
MANPOWER TRAINING AND DEVELOPMENT ON EMPLOYEE MORALE AND ORGANIZATIONAL PRODUCTIVITY: A THEORETICAL REVIEW

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ABSTRACT

The need for an organization to achieve its goals and objectives brought about the adoption of manpower training and development in its management processes. This paper examined manpower training and development on employee morale and organizational productivity. It is obvious that effective manpower training and development of employees would enhance their performances thereby contributing effectively in achieving organizational set objectives and goals. The paper observed that improved productivity, effectiveness and efficiency of organizations depend mainly on skills, attitudes, knowledge and competencies of their employees which are being generated mainly through training and development. The paper noted that the main objective of employee training and development is to develop employee skills, knowledge and competencies which are vital in the enhancement and promotion of organizational effectiveness, productivity and profitability, as well as in the development of some competitive edge over competitors. Training and development are based on the premise that the attitudes, skills, behaviours, capabilities and competencies of employees need to be improved in order to achieve organizational set goals and objectives. The purpose, importance and some methods of employee training and development, as well as factors affecting training were discussed. Based on the review and discussion made, conclusions and recommendations which aim at improving organizational productivity and performance were made with regard to employee training and development in Nigerian organizations.

Keywords: Manpower training, Employee morale, training and Development, Organizational Productivity, Competitive edge.

Introduction

In the developed and developing countries, active manpower policy has increasingly come to regard as an indispensable supplement to a policy of economic growth and that of an organization. Improved organizational productivity, efficiency and effectiveness, are major organizational objectives any organization must pursue for survival in today's highly competitive corporate environment. In this regard, one can say that organization in both developed and developing countries have come around the perspective of the subject as concerned by the international labour organization.

