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THE IMPACT OF TRAINING AND RETRAINING IN IMPROVING MANPOWER DEVELOPMENT AMONGLOCAL GOVERNMENT EMPLOYEES OF OREDO LOCAL GOVERNMENT COUNCIL, EDO STATE

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Abstract

This research examined how training and retraining affects the development of the workforce among local government employees of Oredo local government council in Benin City, Edo State, Nigeria. Four research objectives were formulated. Employees at the Oredo local government council, Edo State, participated in the study. Human capital theory illuminated this study. A carefully constructed questionnaire that was distributed to 250 Oredo Local Government Council employees was used to gather the primary data in which all the local government council's employees made up the study's population. Data were gathered using the one-time research survey method. The Statistical Package for Social Sciences, version 22.0, was used to analyze the manually inputted data. The variables were cross-tabulated across the major and subcategories, tested using the proper standardized statistics, and other pertinent measures, with the findings shown in tables. The study found that employee training and retraining increases their efficiency in providing services. The study concludes by saying that manpower training and retraining is extremely beneficial to the employees of Oredo local government council in Edo State since it has enhanced their level of productivity and service delivery. The study recommends that sufficient funds should be made available by the local government of Oredo for employee training and retraining as required.

Keywords: Efficiency; Employees; Manpower development; Productivity; Retraining.

Introduction

Generally, increased productivity is the fundamental goal of every business, whether it is public or private, and how well this goal is accomplished is heavily influenced by the staff's capabilities and aptitudes. The most important resource for obtaining the intended goals, in the eyes of ethical organizations, is their human capital. In order for employees' knowledge,

expertise, and abilities to assist the accomplishment of the company's goals and objectives, it is crucial to provide them with the appropriate tools and training. As human labour provides the foundation for the creation of all other resources, it is essential in the process of changing those resources for the benefit of mankind (Onah, 2003).

The effectiveness of employee training will influence how successfully the public sector performs in achieving its organizational goals. Therefore, any firm should make personnel training, retraining, and growth a top priority. Personnel training, retraining, and development increase employee productivity because this helps organizations reach their objectives (Banjoko, 2011). If the public sector is to succeed, the employees need to be strengthened and trained. This is significant since the ability of the public sector to provide public goods, services, and programmes depends on people. Singh and Mohanty (2012) assert that training is a crucial and effective tool for accomplishing organizational goals. As a result, the abilities and skills of administrative and lower-level personnel are crucial to the success of an organization, and these abilities and skills are primarily a result of their education and training (Dialoke, Ukah and Ikoro, 2016). Utilization, productivity, commitment, motivation, and growth of employees all depend on the training, retraining, and development of the workforce. This is the situation because the necessity for training and retraining was not acknowledged and paid for as a vital managerial function. Training is a corporate initiative designed to assist staff in acquiring the fundamental knowledge needed for successfully carrying out the tasks for which they were hired.

The actions taken to introduce a worker to critical jobs or new duties within the organizational structure are referred to as development, though (Nwachukwu, 2009). Even with competent and motivated people, the right equipment, and managerial support, an organization's productivity may fall short of expectations since the primary problem is frequently a lack of necessary skills and knowledge, which are obtained through training, retraining, and development. Similar to this, Anugwom (2007) identified the human resources that the local government can use to successfully carry out its duties and commitments to its inhabitants in a critical assessment of manpower productivity in the Local government system. The labour requirements for the local government can be divided into stages, each of which reflects the demand from the populace. Denhardt and Denhardt (2009) emphasized motivation while talking about leadership and management traits because of this. They contended that a team member's success was influenced by both motivation and skill. A worker must be motivated to execute a good job and possess the necessary set of competencies and skills.

