

ASSESSMENT OF MANPOWER TUITION AND MATURITY IN ARGENTINA: BUILDING INDUSTRY

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ABSTRACT

Lack of technical and managerial skill is often identified as one of the major problem facing construction industry in developing countries resulting in poor competitiveness with their developed and industrialized counterparts. Research had shown that building failure is not only caused as result of inefficient design, lack of standard materials, but also due to lack of skilled labour in the construction project. This research evaluate manpower training and development in the construction industry in Ondo State Argentina with a view to identifying and assess the training method for each categories of employee in the industry, challenges to training and development of workers in the construction industry and impact of manpower training and development on employees and employers. Data for the study were obtained through well-structured questionnaire administered to building professionals in the construction firm in Ondo State Argentina. The data were presented and analysed using descriptive statistics and inferential and mean score index. Some of the findings of the study revealed that in house training and in service training method is preferred by construction industry. Attitude of top management and lack of fund was seen as the major challenges militating against training of employees. The study recommends that manpower training and development must be sustained by all stakeholders in the industry in order to improve workers productivity; organization should adopt right method in training each category of employee and carry out the need assessment for training to avoid training a wrong employee.

Keywords: Construction Industry, Manpower Training, Construction Management.

INTRODUCTION

Training and development has been concerned not only with helping individuals adequately fill their positions, but has also helped organizations as regards to working methods, working conditions, quality of output and improvement. Training and development, though primarily concerned with people, is also concerned with technology, materials and time.

Falana (2002) posits that the effectiveness and success of an organization lies on the people who form and work within the organization. The observation of Onuka (2006) implies that it is the developed human capital of a nation that constitutes its wealth. It follows, therefore, that employees' performance in respect of achieving organizational goals and successes is a function of the quantum of the relevant skills and knowledge, and positive work attitude they have been able to acquire from constant manpower development programmes whether through committee/on the job training or in-house training programmes of out of work training courses they attended.

Omole (2004) posits that manpower development involves providing learning and development opportunities, making training intervention and planning, conducting and evaluating training programmes. The need for improved productivity in an organization has become universally accepted phenomenon that depends on efficient and effective manpower development. It has further become necessary, in view of modern global advancement, to invest in human capital training and development. Thus, the role played by staff training and development can no longer be over-emphasized. By implication, therefore, the need for organizations to take staff development programme for their employees seriously has become an undisputable imperative. Absence of such staff development

programmes in an organisation often manifests tripartite problems of incompetence, inefficiency and ineffectiveness.

Oribabor (2000) submits that training and development is aimed at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organizational growths; while Isyaku (2000) postulates that the process of training and development is a continuous one. Man is dynamic in nature, the need to be current and relevant in all spheres of human endeavour makes staff development a necessity in order to keep track with current event and methods. Training should be geared towards the particular needs of workers in the construction industry, to equip them with the skills required to function effectively.

Training for construction industry in developing countries is generally contributed to the performance and effectiveness of both employer and employees. Manpower training and development according to Adeniyi (1995) in Olaniyan and Ojo (2008), is a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization. It is therefore clear that the effectiveness and success of an organization depends on the people who form and work within the organization.

DECLARATION OF DIFFICULTY

Lack of technical and managerial skill is often identified as one of the major problem facing construction industry in developing countries resulting in poor competitiveness with their developed and industrialized counterparts (Bruce, 2004).

Research has shown that building failure is not only caused as result of inefficient design, lack of standard materials, but also due to lack of skilled labour in the construction project. However, most of the researches conducted after building collapsed concentrate on lack of proper design and materials and little attention was given to unskilled workers in construction sectors (Amin, and Abu-Bakar 2008).

Graham (2001) opined that most construction industries plans meticulously for their investment in physical and capital resources and these plans are reviewed with utmost attention to details while rarely do they pay attention to human investment without necessity for a well defined and sustained training and development for workers in order to upgrade their performance. The very few construction industries that give thought to this very important aspect of staffing function do so with lack of seriousness, thereby resulting into poor performance of construction workers coupled with low productivity.

