Challenges, Objectives and Approaches to Manpower Development in Modern Organizations

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Abstract
While most organizations take great care to plan and monitor their investments in capital and physical resources, they seldom take the same care when it comes to their human resource investments. As a result, the article looked at the goals, methods, and difficulties associated with workforce development in contemporary organizations. This work makes use of secondary data and interprets the gathered information through content analysis. This article concludes that the idea of manpower development and its advantages for employees' organizational commitment has been the subject of extensive writing. The present study aims to address a research gap by examining the inverse relationship between less developed countries, including Nigeria, and the advantages that such discourse appears to portray in developed nations.

Keyword: Challenges, objectives, approaches, manpower development, modern organizations

1. INTRODUCTION

The necessity for manpower development programmes cannot be overstated in this day of organizational complexity, advanced technology, and upward mobility, as the application of learned skills will go a long way in guaranteeing successful performance in the workplace. If a company is to fulfill its obligations to its owner, the general public, and society as well as its legal and statutory obligations, then investing in the workforce is a worthwhile and essential cost. Because it guarantees that a sufficient supply of financial and material assets are made available and successfully utilized to bring about the intended objectives of the organization, manpower is thought to be the most critical component for organizational survival. However, the majority of organizations carefully plan and review their investments in capital and physical resources; on the other hand, these organizations hardly ever consider their human resource investments. Few organizations take into account that in order to foster employee and organizational commitment, staff members must receive well-defined and ongoing training. In the words of Ezeani and Nwankwo (2002), an organization's profits and losses are determined by the staff members that manage its operations. The most valuable assets of any organization are its people, who determine how it survives at their whims and inclinations. Their only duty is to provide labour and the professional and technical abilities necessary for the effective and efficient planning, execution, and management of development guidelines, courses, projects, and day-to-day operations. Human resource administration, in a very instructive way, is related to the planning procedure that an organization uses to try and guarantee that it has the correct amount and type of people performing functions at the right time and place that are economically beneficial, meet the needs of the organization, and give happiness to the individual required. More importantly, human factor has a major influence on the work environment. For operations and services to function properly, human input is required. For instance, unless human labour and guidance are carefully applied, the office gadgets, plants, automated office gadgets, electronic machines, and every other pertinent facility found in modern organizations are unproductive (Madubueze, Ananti, Onyekwelu & Okpalibekwe, 2015).

The current state of Nigeria's local government areas, which are an essential part of the government and a tool for carrying out policies, is undoubtedly caused by a lack of trustworthy, competent, and productive labourers. This, along with other factors, makes it necessary for employees in both the private and public sectors of the economic system to receive ongoing training, development, and retraining. Although insufficient when compared to the swarming labour force, Nigeria's management development institutes face numerous obstacles in their quest to realign the civil service for increased dedication and productivity.

Training and development for employees became essential due to the growing responsibilities of the federal, state, and local governments, as well as the civil service in general. The government will be able to reap the hopeful rewards of its investment in workforce development by doing this through training and development. In a similar spirit, governments hoping to attain long-term prosperity must unavoidably give special attention to labor-related concerns like capacity building, mobilization, and the utilization and deployment of the workforce resources because labour generates wealth (Ladan, 2014). Owolabi and Amisu (2016) state that most businesses have come to the realization that employee performance is a key factor in determining the achievement of the enterprise; for this reason, it's critical that managers and employers understand how to bring out the best in their employees. Manpower development is thought to be one of the prior determinants of workers' performance. The few organizations that do consider the crucial issue of developing Nigeria's labour force do so in a noncommittal and discontinuous manner. Employees' capacity to handle the complexity of organizations and the rapid advancement of technology has been gradually declining in recent years, particularly in Nigerian local government areas, as a result of management's careless attitude towards manpower development. According to Nwanolue and Iwuoha (2012), it is not surprising that the government and organized private sector in developing nations have not placed sufficient value on manpower development as an instrument for organizational development. This is because they do not fully comprehend the idea and significance of manpower development. Many factors, chief among them is the lack of funding for adequate training and development, impede organization's efforts to develop its labour force. This study therefore examined the challenges, objectives and approaches to manpower development in modern organizations.

