8 (6.2%)	26 (20.0%)	29 (22.3%)
6. Development is to prepare employees for future task and for leadership roles	29 (22.3%)	46 (35.4%)	17 (13.1%)	29 (2.3%)	9 (6.9%)
7. Working in an establishment that doesn't value training is dangerous to its growth	55 (42.3%)	52 (40.0%)	1 (0.8%)	16 (12.3%)	6 (4.6%)
8. Employees' performance/output is determined based on their development	41 (31.5%)	63 (48.5%)	10 (7.7%)	12 (9.2%)	4 (3.1%)

Source: Field Survey, 2020.

From the above table, majority of respondents agreed that training helps employees (both old and new recruits) to acquire basic skills to execute their organisational duties, enhance job performance and effectiveness, and it doesn't speak well to work in an organisation that doesn't value training and manpower development. The findings corroborated Abiodun (1999) and Adebayo (2002) who posited that manpower trainings help in acquiring new skills as well as enhance job performance.

Table 4: Impact of Training and Development on BIODEC Employees

Variables	Agreed	Strongly Agreed	Undecided	Disagreed	Strongly Disagreed
	f (%)	f (%)	f (%)	f (%)	f (%)
1. Training and development increase employees' job performance	49 (37.7%)	29 (22.3%)	13 (10.0%)	18 (13.8%)	21 (16.2%)
2. New skills are usually learnt through training and development	18 (13.8%)	56 (43.1%)	21 (16.2%)	26 (20.0%)	9 (6.9%)
3. Training and development is meant for top management only and not for other cadre	20 (15.4%)	7 (5.4%)	20 (15.4%)	39 (30.0%)	44 (33.8%)
4. Resourcefulness of the employee depends on training and development	29 (22.3%)	38 (29.2%)	18 (13.8%)	28 (21.5%)	17 (13.1%)
5. Employee training and development help organisation to achieve their objective	35 (26.9%)	34 (26.2%)	16 (12.3%)	30 (23.1%)	15 (11.5%)
6. The progress of BIODEC is directly related to the quality of its training policy	39 (30.0%)	37 (28.5%)	15 (11.5%)	19 (14.6%)	20 (15.4%)
7. Training and development determines the long term productivity of the employee	40 (30.8%)	38 (29.2%)	18 (13.8%)	22 (16.9%)	12 (9.2%)
8. From your encounter with other organisations, can you say BIODEC training policy is effective	46 (35.4%)	29 (22.3%)	18 (13.8%)	11 (8.5%)	26 (20.0%)

Source: Field Survey, 2020.

The results in Table 4 above revealed the impact of training and manpower development in BIODEC. The result revealed that majority of the respondents agreed that training and manpower development determines the long-term productivity of employees, brings about resourcefulness of employees, and helps organization to achieve its set goals. Furthermore, the respondents agreed that training and manpower development is not meant for only top cadre but for all employees. The finding tallies with Abba and Anagodo (2006) who identified that among the impacts of manpower training and development are that it increases job productivity/output, improves quality of work, and ensures organisational growth.

Table 5: Factor militating against training and development in BIODC

Variables	Agreed	Strongly Agreed	Undecided	Disagreed	Strongly Disagreed
	f (%)	f (%)	f (%)	f (%)	f (%)
1. Insufficient funds for training has been a major constraint facing employees training in the ministry	55 (42.3%)	52 (40.0%)	1 (.8%)	16 (12.3%)	6 (4.6%)
2. Technological innovation affects the content, nature and training needs of the organisation	41 (31.5%)	63 (48.5%)	10 (7.7%)	12 (9.2%)	4 (3.1%)
3. The attitude of top management towards training is part of the factors affecting training.	51 (39.2%)	59 (45.4%)	8 (6.2%)	7 (5.4%)	5 (3.8%)
4. Selection criterion doesn't give equal opportunity to all categories of staff in the organisation	49 (37.7%)	58 (44.6%)	13 (10.0%)	10 (7.7%)	0
5. Training and development has been for money making and has not make serious impact on the organisation	32 (24.6%)	57 (43.8%)	23 (17.7%)	14 (10.8%)	4 (3.1%)
6. Favoritism and tribalism has been part of problems inherent in training and development	45 (34.6%)	54 (41.5%)	14 (10.8%)	14 (10.8%)	3 (2.3%)
7. Government is not giving serious attention to training and development for promotion	51 (39.2%)	55 (42.3%)	9 (6.9%)	10 (7.7%)	5 (3.8%)
8. Most of the equipment for training are not always made available during training.	11 (8.5%)	48 (36.9%)	41 (31.5%)	22 (16.9%)	8 (6.2%)
9. Corruption is the major setback instrument in training and development.	15 (11.5%)	43 (33.1%)	29 (22.3%)	31 (23.8%)	12 (9.2%)

Source: Field Survey, 2020.

From the table above, majority of the respondents agreed that paucity of funds, negative effect of technological innovations, inadequate training materials/equipment, poor will towards manpower development by top management, favouritism in selection criteria, and corruption were the major challenges identified to be affecting training and manpower development. The findings confirmed Okotoni and Erero (2005) who argued that insufficient funding and government attitude to trainings and manpower development are the major challenges facing public enterprises in Nigeria.

5.0 Recommendations

For a balanced and objective assessment, the administration of questionnaire to the staff of BIODC was followed up with in-depth observation. While the staff gave out their opinions in the questionnaire, observation was used to confirm them, and it is from these that recommendations were made. These recommendations are:

- i. Comprehensive on-boarding programmes should be provided for new recruits so as to orientate them with the objective of establishment as well as acquainting them with the necessary skills needed in executing their assignments.
- ii. Sufficient budgetary allocations should be made available to the Ministry to solve the problem of paucity of funds for trainings and manpower development.
- iii. Training equipment should be readily made available to enhance hands-on experience and adequate knowledge needed to tackle 21st century technological problems.
- iv. Nigeria to ensure it partners with first-world countries in tapping knowledge and for mentoring, and staff selection criteria for such training exercises should be fair and credible.
- v. Close monitoring should be given to the top management in order to curb corrupt practices. This will also keep them at their toes in making them achieve the organisation's mission and vision statements.

5.1 Conclusion

The study was on impact of manpower training and development on the employees of Bio-resources Development Centre (BIODEC), Ogbomosho. BIODEC, being an agency under the Federal Ministry of Science and Technology, is a public enterprise established to implement policies that are aimed at promoting, coordinating, and setting research and development priority for biotechnology in Nigeria. The study examined the essence of training and manpower development on employees of BIODEC, the impacts of training and manpower development in the performance of employees, and the challenges militating against training and manpower development.

The findings of the study revealed that training and manpower development helps employees to acquire basic skills to execute their organizational duties, enhance job performance and effectiveness as well as the long-term productivity of employees. It also established the fact that training and manpower development should not be restricted to a particular cadre but to all employees of every organization. Furthermore, the study revealed that insufficient funding, inadequate training materials/equipment, negative effect of technological innovations, poor will towards manpower development by top management, favouritism in training selection criteria, and corruption are the major challenges facing training and manpower development in BIODEC. Finally, the study concluded that training and manpower development is a veritable tool to achieving employees' efficiency, effectiveness and organisational development.

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