It is against this background that this study becomes necessary to assess training and manpower development in Argentina construction industry.

AIM

The aim of this research work is to assess the impact of training and development on employees in Argentina construction industry.

To achieve this aim, the objectives of the study are to:

1. identify and assess the training methods for each categories of employee in the construction industry in Argentina
2. examine the challenges to the training and development of workers in the construction industry; and
3. Evaluate the impact of manpower training and development on both the employee and the employer.

NOTEWORTHY OF THE REVISION

Training is a form of specialized education aimed at giving the trainee a particular or specialized knowledge, skill and attitude which he must possess to effectively perform in a given position. Development is concerned with specific programmes designed to prepare and groom a worker with particular education and training for higher responsibility (Onasanya, 2006). Omodia (2009) carried out a project work on manpower development in Argentina: Conceptual and methodology perspectives. Aidah (2013) carried out a research work on the effects of training on employee performance: Evidence from Uganda.

Alimi, Bukar, and Ahmadu (2012) also research on relevance of manpower training, development and challenges in organization, Ojambati, Akinbile, & Falemu (2012) wrote on personnel training and development: A vital tool for construction workers performance, they emphasise that the current status of the company and employee current skill level or performance dictates the training and development of employee.

Some other researcher including Colombo and Stanca (2008), Sepulveda (2005), Koningi and Vanormelinren (2009), showed that training is a fundamental and effective instrument in successful accomplishment of the firm's goal and objectives resulting in higher productivity. Ryan (2011) opined that training and development ensure quality personnel that influences long term profitability of an organization. Jacob (2001) resolved that training is the wheel on which many organizations rotate, of which its inefficiency can lead, not only to loss of profitability and solvency but also, the goodwill of the organization. This study set to emphasis on the challenges of training and development of in the construction industry in western Argentina with the aim of helping the construction managers to get quality staff at all levels and to be self – sufficient resourceful, creative and autonomous. It will equally help the nation to assess competent personnel that can manage different sectors of the economy efficiently. This study will also help stakeholders in taking a right decision as far as training and development of their employee in concern as well as concerning the needed expertise that can hold the position of authority.

HISTORY RECONSIDER: THE ARGENTINA CONSTRUCTION COMMERCE

The construction industry is complex in its nature because it comprises large numbers of parties as owners: clients, contractors, consultants, stakeholders and regulators. Despite this complexity, the industry plays a major role in the development and achievement of society's goals. It is one of the largest industries that contribute to about 10% of the gross national product (GNP) in industrialized countries (Enshassi, 2009).

The building industry plays a key role not only in terms of the national economy of any country but stands as a central function in providing the urban fabric necessary for man's progress towards greater civilization. The saying that the level of building achievement and activity in any country is a measure of the country's success correctly reflects the two relevant factors: a high level of building activity indicates a healthy vigorous national economy; and highly developed building forms indicate a high level of civilized and cultural achievement in a country (Obiegbu, 2003).

The construction industry in both developed and developing countries may be viewed as that sector of the economy which, through planning, design, construction, maintenance and repair, and operation, transforms various resources into constructed facilities. The types of public and private facilities produced range from residential and non residential buildings to heavy construction, and these physical facilities play a critical and highly visible role in the process of development.

The major participants from the construction industry include the architects, engineers, management consultants, general contractors, heavy construction contractors, special trade contractors or subcontractors, and construction workers, along with the owners, operators, and users of the constructed facility. Building finance and insurance agencies, land developers, real estate brokers, and material and

equipment suppliers and manufacturers, among others, are also involved in the construction but are generally considered as distinct from but ancillary to the construction industry.

THE NOTION OF TUITION AND EXPANSION

Training is a form of specialized education aimed at giving the trainee a particular or specialized knowledge, skill and attitude which he must possess to effectively perform in a given position. Development is concerned with specific programmes designed to prepare and groom a worker with particular education and training for higher responsibilities (Onasanya, 2006). Beardwell and Helen (2001) also view development as the process of becoming increasingly complex, more elaborate and differentiated by virtue of learning and maturation. Training is also seen as a planned process to modify attitude, knowledge or skill behaviour through learning experience to achieve effective performance in an activity or range of activities. Osborne, (1996), Rouda & Kusy (1995) views Training and Development as the 'acquisition of knowledge, competencies and skills, and adopting behaviours that improve performance in current programs, and instructional strategies and methods. Management development and training has been seen as a process by which employee are recruited selected trained motivated and required within an economic system.