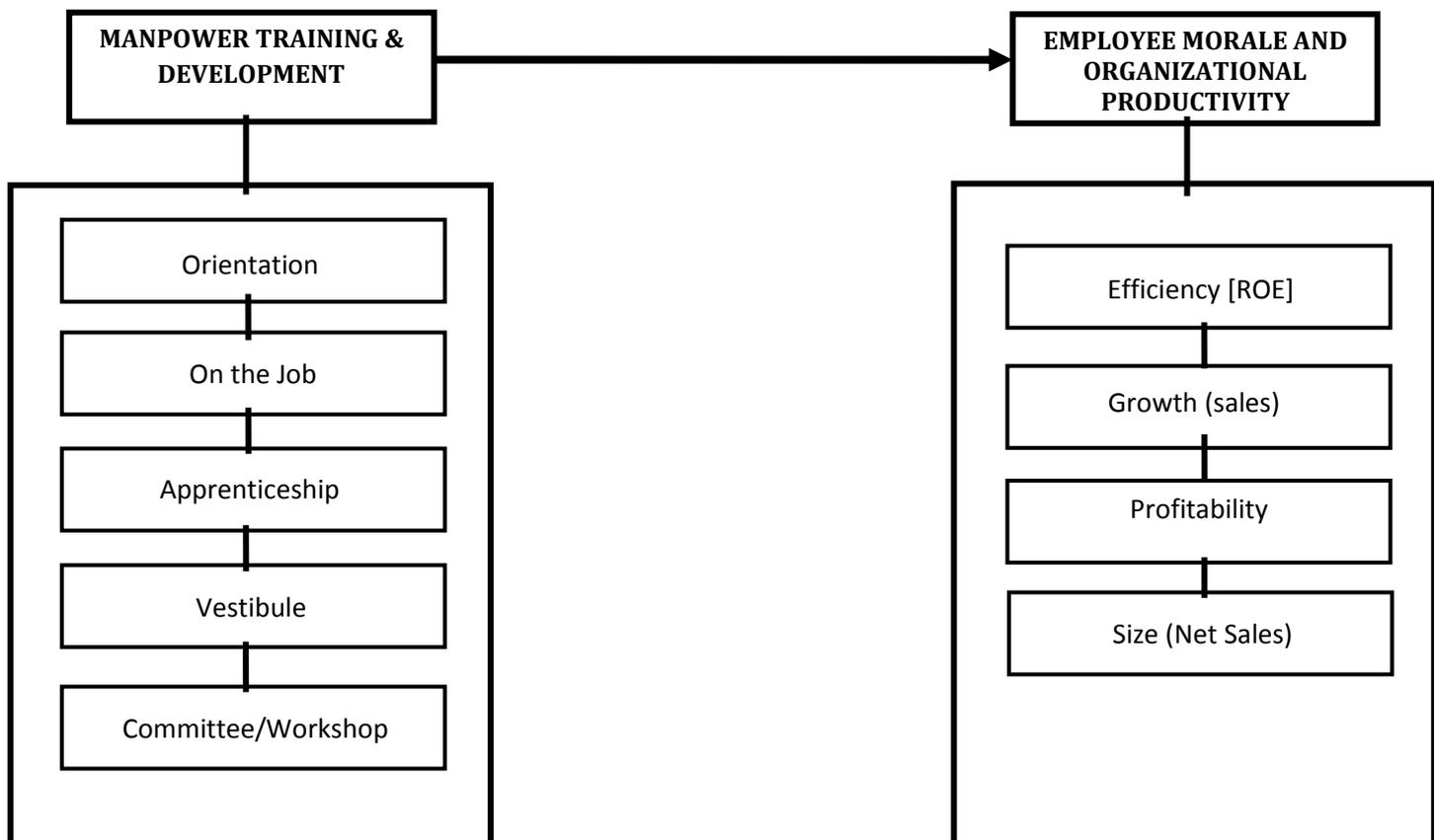
Manpower or human capital may be effectively employed or it may be under-utilized. The need for manpower can be categorized into two parts, that is, the generation of skills and the utilization of skills. These can generally be regarded as the process of human capital formation of investment on human capital. The success of an organization greatly depends on the quality of the people who work there to achieve such organizational objectives. The level of their skills, knowledge, abilities, capabilities and expertise of the employees on the main, lies on the quality of training and development received by the employees. Today, very profound emphasis is placed by organizations on the training and development of employees and this has an implicit emphasis on productivity as any organization that fails to lay serious emphasis on training and development is preparing for obsolescence of its employees, and inflexibility to adapt to our fast-paced changing environment (Nwachukwu, 2000). Thus, survival, growth and productivity of organizations would be difficult to come by in the absence of timely and effective employee training and development.

The importance of effective training and development of employees makes organizations to spend an enormous amount of money and time on training in order to help employee's learning of job-related competencies (Casio, 2000; Dowling and Welch, 2005), and employees competencies usually lead to organizational productivity. According to Adeniyi (1995), staff training and development is a work activity that can make very significant contribution to the overall effectiveness and profitability of an organization. Thus, training is a prerequisite for any organization which must achieve maximum productivity through the effective and efficient performance of employees (Taiwo 2007).

Today, the tremendous emphasis placed on manpower training is derived from the current realization that it is the employees that make up an organization's building block. Olaniyan and Ojo (2008) who highlighted the need for staff training and development noted that "human resources, are the most valuable assets of any organization and that with the machines, materials and even money, nothing gets done without man power. The place of manpower training and development in the life of any organization can never be over-emphasized. Nwachukwu (2000), succinctly stated that "technological innovations taking place everyday render today's skills and methods ineffective for tomorrow's activities. Thus, one of the most important functions of the executive and personnel administrator is to ensure that employees are helped to acquire needed skills, while those who do are helped to update them. Lewis (1997) demonstrated and strongly maintained that training and development is the main reason behind the high performance of workers, organizations and nations. And once employees are trained, they become more active and quick in responding and accepting needed changes, as well as build their inner confidence and develop understanding to the support of their peers. The efficient and effective performance of the workforce in turn, rest on the richness of the knowledge, skills and abilities possessed by the workforce.