2. RESEARCH METHODOLOGY

This procedure is carried out as part of off-the-job training for laboratory work. It is a management development technique that is becoming more and more popular. Learning how to operate equipment and machinery that are specifically made to resemble those installed in a real work environment is crucial for the learner during this training process. This constitutes one of the oldest and most well-known training methods where employees learn how to use tools and equipment that are analogous to what they would use on the actual work floor. This approach is used to enhance productivity as well as processing skills, management, and interpersonal skills; rather than just providing learners with entertainment, it aims to educate and learn in an innovative and impressive way (Owolabi & Amisu, 2016). The simulation approach has a number of drawbacks, including the inability for trainees to focus on developing without being exposed to many risks, high levels of interest and motivation due to the replication of real work conditions, the technique's usefulness in situations where ongoing development and training on the job could result in serious harm or destruction to expensive equipment and materials, its high cost, and the need for constant updating as new workplace information becomes available (Nnadi & Ndubuisi, 2021).

3. RESULT AND DISCUSSION

Challenges of Manpower Development

Despite the emphasis placed on the necessity of developing human resources, political leaders and government employees continue to have low levels of awareness regarding the importance of this process. The political leadership's incapacity to clearly express the ideological foundation of the nation's manpower development system or to directly link government management development and training programmes to the development goals of their respective regimes is indicative of this. As a result, the nation's government-sponsored development programmes have persisted in facing financial limitations (Ademolekun, 2011). As mentioned by Onah (2003), choosing and releasing employees for manpower development initiatives is another issue with manpower development. The geographical distribution of educational and professional growth possibilities and non-merit criteria like political and ethnic balance impact the trainee selection process; as a result, some chosen officers might not be able to meet the requirements of the administrative courses for training and development. Ogola and Nwaoligbo (2020) and Ladan (2014) list the following as the main obstacles to Nigeria's manpower development:

Lack of Requisite Knowledge

Experience, values, background knowledge, and professional insight are all combined to create knowledge, which serves as the foundation for new information and experiences. It comes from and is

applied in knowers' minds. It is reflected in the organization through policies, procedures, guidelines, and customs. It comes in two forms that influence the calibre of decisions: implicit expertise and explicit knowledge. It can be efficiently generated and organised. Information acquired through encounter that is challenging to articulate, codify, and disseminate is known as tacit knowledge. Tacit knowledge is found in human behaviour, perception, and thought processes. It can be divided into two categories: the technical kind, which is associated with the breadth of professional expertise, and the cognitive kind, which is made up of mental models, schemas, beliefs, and perceptions. Conversely, explicit knowledge can be communicated verbally, through written materials, or through numerical reports; it is information that is simple to put into words and explain to others (Ogola & Nwaoligbo, 2020).

Technological Change

Changes in technology refer to the capacity to alter the market environment through product features, price reductions, and market availability. Therefore, advancements in technology have the potential to accelerate the release of new goods onto the market. Technological change alters how people interact with their jobs and the nature of the market by modifying the features and costs of products. Moreover, top management's support is needed for technology implementation, and they must offer articulate technology and clear leadership. It also calls for a technological shift that entails assigning new staff tasks, monitoring emerging technology, and altering organizational culture (Alameri, 2013). Innovation is also a result of technological change, and in the past 20 years, it has gained a lot of attention because it is essential to an organization's survival. The researcher defines technological change as the launch of new practices and strategies aimed at improving a product's or process's efficiency. This is the process by which businesses create new products or streamline existing ones in order to get more for the identical amount of labour. Furthermore, it is thought to be a crucial component for businesses to endure all of the changes that the markets are going through (Ogola & Nwaoligbo, 2020).

Lack of Adequate Funding

The first thing that springs to mind when the word "funding" is used is the accessibility of funds to meet the needs of a particular project or programme. It is a method of allocating an organization's available capital to satisfy a need. The allocation of financial backing for addressing a need, project, or programme is referred to as funding. It is a type of financial support provided for the accomplishment of a project. Funds can be raised from both inside and outside the school to support an initiative or programme. When money is raised, it is typically distributed according to the school's needs. Funding is therefore the procedure of ensuring that the units that need the money in both the short and long term can access it (Airahuabhor, 2020).