RESOLVE OF TUITION REQUIREMENTS

The first step in managing training is to determine training needs and set objectives for these needs. According to Cole (2002) if an organization has to justify its training expenditure, it must surely do so on the basis of organizational need. Organizations adopting a systematic approach to training and development will usually set about defining their need for training in accordance with a well organized procedure. Such a procedure will entail looking at training needs from a number of different perspectives. These perspectives are; organizational, departmental or functional, job and employee. Organizational need – the organizational analysis happens in a situation where effectiveness of the organization and its success in meeting its goals are analyzed to determine where deviation or differences exist. This makes it easy to know what program to be implemented.

The need can also be determined by observing the job performance of work groups and survey job holders, supervisors, and training committees. Any lapses in their efficiency and effectiveness help determine the training need. Individual need – Kaufman (1974) continues that employees' training needs could be measured by the individual performances of the employees. He stated that the effectiveness and efficiency is measured against the required standards through interviews, observations, attitude surveys, or objective records of their performance.

According to Kaufman (1974-1980) – organizational, functional and individual gaps between expected results and actual results can suggest training needs, for the researcher, active solicitation of suggestions from employees; supervisors, managers and training committees can also provide training needs ideas.

The particular perspective chosen will depend on the circumstances. For example, if changes in the external environment of the organization are exerting pressures for change internally, then a corporate or organizational perspective needs to be taken. If, however, the issue is one of improving skills in a particular category of employees, then occupational or job group will provide the focus of efforts.

SOURCES OF ASSESSING TUITION REQUIREMENTS IN ASSOCIATION

1. **Observation of the employee on his job performances:** This is done physically, by staying with the employee and watching him perform his job. It enables one to determine if the employee lacks certain requirements to improve job performance.
2. **Job analysis:** This process involves in a nutshell, a systematic investigation or breaking down of job components in order to identify its essential characteristics. It elicits the skills and knowledge required to perform such job.

3. **Future Requirements:** This identifies what manpower requirements are needed to achieve an optimal organizational output within a given time index, what do the organization have at present and what are the deficiencies, shortfalls have to be made-up within the organization through promotions and transfers hence training and development.
4. **Performances appraisal reports:** this is another key area in assessing an employee's training needs, performance appraisals generally entails how well or otherwise an employee has fared within a given time index. It highlights deficient areas of an employee which needed corrective measures.
5. **Analysis of organization Records:** This hinges on the aspect of organization appraisal. The extent to which the organization has gone in terms of its goals, productivity profit level, areas of expansion and it addresses what skill deficiencies require augmentation for the organization to achieve optimal output and profitability level.
6. **Public Policy Requirement:** In realization of the need for the development of the human capital in organization, it has increasingly become a requirement by government policies and regulations to ensure a desired level of training to all cadres of employees, especially at the non-managerial level (Imam, 2000; Yaji, 2008; Olamide, 2011).

PARAMETERS MILITATING AGAINST TUITION OF EMPLOYEES IN THE ARGENTINA CONSTRUCTION COMMERCE:

Osei (2000), in an appraisal of staff training of the National Institute of Strategic Studies Kuru stated hindrances militating against training that affects all departments in every organization as follows:

(1). Lack of Departmental Endorsement

Osei (2000) revealed that most departments in the construction industry view training as a capital intensive venture that increase overheads to their company, as such put them at a disadvantage when tendering for a job, due to high cost reflected in their tender.

However, few companies who really acknowledged the importance to training view it as an incentive towards achieving customer satisfaction consequently serve as a marketing mechanism that can improve the company's income in the long run.