Katcher and Snyder (2003) noted that “if executed correctly, the effects of training on employee performance can often encourage growth within the worker and the organization itself”. In other words, the implication of more investment in the form of training and development programmes on employees would raise expectations from them in term of performance, and the organization will gain competitive edge over their rivals due to the improved skills, knowledge, behavior and competencies learnt and/or acquired by the employees during their training and development programme. Where training and development programmes are in place, they are not sufficiently supported by the organization and the required investment is sidelined (Taiwo, 2007), as it is seen as an additional cost to the organization. According to Kum, Cowden and Karodia (2014), many organizations are forced to train only to reclaim their Skills Development Levies (SDL) which they pay monthly to government. Many others consider it as a waste of company funds as a result, pay lip service to workers training and only meet the needs for training and development in an adhoc and haphazard way, by allowing unsystematic and inefficient training practices to flourish in these organizations. This paper takes a theoretical incursion into the examination of the impact of employee training and development on organizational productivity.

Conceptual Framework



Source: Desktop research 2021

REVIEW OF RELATED LITERATURE

In social and management sciences, no one theoretical approach can adequately explain a social phenomenon. Nonetheless, we need a platform on which to investigate our subject of analysis. For this purpose and bearing in mind the constraint before us, we find New Public Management (NPM) theory relevant to anchor our discourse in this study. NPM was formally

conceptualized by Hood (1991). New public management points to the failures and inadequacies of public sector performance over time and the problems lying squarely in the nature and processes of public sector activity and traditional public administration. As a new paradigm in public administration, New Public Management theory is the transition from old traditional public administration theories to an arrangement that is workable, practicable and result oriented. It places emphasis on efficiency, effectiveness, corporate governance, technological innovation and democratization. New Public Management theory is a relentless effort in the direction of greater cost reduction, transparency and accountability in resource allocation and performance management through the quality of service (Pollit, 1991).

New Public Management theory therefore, captures the basis of institutional and organization restructuring as an attempt to raise its performance by improving the quality of service delivery. It's result focused rather than the process of result. Public management theory came up with different concepts for performance and principles to achieve it (Hood, 1991). Consequently, Hood identified the principles as accountability and efficiency, reduction of public sector expenditure, improvement in resource use through labour discipline, flexibility in decision making, competitive in the public sector through decentralization and emphasis on result and not procedure. The main thrust of New Public Management theory is not with what to do but how to do it better. The basic hypothesis holds that market oriented management of the public sector will lead to greater cost-efficiency and effectiveness for government organizations without having negative side effect on other objectives and considerations.

The Interface between Manpower Training and Development

The nexus between manpower training and development cannot be overemphasized. Economically, the relevance of manpower training and development in Nigeria could be situated vis-a-vis economic development. This is because manpower training and development captures the actual meaning of development, in that, it is people centered or oriented (World Bank, 2009; Grawboski and Shield, 2006). Indeed, the Gross National Development (GND) and the Gross Domestic Product (GDP) of a nation are also a function of the available manpower to man the economic development of such a nation. Any effort at improving the quality and growth of human resources can be seen as a means of sustainable development (Armstrong, 2010). This view was vividly captured by Omotade (1992:115) who argue that human resources constitute the ultimate dignity of a nation. After all, it is the interactions of people with natural resources that constitute development.

Bearing in mind that organization is not the building or equipment, it is the personnel that make up the organization, therefore, there is need to train for, and develop the right quality and quantity of personnel that will take an organization to its peak. In essence, there is need to rain and develop effective and efficient employees that will handle both operating and managerial functions to achieve the objectives of the organization effectively and economically. Yet, for any organization to achieve a reasonable degree of success, it must not be plagued with excess or inadequate manpower. Here lies the importance of manpower training. Excess or stock-pile employees can pose a serious problem for organizations. For instance, it can become a serious drain on profit. In addition, manpower training and development involves capacity building as well as harnessing a nation's or state's human capital which constitutes a sine-qua-non for national development. The umbilical relationship between manpower training and development is clear. The former forecasts the right skills, knowledge and vocation, qualities, professions, quantities and effectiveness; while the later draws on these projections in estimating training and development needs of manpower for

approved programmes. One major point that comes out forcefully from this nexus is that, it is through manpower training that personnel management functions are actualized. For example, training and development programmes cannot be positively and successfully undertaken if the manpower forecasts are faulty or deficient.