To put it differently, training and retraining are essential due to the quick changes in administrative settings, the automated workplace, and the demands of diversity management as distinguishing features and emblems of globalization (Dialoke, et.al, 2016). For instance, concerns about the public sector's low productivity in Nigeria have prompted a number of changes, and a number of commissions have proposed staff training, retraining, and development as potential answers. In order to increase efficiency, the Nigerian public sector has undergone considerable reforms that centre on human development. In an effort to address the issue of productivity and bureaucratic bottlenecks in service delivery, several measures have been hastily enacted (Okorie and Odo, 2014).

Statement of the Research Problem

The local government system in Nigeria is widely acknowledged as one level of government that has been significantly tarnished by incompetence. While some blame political intervention, dishonest leadership, and other elements, others blame the staff employees' inability, unwillingness, and weakness to carry out their duties. It is clear that there is a fundamental problem with the system that has brought us to this point. In a post-colonial Nigerian State where the process of developing human resources for national growth was distorted by colonialism with the attributing o the lack of understanding of both the concept and methods application of manpower development, Ekpo (1989) asserted that the lack of emphasis on training, retraining, and manpower development as a tool for development in Nigeria on the part of the government and the organized private sector could not be far-fetched. Nwanolue and Iwuoha (2012) highlighted the problems with personnel development in Nigeria's local government system as they pertain to Oredo local government Council, Edo State. They cited colonial history, leadership style, poor human capital planning, and corruption as the causes of these issues. They emphasized that there are way too many square pegs in round holes. They contended that the helpless and puzzling structural contradictions as well as the general dysfunction of public companies and institutions are the main causes of why things are not running well in the public domain. They believed that meritocracy had been abandoned in the nation's public institutions; stating that, issues like employee welfare, hiring, and promotion should receive special consideration. Anazodo, Okoye, and Chukwuemeka (2012) pointed out that one of the reasons it has remained unlikely for the objectives for which the public sectors in Nigeria were established will be attained, is the failure of some senior public employees to establish any chain of continuity in government over the longer term. Given the aforementioned, one might argue that the Oredo local government Council's methods and approaches for training, retraining, and manpower development were flawed because the system was created to serve capitalist interests, which consequently put it in the hands of politicians acting in their own selfish-interest. Due to the multiple problems at the system, successive governments have implemented a variety of retraining and personnel development reforms to address these challenges. The objective of the different reform projects has been to use labour in a way that is more adaptable, vibrant, coordinated, and efficient. It is disheartening to see that the desired result has not been obtained after all of these efforts. The local government council in Oredo, for instance, has regularly been criticized for being conservative, insensitive, ineffectual, and short-sighted. According to Nwanolue and Iwuoha (2012), the Nigerian local government system has experienced more reforms than any other level of government in the nation's history, despite the fact that the system is still riddled with incompetence. For instance, in the ministries, it is customary for the career professional permanent secretary to be the politically appointed minister's first child. This practice has been upheld in local government systems where the head of service is in charge. What actually occurs, though, is that the majority of these civil officials who work for local governments are illiterates who were nonetheless able to handle jobs despite lacking the required qualifications. The crucial question is therefore how well we can strengthen and develop our local government system in the face of these problems by effectively employing our human resources.

In Edo State and the study area in particular, there is a gap in the literature and empirical research on this important subject due to the lack of investigation. This study attempts to address this gap, create a more robust and inclusive discourse in the future, and pinpoint the

challenges faced by Oredo local government council employees as a result of the problem of insufficient training and retraining in the field of manpower development, which reduces their output and productivity in order to attain the organizational goal. It also aims to find practical solutions to the issues that were raised.