(2). Lack of Implementation of Training Policies by Administration

Most companies prefer to recruit operatives they think will no longer require training, this is a measure been adopted by some managers to cut down Cost, ITF (2002). However, the world is always changing with customer taste changing every day and also innovations coming up every day, to meet the rising demands of people, therefore it is imperative for managers to embark upon training and retraining of their operatives. Most construction companies don't have a training programme, and those that have, hardly implement these policies and programmes in training. (Osei 2002)

(3). Lack of Finances

Osei (2002) Poverty or lack of funds could hinder someone from undergoing training especially where it involves payments of fees and so on. But the most important thing is the willingness and interest to undergo training is most paramount.

Kirk Patrick (1996) also revealed that training can be capital intensive and because of the "stop go" attitude of the construction industry most operatives hardly sponsor themselves for a training course.

(4). Colonial Knowledge

There have been several arguments regarding the distortion in manpower development of national growth in Argentina as a result of colonialism which was fashioned towards economic exploitation (Ekpo 1989;

Ake 2001; Dauda 2003).It could be recall that the advent of colonialism led to the integration of the Argentina economy into the World Capitalist System thereby placing maximum premium on labour when compare to other factors of production.

(5). Poor Political Organization

Closely related to the problem of colonial experience as a problem of manpower development in Argentina is poor political leadership which is further deepening the problem of manpower development in Argentina; this factor has manifested itself in poor funding of education over the years (Baikie 2002), disparity or class in manpower development between children of the rich and the poor (Omodia 2006).

(6). Attitude of Top Organization

Top Management attitude is another important factor that influences on employee developmental activities. It depends on the sincerity and commitment of the top management.

(7). Limited Opportunities of Endorsement

If opportunity for promotion are limited then employees would not participate in the employee developmental activities, rather those employee with high profile with be selected whenever the opportunity for training comes up.

(8). Economy Recession

For example, according to various sources, in the past recent years there was an economic boom, more development projects, infrastructure projects and real estate project was started. The sharp increase in construction, along with other key factors, has meant the industry was seeing a lack of skilled construction staff. The demand for certain categories of employees and skill is also influenced by changes in social structure in an economy.

(9). Varieties in Technology

Past years of time, the technology changes are more rapid and pervasive than ever before in the context of the organisation and its interface with the environment. Such changes in technology make manpower development redundant or obsolete and ineffective.

AFFECTS OF TUITION ON THE EMPLOYEE

(1). Augment Employee Skill of Work Method

Training and development is a frame work for helping employees to develop their personal and organizational skills, knowledge and abilities. To reduce waste, spoilt work, misuse machines, and lessening physical risks, accidents, lateness, employee turnovers, absenteeism; the primary purpose of organization training is to provide the skills employees need to make your business better overall. In essence, trained employees can help to achieve high quality products and services in a shorter time period.

(2). Heightened Employee Confidence

Training increased job satisfaction and morale among employees. This has an added benefit of making your company more attractive to prospective employees. Employees who receive training have increased confidence and motivations. Possession of needed skills helps to meet such basic human needs as security and ego satisfaction.

(3). Job Retention

Jack Phillips, author of "Managing Employee Retention," explains that workers are less likely to seek other job opportunities when employers have a stake in their growth and development. Additionally, a benefit of accurate labour forecasting is workers not feeling stretched too thin as a result of too few employees.

(4). Employee Information Transfer

Training is essential for knowledge transfer. It's very important to share knowledge among your staff. If only one person has special skills, you'll have a tough time recouping their knowledge if they suddenly leave the company. Spread knowledge around — it's like diversifying your investments.

(5). Security of Job

Training is a retention tool, instilling loyalty and commitment from good workers. Staff looking for the next challenge will be more likely to stay if you offer ways for them to learn and grow while at your company. Don't give them a reason to move on by letting them stagnate once they've mastered initial tasks. A workforce that has been trained by the company will feel as part of the company family.

(6). Work Satisfaction

According to Dhirendra Kumar, author of the book, "Enterprise Growth Strategy," one of the most critical components of job satisfaction is the belief that the position offers room for growth and improvement. Manpower development assists the organization with imparting this sense of worth onto the worker.