Yet, the interface between manpower training and development can manifest in political stability in the country or state or organization. Arguably, an organization that fails to adequately develop and harness its manpower would be doing at the expense of its socio-economic and political stability. It is along this side of thought that Omodia (2004) stressed the dysfunctional use of the organization's human resource among the employee in propelling political instability. According to Omodia (2004), there has been a situation in which the Nigerian youth especially those of poor family background were used as for disrupting the political democratic system through rigging, thugery and ethnic conflicts. These factors of rigging, thugery in addition to economic mismanagement, personal ambition or selfishness among others, were the factors that terminated the first and second Republic.

Methods of Manpower Training and Development In Organizations

The tools and methods for manpower development in organizations differs, and it is largely determined by the objectives of organizations; the idiosyncrasy of management staff or the chief executive, the organizational policy, as well as the organizational environment to mention a few. Thus, it is a common feature to see methods of manpower training and development varying from one organization to the other, just as a given organization can be tailored at adjusting different methods at different times or a combination of techniques at the same time. However, three basic techniques of manpower training and development have been identified. They include:

On-the-job method of manpower training and development: this method is basically different from the induction method in that induction is at the point of entry into the organization; while on-the-job method is a process through which knowledge and experience are acquired over a period of time, either formally or informally. This method involves the following:

Orientation: this method of manpower training and development could be said to be an integral part of the recruitment exercise in that once an applicant has been found employable, it is expected that such an employee need to be positively oriented in line with the vision and objectives of the organization for effective discharge of function. In addition, since employee's function in an organization is basically affected by his perception of the organization vis-à-vis the rules and principles that exist in the organization; it therefore follows that an employee undergoes formal and informal orientation in a place of work. While the formal orientation focuses on job specification and occupational demands placed on the employee, the informal orientation involves the social interactions that take place in the place of work which could either boost performance or be detrimental to it (Koontz, Donnel, & Welhrich, 2008). Therefore, orientation as a method of manpower training and development is quite indispensable because it helps in boosting the performance of employees' which is needed for competitive advantage in the global market.

Coaching: this is a method of an on-the-job training and development in which a young employee is attached to a senior employee with the purpose of acquiring knowledge and experience needed for the performance of tasks (Igbokwe-Ibeto & Osawe, 2014; Yalokwu, 2000).

Job Rotation: this method involves the movement of an employee from one official assignment or department to the other. In order for the employee to be acquainted with the different aspects of the work process or through job enlargement. That is given additional responsibility to an employee who has been uplifted as a result of the acquisition of additional skill or knowledge (Lawal, 2006; Yalokwu, 2000).

In-House Training and Development: this involves a formal method of on-the-job training in which skills and knowledge are acquired by employee through internally organized seminars and workshops geared towards updating the workers with new techniques or skills associated with the performance of their jobs (Igbokwe-Ibeto & Osawe, 2014; Lawal, 2006).

Apprenticeship Method: this method of manpower training and development involves the acquisition of skills through extensive practice for over a period of time by the trainee. This type of manpower training and development device could either be formal or informal. In the informal environments, the trainee is attached to the trainer, and he/she is expected to pay for an agreed period of apprenticeship (Nongo, 2005). In the formal environment, on the other hand, an employee of an organization could be placed under apprenticeship in the organization with pay.

Off-The-Job Techniques of Training and Development: this method of training and development takes place outside the actual job environment example, training centres, training institute, management development centres, etc. these techniques includes the following:

In-Service Training and Development Techniques: this method involves training outside the organization or workplace in higher institution of learning or vocational centres under the sponsorship of the organization or on terms that may be agreed upon between the organization and worker (Lawal, 2006).