Due to the nature of the study, the human capital theory was used to illuminate the study. This theory can be used to explain how manpower training has affected the Oredo local government Council's employees. The concept of this theory relates to the degree to which each person may boost business efficiency as a result of continual training. Therefore, spending on employee training and retraining will increase productivity, workers' capacity to adapt new technologies, and workers' access to and comprehension of data regarding the costs and production traits of others (Anumudu, 2010). This is so as the advantages of both the present and future value would eventually lead to improved output as a result of investments in personnel training and retraining. This is to ensure that training programmes are properly planned and strategically linked to improve employee performance and organizational productivity as it relates to the organizational objectives. It is essential that organizations consider the viewpoints of human capital specialists while establishing and developing training programmes. This process should include an assessment of the abilities and knowledge required to close performance gaps and ultimately accomplish the agency goals. According to Becker, the type of training that can alter the mindset of civil/public officials for greater productivity in the Nigerian public sector must be built on a specific human capital that may motivate public personnel in their current roles (cited in Fleischhauer, 2007).

Objectives of the study

The general objective of the study is to elucidate the impact of training and retraining in enhancing manpower development among local government employees inOredo local government councilof Edo State. Other specific objectives are to:

i. find out the challenges that confront training and human resource development programmes in Oredo local government Council in Edo State.
ii. evaluate the methods and actions that should be adopted to ensure that Oredo local government Council's training, retraining and employees development programmes are efficient and goal-oriented.
iii. find out whether Oredo local government Council's employees are being used efficiently to increase productivity.
iv. elucidate the relevance of training and retraining of manpower development to Oredo local government Council**.**

Methodology

The study used a cross-sectional research survey design. With this technique, data is gathered from a group of individuals based on their responses to inquiries. This kind of study permits the use of a range of techniques for selecting participants, data collection, and instrumentation. This approach was chosen because it is both time- and money-efficient and reasonably simple for researchers to deliver questionnaires. The semi-structured questionnaire was used as the quantitative instrument of data collection.

The administrative and other personnel (senior and junior) staff of Oredo local government Council employees who had worked for at least one month at the local government secretariat were the target population for this study. The convenient sampling method was used for this study. Since the research's population was not very large, the sample size was evenly distributed among all the study population. Therefore, two hundred and thirty-seven (237) participants served as the study's sample.

Results and Discussion of Findings

Objective One: To find out the challenges that confront training and human resource development programmes in Oredo Local Government Council in Edo State.

Table 1: Challenges that confront training and human resource development programmes in Oredo Local Government Council in Edo State

S/N	Statement	Strongly Agree		Agree		Disagree		Strongly Disagree	
		No	%	No	%	No	%	No	%
1	The training schedule conflicts with my time to perform my assigned duties	41	17.3	55	23.2	69	29.1	72	30.4
2	Inadequate training materials due to poor funding is a problem experienced during our training programme	92	38.8	89	37.6	34	14.3	22	9.3
3	I usually do no not like the training programme organize for us	78	32.9	88	37.1	47	19.8	24	10.1
4	The training team communicate with us in some terms we do not understand easily	105	44.3	66	27.8	51	21.5	15	6.3
5	The use of modern technology during the training programme is new to me and making work difficult for me	93	39.2	81	34.2	29	12.2	34	14.3

Source: Field Survey, 2022

In examining the challenges that confronts training and human resource development programmes in the Oredo local government Council in Edo State, of the 237 participants, 17.3% strongly agreed, 23.2% agreed, 29.1% disagreed while 30.4% strongly disagreed that the training time conflicts with their time they are required to perform their assigned duties.

In table 1, the participants were also asked they encountered the problem of insufficient training materials due to poor funding during their job training session. The findings therefore reveals that inadequate training materials due to poor funding is a problem experienced during the training and retraining programme of Oredo local government employees. This on