(7). Inferior Turnover

A recent survey indicates that 40 per cent of employees who receive poor job training leave their positions within the first year. They cite the lack of skills training and development as the principal reason for moving on. Consider the cost of turnover. With one fewer worker, the company's productivity slips.

(8). Less Management

A well trained employee will be well acquainted with his job; he will be able to operate tools and machines as well as other facilities with less supervision. Thus, there will be less wastage of time and efforts. An organization that maintain a regular training habit will create more efficient employees that require less supervision and who need less detailed instructions. This frees management's time for higher value added activities.

(9). Less Accidents

More accidents are caused by deficiencies in people than by deficiencies in equipment and working conditions, proper training reduces the accident rate. Errors are likely to occur if the employees lack knowledge and skills required for doing a particular job.

(10). Chances of Endorsement

Employees acquire skills and efficiency during training. They become more eligible for promotion. They become an asset for the organization. Training make employee to be more responsible, more recognise and there is the possibility of increase pay.

INFLUENCE OF TUITION ON THE EMPLOYER

(1). Augmented Organization Stability and Flexibility

The ability of an organization to sustain its effectiveness despite the loss of key personnel can be developed only through creation of a reservoir of trained replacements. Flexibility - the ability to adjust multiple skills to permit their transfer to jobs where demand is greatest. The biggest organizational asset is trained and motivated personnel.

(2). Improve the Use of Right Men on Right Job

Manpower Training and Development is not only putting right men on right job, but it also comprises of motivational programs, i.e., incentives plan to be framed for further participation and employment of employees in a concern.

(3). Improves Competent Utilization of Employee

Efficient management of personnel becomes an important function in the industrialization world of today. Setting of large scale enterprises requires management of large scale manpower. It can be effectively done through staffing functions.

4). Enhance Professional Function Implementation

Employee training and development helps implementation of managerial functions such as planning, organizing, directing and controlling; therefore, staffing becomes a key to managerial functions. A contract well planned has high probability of achieving greater success.

(5). Variation with Changes in Technology

Training is crucial because it educates workers about the effective use of technology training and development programs are also important to cope up with the changes in technology and with-diversity within the organization.

(6). Prevention of Professional Obsolesce

Organizational problems either major or minor can be solved by these programs. These programs also play an important role managing the changes in organizational structure caused by mergers, acquisitions, rapid growth downsizing and outsourcing.

(7). Competitive Benefit

The business industry is very competitive and this is partly due to the advancements in technology. To remain in fair competition in the market, a firm needs to have skilled and trained workers who are familiar with both the changes in technology and the changing tastes of the consumers.

(8). Augment Organization Profit Margin

Knowing that they are cared about invested in, employees will tend to work harder in order to reciprocate the favour. Hard work eventually leads to more returns, and this might be in terms of production or even profit margins.

(9). Economies of Extent

Manpower development helps an organization achieve economies of scale. This occurs when the business produces goods at the lowest possible price as a result of its capital operating at peak efficiency. Capital includes machinery, equipment and employees. Manpower development strengthens the skill set and know-how of workers, enabling them to increase their output or develop innovative, new products.

(10). Increased Efficiency

Training improves efficiency and productivity output of employees. Well trained employees show both quantity and quality performance. Training eliminates risks because trained personnel are able to make better and economic use of material and equipment at a lesser time. There is therefore less wastage of time, money and resources if employees are properly trained.

RESEARCH STYLE

Method of Data Gathering

The application of structured questionnaires is one of the methods of data collection used in this study in order to assess the manpower training and development in the construction industry.

The questionnaire administered was collected on –spot at construction sites in Ondo State, which was the study area. Seventy questionnaires were distributed in which, fifty – four were returned fully completed. This shows a response of 77% which was adequate for the study.

DATA ANALYSIS AND APPEARANCE

Based on the objectives of the study, the simple percentage and descriptive technique method of data analysis were adopted as the technique for analyzing data collected.

The data analysis and presentation is based on the information obtained from the construction companies visited and interview conducted.