Committee/Work Discussion Group Method: this method of training and development according to Igbokwe-Ibeto & Osawe (2014;24) entails manpower development through the involvement of employees in meetings, conferences, committees and work group discussion geared towards injecting inputs in form of decision making as regard solving organizational problem, in this approach, individuals with common interest are brought together to discuss and attempt to solve problems. A group leader is appointed to supervise and keep the discussion on course to ensure that the group does not deviate from the subject. The main focus of this method of training and development is to provide the participants an environment in which they solve problems which are occurring in their day-to-day activity. This method is quite indispensable, especially in or heading organizational units or departments.

Vestibule Training and Development Method: this is a method of manpower training and development through the acquisition of skills in a related working environment (Igbekwe-Ibeto & Osawe, 2014:26). Under this method the trainee practices his skills with identical equipment that he uses or he is expected to use in his actual place of work (Nongo, 2005). This method is most suitable for sensitive operation where maximal perfection is expected. The purpose is therefore to enable perfection at work place.

Simulation or Management Development Method: simulation or management development method is carefully developed exercise modeled on realistic situation in which trainees participate and receive feedbacks management development techniques is mainly for

an organizational managers. They are also useful for job in which the risk and cost of mistakes are high example, pilot training. The techniques include the following:

In-Basket Training and Development Method: This is also known as the "In-Trail" method. Under this method, there are reports, telephone messages, and memoranda that will typically be available on a manager's desk or table. The documents are presented in no particular order for actions ranging from urgent to runtime handling. Before anything is done with the information in those documents, each issue must first be ranked in order of importance (Walker, 2007).

Case Study Analysis Method: Here, participants or trainees are given a simulated business problem. They are expected to study the information that is given in the case, and make decisions based upon the situation (Walker, 2007). **Role Playing:** Role playing is used in teaching interpersonal skills such as managerial or sales interaction. Trainees adopt relevant roles, e.g. the role of manager and staff; it can also be customer-client relationship (Igbokwe-Ibeto & Osawe, 2-14:26).

CONCEPTUAL FRAMEWORK

Definition of Training and Development

Many definitions have been given to training as well as to development by different people. According to Mondy et al. (2002:215), training includes all activities designed to provide learners with the knowledge and skills needed for the execution of their present jobs. It is an organizational effort aimed at helping an employee to acquire basic skills required for the efficient execution of the activities and functions for which he is hired. It includes all activities undertaken to expose an employee to perform additional duties and assume positions of importance in an organization's hierarchy (Nwachukwu, 2006; Peter and Bunce, 1995). It is the overall process whereby an individual's behavior is modified to conform to a predefined and specific pattern, involving those activities, which essentially aim at providing skills, Knowledge and attitude required for employment in a particular occupation, group or related occupation or function in any field of occupation (Zigon, 2002; Aderinto, 1986; Ruhert, 1992).

When there is a gap between actual performance and what is needed, training can reduce it, if it does not completely eliminate the gap. This is done through changes and modification in behavior of individuals by giving individuals the necessary item of knowledge, skill or attitude they needed to perform up to standard (Richard, 2005; Craig, 1997; Joerg, 1995; and Zymelmen, 1990). Abiodun (1999) defined training as a systematic development of the knowledge, skills and attitudes required by employees to perform adequately on a given task or job. Commenting on the impact of training, Adeniyi (1995) pointed out that staff training and development is a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization. Training therefore is an essential component of high performance in work systems.

Concept of Employee Development

One of the major reasons for management development is to enhance the employee's chance of promotion in the organization. Nwachukwu (2006:127) asserts that development deals with the activities undertaken to expose an employee to perform additional duties and assume positions of importance in the organizational hierarchy. According to Oribabor (2000),

training and development aim at developing competencies; such as technical, human, conceptual and managerial for the furtherance of individual's and organization's growth.

Productivity is the measure of how the individual, organization and industry convert input resources into goods and services. It is the measure of how much output is produced per unit or resources employed (Lipsey, 1989). It is the effectiveness of the use of the factors of production to produce goods and services. In other words, productivity is the achievement of the highest level of performance output with least amount or expenditure of resources.