the other hand have adverse effect on the psyche of participants of such training and retraining programs as the materials needed for the programs are not made available to them for use. Of the 237 respondents, 38.8% strongly agreed, 37.6% agreed, 14.3% disagreed and 9.3% strongly disagreed to the above assertion. This result is consistent with Cascio's (2005) assertion that proper finance remains a major obstacle to workforce training and retraining in order to enhance the development of any organization's human resources. When asked if they were satisfied with the type of job training and retraining provided to them by the local government council's training and manpower development department, the employees responded with 32.9% strongly agreeing, 37.1% agreeing, 19.8% strongly disagreeing, and 10.1% strongly disagreeing that they did not like the training and retraining programmes that were being organized for them.The results so correlate with those of Kum, Cowden, and Karodia's (2014) study, which found that training, may not be helpful if staff members disregard initiatives and see them as unimportant experiences that don't alter their attitudes and perceptions toward their jobs. This is due to the low likelihood of changing one's perspective when training is viewed as a pointless activity. A further inquiry was made to determine whether any communication difficulties were encountered during the training and retraining programme. Surprisingly, the term was supported by 44.3% strongly agreeing, 27.8% agreeing, 21.5% disagreeing, and 6.3% strongly disagreeing.

Lastly, in table 1, participants were asked if the use of modern technology used during the training and retraining programme made learning difficult for them. Of the 237 participants, 39.2% strongly agreed, 34.2% agreed, 12.2% disagreed and 14.3% strongly disagreed to the term. Since the majority of training institutions employ cutting-edge training techniques that make it impossible to capture computer illiterates, this conclusion supports the work of Ladan (2014), who claims that there is a substantial issue faced throughout training. Contrarily, this poses a significant issue for illiterate workers who may not necessarily possess the necessary technical know-how to operate certain training and work facilities or equipment during training and retraining programmes.

Objective Two: To evaluate the methods and actions that should be adopted to ensure that Oredo local government Council's training, retraining and employees development programmes are efficient and goal-oriented.

Table 2: The methods and actions adopted in Oredo Local Government Council's training, retraining and employees development programmes

S/N	Statement	Strongly Agree		Agree		Disagree		Strongly Disagree	
		No	%	No	%	No	%	No	%
1	The human resource department trained me a week before I assumed office on the modes of operations	126	53.2	105	44.3	12	5.1	18	7.6

2	My organization organized various workshops and seminar to train me periodically to improve my skills	119	50.2	93	39.2	17	7.2	8	3.4
3	My trainer did not use group discussion method during our training exercise	64	27.0	57	24.1	55	23.2	61	25.7

Source: Field Survey, 2022

Table 2 above, shows the methods and actions that were adopted by Oredo local government Council in training, retraining and employees development within the local government council. Three research questions were raised to elucidate the information. Participants were asked if the human resource department trained them before the assumption of their duties after employment were given to them. Of the 237 participants, 53.2% strongly agreed that they were trained before they assumed their duties, 44.3% agreed to the term, 5.1% disagreed and 7.6% stated that they were never trained before they assumed their duties after their employment. This result supports the findings of Dialoke et al., (2016) who found that orientation is given to newly hired staff or employees as soon as possible after their appointment in order to familiarize them with their new roles and assist them in comprehending the general aims, policies, scope, challenges, and organizational structure of the sector. Because induction programmes are crucial, it's critical for recently hired employees to boost their self-confidence and produce high-quality work.

From table 2, participants were also asked if Oredo local government council organizes workshops and seminar conferences to train and retrain the employees periodically. The results reveal that 50% strongly agreed, 39.2% agreed, 7.2% disagreed and 3.4% strongly disagreed to the term. This is further in accordance with the assertion made by Okereke and Igboke (2011), who are of the opinion that during workshop and seminar training, participants engage in related discussions as they investigate new approaches and concepts and offer their perspectives on the issue. Last but not least, participants were further questioned about whether discussion techniques had been applied at any point in their training and retraining programme. The result shows that 27% strongly agreed to the term, 24.1% agreed, 23.2% disagreed and 25.7% strongly disagreed to the term. This finding is consistent with Otti's (2011) results, according to which employees learn more quickly and easily when they participate in private discussions inside their small groups. Otti believes that this is because it makes learning faster and easier for the employees.

Objective Three: To find out whether Oredo Local Government Council's employees are being used efficiently to increase productivity.