Table 1: Methods of Tuition for Each Category of Employees in the Construction Industry

Methods of training	Mean Score	Rank
ON THE JOB TRAINING		
METHOD		
Job Rotation 1		4.10
In House Training 2		4.00
In Service Training 3		3.60
Team Building 4		3.56
Self-Instruction 5		3.35
Orientation 6		3.33
Apprenticeship Method	3.20	7

Coaching 8		2.94
Mentoring 9		2.93
Committee/Work Group Method 10	2.48	
Vestibule Training Method 11		2.43
Case Study 12		2.35
Computer Based Training 13		2.24
OFF THE JOB TRAINING		
METHOD		
Demonstration Method 1	4.20	
Lecture Method 2		3.50
Programme Instruction 3	3.50	
Classroom Method 4		3.40
Conference 5		3.20
Conference Method 6	3.15	
Role Playing 7		2.30
Games and Stimulation 8		2.20

Table 1 revealed that under on the job training method, job rotation was ranked as the most effective with a mean score of 4.1 followed by in house training with a mean score of 4.0 while computer based training was rated as less effective with a mean score of 2.24. Also under off the job training method, demonstration method was rated as the most effective with a mean score of 4.2, followed by programmed instruction with a mean score of 3.5 while games and stimulation was rated as less effective with a mean score of 2.2

Table 2 Challenges to Tuition and Development of Employee

CHALLENGES	MEAN SCORE	RANK
Attitude of top management	4.37	1
Lack of implementation of training policies by organization	3.98	2
Lack of fund	3.96	3
Changes in technology	3.78	4
Limited promotion opportunity	3.69	5
Lack of Departmental Approval	3.60	6
Economy downturn	3.17	7
Colonial experience	2.43	8
Poor political leadership	2.20	9

Table 2 shows that attitude of top management was ranked as a major challenge to training and development of employee with a mean score of 4.37, followed by lack of implementation of training policy by organization with a mean score of 3.98 and poor political leadership was seen to posed a little challenge to training and development of manpower with a mean score of 2.2

Table 3: Impact of Manpower Tuition and Expansion on the Employee and the Employer

Nature of Project Handled	Frequency (f)	Percentage (%)
Impact Of Training On Employee		
Heightened Employee Morale	6.35	1
Increase Employee Skill of Work Method	4.50	2
Job Satisfaction	4.50	2
Security Of Job	4.30	3
Job Retention	4.20	4
Fewer Accident	3.60	5
Employee Knowledge Transfer	3.43	6

Lower Turnover	2.65	7
Impact Of Tuition On Employer		
Increase Productivity	4.65	1
Enhance The Use Of Right Men On Right Job	4.30	2
Improving Efficient Utilization Of Employee	4.24	3
Increase Organization Profit Margin	4.20	4
Increase Organization Stability And Flexibility	4.10	5
Enhance Management Function Implementation	3.76	6
Adaptation To Changes In Technology	3.74	7
Competitive Advantage	3.63	8
Prevention Of Managerial Obsolesce	3.30	9
Economic Of Scale	3.28	10

From the analysis carried out in table 3, it can be seen that training and development of employee has a greater impact on the morale of employee with a mean score of 6.35, followed by increase employee skill of work method while it was seen to have little impact on employee's turnover. Also, it was revealed that training has a greater impact on employee's productivity with a mean score of 4.65, followed by the use of right men on the right job with a mean score of 4.3 while it was seen to have little impact on economic of scale with a mean score of 3.28.

DEBATE OF FINDINGS

The need for manpower development is very essential to productivity and the extent to which employee is ready to put in their best for the development of the organization. Isyaku (2000) noted that the rate at which people are been attracted to building construction industry calls for training of workers, and where they can be trained to meet up with the challenges in the construction industry.