Objectives of Employee Training and Development

Organizations that conduct training and development programmes always have set of objectives they wish to accomplish. According to Olaniyan and Ojo (2008), the main objective of employee training and development is to improve the qualities of the trainee, and formulation of objectives for different needs and ways of achieving it. Katcher and Snyder (2003:90) noted that the objective of training includes: capital improvement, morale improvement and ability to adapt to global change. They argue that sometimes employees are reluctant to adapt to changes because of the uncertainty involved. However, a well structured training programme will make employees anticipate change and be willing to accommodate it.

Nwachukwu (2000:103) identified four major purposes of employee training and development as: skill development, attitude modification, education and development. He contends that the success and failure of an organization depend on the productivity of the employee, and that how to get the highest productivity from every worker is the main purpose of a training programme. Other objectives of training include increase productivity, low turnover rate, higher morale, and better coordination of work activities. Ameenq and Hanif (2003) maintain that the need to perform one's job efficiently and the need to know how to lead others are reasons for training and development. In addition, the need for higher productivity, effective workforce, work efficiency and competitive edge in the market are other reasons for training and development. Mondy et al (2002:216) contend that the basic purpose of training and development is to anticipate change and to respond positively to it. Beardwell, Holden and Claydon (2004) have noted that technological development and changes have gradually led some employees to the realization that success relies on the skills and abilities of employees thus a need for considerable and continuous investment in training and development of employees.

Advantages (Benefits) of Staff Training and Development

Training and development can be of great benefit to both the worker and the employing organization. It is not limited to only increased productivity, but in many other ways. Nwachukwu (2000:104) identified four major advantages of training as improvement of employee's morale, reduction of turnover rate, employee feeling of being part of the establishment, and a correct attitude and the knowledge required for success in the organization. According to Cole (2011) the benefits associated with training and development includes: High morale, lower cost of production, lower turnover, change management, improvement of availability and quality of staff, provision of recognition, enhanced responsibility and the possibility of increased pay and promotion for employees. Oguntimehin (2001) noted that "training increases productivity, improves the quality of work, improves skills, knowledge, understanding and attitude of the trainee, as well as enhance an individual's use of tools and machines"; it also reduces wastes, accidents, and turnover, among others.

It also leads to increase in quality of goods and services as result of effective performance (Kum, Cowden and Karodia, 2014). Nel, Van Dyk, Hassbroek, Schultz, Sono and Werner (2004:142) outlined the effects of training and development on organizational productivity as: increased success of quality products, reduction of project failures and defects, reduction of staff turnover and minimal supervision needs. Also included are the ability to progress, greater capabilities to carry out more projects, and changes in employee behavior. Taylor (2000:455) noted that “training and development that can be added to the employee’ resumes are big ticket items in terms of compensation plans”.

Factors Affecting Training and Development

Several factors have been found to influence training and development of employees. Mondy et al (2002:217) confirm that change is obviously one factor that impacts and is impacted by training and development. Employees may resent likely change if they felt it will affect them negatively, as a result, will work to thwart the programme’s chance of success. Therefore, management should endeavor to explain the objective of training and development programmes to the employees who are to take part in such programmes to avoid intentional sabotage arising from fear of change. Training could be a waste of time and resources if the area of emphasis in training is not properly identified and accepted by the trainees. Concerted effort must be to clearly identify areas of stress in a training programme to avoid frustrating and demoralizing the trainees. Lack of management support can negatively influence employee training and development. Robbins, Odendall and Roodt (2003:231) noted that many employees are opposed to training and development initiatives because they assume that the responsibility for training people is the responsibility of the school system, not the firms. Moreover, some organizations taught that it is the responsibility of the employee to learn how to do the job they are hired to do, as much, any investment in employee training is considered as extra cost for the organization.