Haphazard Training and development

Training and development exercises that are conducted without first performing a Development and Training Needs Analysis (TNA) are referred to by this term. Many training and development programmes are carried out without TNA because they are meant to address identified problems such as skill or knowledge gaps or the need for a shift in attitude. Employee attitude changes or identified knowledge gaps cannot be resolved by training and development focused on skill acquisition. This merely results in financial waste without having an equivalent effect on worker performance (Ladan, 2014).

Language and Communication Challenges

Many people find it difficult to express themselves, understand, and speak English fluently, despite the fact that it is the official language of the Nigerian government and the language of instruction at all educational levels. Because of this, they lag behind and in general impede the progress of development and training sessions when they participate in them (Ladan, 2014).

Prevalence of Unaccredited Training and Development Consultants

This presents another difficulty. A large number of consultants offering management development and training operate without official accreditation. As a result, they were ignorant of the needs of the workers. Training and development are distinct from teaching and lecturing, and in order to deliver effectively and receive accreditation, one must complete a specific course called "Train the Trainers." Many educational and

professional opportunities funds are wasted with little result from these unaccredited consultants (Ladan, 2014).

Knowledge Based Challenges

The knowledge-based challenge, one of the biggest obstacles, makes trainer development and training challenging. In Nigeria, the sole yardstick for measuring knowledge is a certificate, which the majority of its holders are unable to defend. Learning new abilities and concepts is challenging when one lacks the necessary, well-founded knowledge (Ladan, 2014).

Lack of Political Will

A lack of political determination and a misalignment of priorities have resulted in the development and training of human resources being placed on the back burner. Because of this, employees serve for several years without participating in training or development. The main effects of this are a decrease in productivity and a decrease in interest in the work (Ladan, 2014).

Objectives of Manpower Development

I. It enhances employees' performance on the job now,
II. It enhances employees' performance in the future on a new or better job,
III. It updates employees' competencies for upcoming job assignments;
IV. It increases employee productivity; and
V. It helps workers stay current with emerging technological trends, which lowers the likelihood that they will lose their jobs.
VI. It creates workers who are equipped to take on the new challenges posed by technological advancements
VII. It contributes to a rise in employee enthusiasm and morale: training and development initiatives frequently give employees a boost in self-assurance and a positive outlook to help them perform at their best,
VIII. It instructs staff members on the various risks associated with their work, the various issues that might occur, and how to avoid them. This enhances the company's health and safety protocols (Hassan, 2011).

As stated by Beardwell, Holden, and Claydon (2004), technological advancements and changes gradually made some employees realise that their skills and abilities are what make them successful. As a result, there is a need for significant and ongoing investment in employee training and development. Olaniyan and Ojo (2008) state that improving a trainee's qualities and formulating goals for various needs and methods of attaining them are the primary goals of employee education and professional growth. In the opinion of Ameeq and Hanif (2013), there is a need for development and training because these skills are necessary for leading others and for carrying out one's job effectively. Further justifications for development and training include the need for increased productivity, an efficient workforce, work efficiency, and an upper hand in the marketplace. According to Nnadi and Ndubuisi (2021), anticipating change and adapting positively to it is the fundamental goal of training and development. Nwachukwu (2000) distinguished developing abilities, attitude modification, higher education, and development as the four main goals of employee development and training. According to him, employee productivity determines an organization's success or failure, and a development and training program's primary goal should be to maximize each worker's productivity. Additional goals of development and training are improved work activity coordination, low employee turnover, high morale, and increased productivity. In fact, providing employees with sufficient and successful development and training ensures that they acquire new knowledge, skills, and competencies that will undoubtedly give their company a competitive advantage over rivals. Additionally, it fosters innovation among staff members by encouraging them to think creatively and critically about the status quo. By doing this, they contribute to the generation of fresh concepts that boost organizational innovativeness, ensuring the organization's survival, expansion, and productivity. Due to efficient performance, it also results in a rise in the quality of products and services (Nwaeke & Obiekwe, 2017).