METHODS OF TUITION EACH CATEGORIES OF EMPLOYEE IN THE CONSTRUCTION INDUSTRY

Mostly, in Argentina construction industry, we have different methods of training employee. It ranges from job rotation, in house training, in service training, demonstration method, programmed training

method etc. The study revealed that under on the job training, construction industry preferred to use; job rotation at it was ranked 1st with a mean score of 4.1, followed by in house training with a relative index of 4.0 and in service training with a relative index of 3.6. While vestibule training method, case study and computer based training were the list used method. Under off the job training method they preferred to use; demonstration method which was ranked 1st with mean score of 4.2, followed by programmed instruction and classroom method while conference method, role playing, game and stimulation were the least preferred method. This is in line with the findings of Lawal (2006) that emphasis more on in house training and in service training at the most effective method of updating workers with new techniques or skill associated with the performance of their job.

CHALLENGES TO TRAINING AND EXPANSION OF EMPLOYEE

It has been observed that most construction industry failed to train their employee due to so many challenges they faced with which ranges from; attitude of the top management which was ranked 1st with a mean score of 4.37, followed by lack of fund and lack of departmental approval with a mean score of 3.98 while economic downturn with a mean score of 3.17, colonial experience with a mean score of 2.43 and poor political leadership with a mean score of 2.2 were seen as factors that posed less challenges to training of employees. This agree with the findings of Onuka (2006), in an approval of staff training of the National Institute of Strategic Studies Kuru stated that hindrances militating against training of employee as; Lack of departmental approval, lack of implementation of training policies by organization and lack of fund.

IMPACT OF MANPOWER TRAINING AND EXPANSION ON EMPLOYEE AND THE EMPLOYER

Impact of manpower training and development of employee cannot be over emphasised, these ranges from heightened employee morale which was ranked 1st with a mean score of 6.35, followed by increase employee skill of work method and job satisfaction with a mean score of 4.5 while fewer accident with a mean score of 3.6, employee knowledge transfer with a mean score of 3.43 and lower turnover with a mean score of 2.65 were seen to have lesser impact on employees training. However, for the employer, increase productivity was ranked 1st with a mean score of 4.65, followed by enhancing the use of right men on the right job with a mean score of 4.3 and improving efficiency utilization of technology with a mean score of 4.24, while competitive advantage with a mean score of 3.63, prevention of managerial obsolesce with a mean score of 3.3 and economic of scale with a mean score of 3.28 was ranked to have lesser impact on the employer. This agree with the findings of Jack Phillips, author of 'Managing Employee Retention ' which explain that workers are less likely to seek other job opportunity when employers have a stake in their growth and development.

CONCLUSION AND SUGGESTIONS

This study has attempted to assess the impact of manpower training and development in the construction industry in Ondo State. The in depth analysis of the result obtained from the field survey was carried out in the preceding chapter to fulfil the objectives of this study. It was seen that, to improve organization productivity, there is need for the development of manpower, and for this development to be effective, there is need for training. For training to be effective, the purpose of training should be identified and clearly stated. Finally, organization are requested to measure output before training programme is organize in the area where training is needed and should also take a statistical measurement of output after the training exercise.

Also, identify the level of change in output will go a long way in aiding organization to know the impact of training on the workers and productivity level of the organization.

SUGGESTIONS

According to the findings and conclusion stated above, the following recommendations are proposed:

1. For any organization to improve its productivity, manpower training and development must be sustained, since it has been observed that most construction firm give little or no attention to training of their employee.
2. Organization should adopt the right method in training each categories of employees since it has been observed that training objective is not been achieved due to the fact that organization use wrong training method for employees.
3. Top management should not only have a positive attitude to training of their employees but should also make fund available to enhance the training process. The notion of employee leaving the company after been trained should not be a yardstick for not training their employees.
4. Organization should do the needful by identify people that needs training, area where training is to be done, purpose of training and the evaluation of training must be done at the end of the training exercise in other to kwon whether the objective of training has been achieved. This is important since from previous research, it has been observed that training objective is not been achieved in most cases due to the fact that training programme is organized for wrong categories of employees.
5. Organization should regularly measure its level of productivity so as to track the level of organization performance and to kwon when it is appropriate to train employee for increase productivity. This in necessary because the production level in most organization is on the decline due to its inability to keep track of its performance level.

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