Table 3: The relevance of Oredo local Government Employees for productivity growth and Development

S/N	Statement	Strongly Agree		Agree		Disagree		Strongly Disagree	
		No	%	No	%	No	%	No	%
1	Workshops and seminars improves workers efficiency and productivity	63	26.6	121	51.1	34	14.3	19	8.0
2	Conferences and training courses organized by the agency has improved my knowledge and skills in service delivery	92	38.8	111	46.8	13	5.5	21	8.9
3	The training and retraining programme has helped to reduce employees labour reduction	81	34.2	76	32.1	42	17.7	38	16.0
4	The training and retraining programme has helped in effective management	89	37.6	93	39.2	21	8.9	34	14.3

Source: Field Survey, 2022

Any organization that intends to have a competitive advantage over its competitors should promote the idea of worker training and retraining. Training is essential to boost productivity and spark employees' interest by educating them about the importance of their professions and equipping them with the skills they need to complete their responsibilities effectively (Banjoko, 2011). Table 3 demonstrates the importance of Oredo local government employees for the growth and development of productivity. In this part, four research questions were posed. First the employees were asked if workshops and seminars improve workers efficiency and productivity within the local government council. The result reveals that 26.6% strongly agreed, 51.1% agreed, 14.3% agreed and 8% strongly disagreed to the assertion. On the other hand, the employees were also asked if conferences and training courses organized by the agency have improved the employees' knowledge and skills in service delivery. 38.8% strongly agreed to the term, 46.8% agreed, 5.5% disagreed and 8.9% strongly disagreed to the term.

In addition, table 3also shows the result as the participants were also asked if the training and retraining programme have helped them to reduce employee's labour reduction. The result shows that 34.2% strongly agreed, 39.2% agreed, 8.9% disagreed and 14.3% strongly disagreed that training and retraining programme has not helped to reduce employees labour reduction in Oredo Local Government Council. Conversely, the employees were also asked if the training and retraining programme has helped in effective management in Oredo local government council. 37.6% strongly agreed, 39.2% agreed, 8.9% disagreed and 14.3% strongly disagreed to the assertion. The majority of respondents thus agreed that seminars and workshops increase staff productivity. A strategy for boosting employee productivity is

through on-the-job training or training that is pertinent to their line of work (Dearden, Reed and Reene, 2016).

Objective Four: To elucidate the relevance of training and retraining of manpower development to Oredo Local Government Council**.**

Table 4: The relevance of training and retraining of manpower development to Oredo Local Government Council

S/N	Statement	Strongly Agree		Agree		Disagree		Strongly Disagree	
		No	%	No	%	No	%	No	%
1	Since I have been trained I have been able to always do my jobs with little or no supervision	89	37.6	82	34.6	34	14.3	32	13.5
2	I enjoy my job better now since my previous job training programmes	91	38.4	105	44.3	30	12.7	11	4.6
3	The previous seminars and workshops I attended has brought out the potentials in me	79	33.3	94	39.7	29	12.2	35	14.8
4	I can now perform my duties without excuses since my previous training programmes	83	35.0	91	38.4	23	9.7	40	16.9

Source: Field Survey, 2022

The table 4 above reveals the relevance of training and retraining of manpower development in Oredo Local Government Council. Four research questions were raised to elicit responses. Participants were asked if they have some level of confidents to perform their assigned tasks with little or no level of supervision. 37.6% strongly agreed, 34.6% agreed, 14.3% disagreed and 13.5% strongly disagreed to the term. Secondly, participants were also asked if they enjoy their job better since their previous training and retraining experience. 38.4% strongly agreed, 44.3% agreed, 12.7% disagreed and 4.6% strongly disagreed. The employees were also asked if the job training and retraining have any point in the development of their potentials. 33.3% strongly agreed, 39.7% agreed, 12.2% disagreed and 14.8% strongly disagreed.