Manpower Training and Development and Development Institutions in Nigeria

Ladan (2014) states that there aren't many fully accredited institutions for manpower learning and growth in Nigeria. There is just one of these organizations that the state government owns. Among them are the following:

1. **Administrative Staff College of Nigeria (ASCON)**

   By decree number 39 of 1973 (now ASCON Act, Cap 6, 1990), ASCON was created. Its mandate is to grant grants, scholarships, or travel fellowships to support public administration and related research, as well as to provide higher management development and training for the growth of senior executives for the public as well as the private sectors of the Nigerian economy.

2. **Centre for Management Development (CMD)**

   The Nigerian Council for Management Development's operational arm, CMD, was founded by decree 51 of 1976 as a resource institution with the mission of fostering, advancing, and coordinating the management of businesses.

3. **Industrial Training and development Fund (ITF)**

   By decree, now known as act number 47 of October 6, 1971, the ITF was founded with the goal of fostering the development of industry and commerce skills in order to create a pool of trained indigenous labour that would be adequate to meet the demands of the national economy.

4. **Manpower Development Institute (MDI) Dutse, Jigawa State**

   The establishment of MDI Dutse in Jigawa state occurred with the passing of Enabling Law No. 7 of 2010. Its main purpose upon establishment was to offer state government employees, both local and state, training and development opportunities. It is the Jigawa state think tank, with the authority to function in both the public and private spheres throughout Nigeria in addition to Jigawa state.

Approaches to Manpower Training and Development

An organization can use a variety of manpower training techniques, and which ones it chooses will mostly depend on its goals. An organization's specific approach would depend on how much training would cost, how much time it had to spare, and how many people needed to be trained. There are three primary subtitles that can be applied to approaches to manpower training:

1. On- the-job training;
2. Off-the-job training; and
3. Simulation methods.

Nonetheless, since there isn't a single training programme that is ideal for meeting all training requirements, organizations frequently combine the three approaches. The training approach chosen should take into account the purpose of the programme, the resources at hand, and the employees' goals for personal growth and development. Nwaeke and Obiekwe (2017) delineated the subsequent methodologies:

On- the-job training and Development

One popular method is on-the-job training, in which students receive instruction while working. This approach is used while actual work is being done, within the framework of the workplace. For the acquisition of useful skills and abilities, the majority of organizations favour on-the-job training and development. This approach facilitates employee initiation and skill development more quickly, and it also helps employees build relationships with their coworkers (Nwaeke & Obiekwe, 2017). The fact that on-the-job development and training sessions give workers the particular knowledge and abilities needed for their jobs is another benefit. The knowledge and skills acquired during internal training are specifically related to the job requirements. The most popular forms of internal training are job rotation, job guidance, mentoring, and apprenticeship programmes (Dialoke, UkahFinian, & Ikoro, 2016).

Off-the-Job Training and Development

These are expert workshops designed to introduce staff members to fresh methods used in contemporary workplaces. They are typically carried out for a set amount of time on a permanent basis in educational settings such as colleges, universities, polytechnics, and so on (Nwaeke & Obiekwe, 2017). Employees who are transferred or relocated to a different location outside of their workplace to receive training are said to be receiving off-the-job training. The primary drawback of this kind of classroom

instruction is that workers may quit in favour of a position paying more after gaining new abilities or experiences. Educational and developmental institutions offer off-the-job development and training (Ohaeri & Chukwu, 2016).

4. CONCLUSION

The idea of manpower development and its advantages for employees' organizational commitment has been the subject of extensive writing. The present study aims to address a research gap by examining the inverse relationship between less developed countries, including Nigeria, and the advantages that such discourse appears to portray in developed nations. Additionally, this study will provide research materials for students studying industrial relations, public administration, human resource management, and public policy. This is due to the fact that it will create an extension to the current efforts on the implementation of manpower development programmes in modern organizations.

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