Other factors influencing training and development include level or degree of management support, commitment from specialists and generalist, technological advances, learning principles and organizational complexity (Mondy et al, 2002:218). Lack of positive reinforcement, lack of opportunity to objectives of the training programme, poorly planned programmes and non alignment of training and development with business needs are pointed out by (Nwachukwu, 2006:133; Kleiman, 2003:389; and Perry, 2007:282) as other major factors as well. In addition, lack of feedback also affects training and development negatively as trainees find it difficult to know about their level of success in their training and development programmes as organizations do not evaluate the outcome of the programme after a given training sessions.

Training/Development and Organizational Productivity

The successful and prosperous future of any firm is a function of the skills, knowledge, abilities and competencies of the employees. And this is possible depending on the extent of training and development received by employees. Training and development not only improve employees resourcefully, but also it gives them a chance to learn their job virtually and perform it more competently, hence increasing organization’s productivity. Oguntimehin (2010) noted that training increases the productivity of organizations. According to Akineju (1999), training helps organizations to achieve their objective of higher productivity. Neo et al (2004:145) confirm that the human capital obtained from training and development by employees determines the long-term productivity of an employee on the job. In relation to organizational productivity the individual employee productivity translates to group

productivity and operational profitability. Employee training has been found to contribute to their performance effectiveness and productivity of organizations (Ameeq and Hanif, 2003; Olaniyan and Ojo, 2008; Singh and Mohanty, 2012; Kum et al, 2014; Colombo and Stanca, 2008).

Wright and Geroy (2001) noted that employee competencies change through effective training programmes. Accordingly, it not only enhances the knowledge, skills and attitude of the individual to perform effectively on their current and future jobs, it also contributes to superior organizational performances which give organizations competitive edge over others and thus, enhances their productivity and level of profitability.

Summary

Employee training and development has been identified as a vital instrument that can enhance an organizational performance, productivity and chance of survival in our highly competitive and changing corporate environment. An untrained employee is a liability to an organization as new methods and processes are being developed daily to help organizations innovate and challenge their competitors in the game of business. An organization that fails to train and develop her workforce, or that lay little emphasis on it is encouraging the obsolescence and inflexibility of the employees. Employee failure, therefore, may be ascribed to lack of provision of their training and development needs by the management. Employee training and development can therefore help organizations to develop core competencies and innovativeness that can give them strategic and competitive edge over their competitors, as well as help them to become more productive in the global business economy. In order to adapt and survive and succeed in our present scenario of business, training and retraining in addition to staff development should be rigorously pursued and be built into an organization's strategic policy and business plans.

Conclusion

Based on the above, the following conclusions have been made: For organizations to succeed in the achievement of its predetermined or emergent goals and objective, training, retraining and development of workers should be vigorously pursued and made compulsory by organizations in Nigeria. When employees are effectively trained, it brings about reduction in the cost of recruiting and training new employees. In addition, provision of feedback after every training and development programmes should be put in place for employees to become aware of areas of deficiencies and how they can improve their performances on the job.

Organizations' should also ensure that the training and development programmes are properly articulated and planned to achieve the objectives of the programme, as well as align them with the business needs and growth profile of the organization since operational efficiency and effectiveness are key to growth profitability.

Recommendations

Relative to the findings of this study, the followings are recommended:

- i. Firms should improve on the current manpower training and development planning strategy and continue to update its manpower development curriculum in line with the global best practices.

- ii. To achieve better performance in an organization, employees' commitment and attitude to work, firms should imbibe the prescripts of NPM that goals and targets should be defined and measurable as indicators of organizational performance. Yet manpower training and development curriculum should be based on organizational needs while officers selected for training and development should be based on merit; and training and development needs.
- iii. Given the pivotal role that technology plays in the 21st century, management should avail themselves of the opportunities that information technology presents in its drive to further enhance employees' skills, knowledge, and abilities that will invariably improve organizational performance.
- iv. Authorities in government should ensure that there is a bearing between manpower training and development with national objectives and policy because this is the only way government could have a pool of competent employees to drive and implement its development policies and programmes.

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