Similarly, table 4 reveals the result of participants as the participants were asked how best they can perform their assigned responsibilities since their previous job training and retraining program. The result shows that 35% strongly agreed, 38.4% agreed, 9.7% disagreed and 16.9% strongly disagreed to the term. This result is consistent with Mullins (2007) findings, which showed that training for the workforce improves knowledge and skills while also changing trainee attitudes. He also emphasized that one of the most important potential benefits of training is that it gives employees the knowledge and skills they need to quickly adapt to new practices. Igwe (2011) emphasized strongly that training is a key tool for maximizing the economic potential of a country's capital and natural resources. As a result, there has been rapid economic progress.

Discussion of findings

This section's objective is to explain the research's findings in relation to the study's objectives and previous findings. In order to meet the four research objectives, a percentage computation of the data gathered was used to formulate and analyze the study objectives. The study's data have already undergone a thorough analysis. According to the analysis, Oredo local government council employees' training and retraining is very beneficial to the organization since it gives employees a way to work more productively and efficiently while carrying out their assigned duties. This finding supports the work of Dearden et al. (2016), Tahir et al. (2014), and Onuka and Ajayi (2012). Dearden et al. (2016) affirms that organizations are currently offering work-related training and retraining as a strategy for increasing employee productivity; conversely, Tahir et al. (2014) stated that training and development would provide opportunities for promotion and a better quality of life for employees in the organization so that the production of the organization would increase. In the same vein, Onuka and Ajayi (2012) posited that manpower aid in organizational expansion. Additionally, the study's findings showed that staff productivity is increased by the nature of manpower training. This result also support the findings of Ezeani and Oladele (2013), that the most popular development programmes available to business organizations, which assist their employees in acquiring technical knowledge and skills needed to increase productivity, are induction, orientation, foundation, refresher, in-house, off-the-job training, workshops seminars, and so on. The study also discovered that the main impediments to manpower training and retraining in Oredo Local Government Council are insufficient finance and corruption. The conclusion is favourable to Peretomode and Chukwuma (2016) who discovered that employees' lack of resources due to low salary has made it challenging for them to directly support career activities both domestically and abroad. A favourable attitude toward training, adequate money, and regular supervision from higher government authorities to oversee the implementation of policies on personnel training across the public sector were revealed as the most significant and credible remedies to these problems.

Conclusion and Recommendations

The study's analysis and interpretation of the data led to the conclusion that manpower training and retraining is extremely beneficial to the staff of the Oredo Local Government Council in Edo State since it has enhanced their level of productivity and service delivery. In order to perform effectively and efficiently in the public sector, personnel must have the essential skills, professionalism, work ethics, and specialized knowledge through training. Since the study has shown that a significant obstacle to training is a lack of financing, the administration of the Oredo Local Government area should recognize the value of personnel training and retraining in other to make sound investments that will greatly benefit the workforce. The public sector continues to face a variety of difficulties, including haphazard training, insufficient money, technological advancements, and workers' unfavourable attitudes toward training, few opportunities for professional growth, and a lack of interest in political leadership. Higher government officials should therefore make an effort to keep an eye on how training plans are being implemented throughout the public sector.

Therefore, this study recommends that:

i. The local government of Oredo should embrace manpower training as a management strategy to continuously improve the knowledge, skills, and abilities needed by workers to remain productive in a cutthroat environment.

ii. Every organization should keep training as a continuous process to ensure its continuation. As a result, the Oredo Local Lovernment should also as a matter of necessity invest a sizeable amount of time and money to guarantee the ongoing training of personnel in order to boost their productivity in a market that is highly competitive.
iii. Manpower training policies must be executed and monitored appropriately in addition to being appropriate and sufficient. Higher government bodies should therefore make an effort to frequently monitor how training plans are being implemented at every level, such as the local government service commission.
v. Prior to and following training, work performance must constantly be assessed and evaluated. The level of training required will ultimately be determined by the rate of errors and accidents that are discovered during employee evaluations prior to training. The effectiveness of training on employee performance will be assessed by evaluating training programmes.

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