

Effect of Training and Development on Organizational Sustainability (A Study of Cross River University of Technology (Crutech) Nigeria

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Abstract: - This paper examined the impact of training and development on organizational sustainability with a focus on CRUTECH. The paper sought to investigate the relationship between manpower and organizational sustainability, to determine the effect of staff and in an, and to identify the challenges surrounding effective manpower and programme in s as key objectives. Hypothetically, it was assumed that: there is no significant relationship between manpower training and development and organizational sustainability. The study drew a sample population of one hundred and eighty-four (184) staff of CRUTECH and the Taro Yamane formula was adapted in deriving a sample size of one hundred and twenty six (126) staff to gather primary data using closed-ended questionnaire and survey interview while adopting the simple random sampling method. The Chi-square statistical tool was used to test the validity of the assertion in the study with a 95% level of significance. Finding revealed that: Manpower training and development is significant in an organization. Secondly, there are challenges surrounding the effective manpower and programme in s. It was concluded that: It is imperative to state that human resources are indispensable force and essential element in obtaining and propelling efficient and effective organisation. The researchers recommended that: programmes should be design to acquaint individual participant with specific knowledge and skills required to improve their efficiency in the institution, while serving the career goals of the employee.

Key words: Employee, Leadership, Sustainability, Organization and training

I. INTRODUCTION

1.1 Background of the Study

Man power and is a crucial zone of human asset the executives (HRM) and has turned out to be broadly perceived as a significant issue that impacts the manageability, adequacy and proficiency of organizations. Besides, the most loved and cherished resource in any is without a doubt its workforce. In any case, for the worker of any to perform ideally, viably and productively, it should be furnished with the relevant aptitude, learning and demeanour consequently; the requirement for labour training and development programs (Flippo, 2016).

While underlining the noteworthiness of labour and programs in s, Pigors and Myers (2015) expressed that no organisation can pick whether to train its representatives since every single new worker independent of their previous, instructive foundation and experience should be acquainted with the new business' workplace and to be presented to how to perform explicit assignments. Accordingly, labour training and development is one of the most focal authoritative elements and it establishes the significant structure through which hierarchical plan and versatility can be influence.

Training and development are two of the real elements of the human asset the board in any type of organizations must consider. Both training and development endeavours are intended to improve the steady execution and profitability of the workers (Ezeani and Oladele 2018). In particular, training is a program sorted out and organized by the organization to create information and aptitudes of the representatives. Development then again, is a sorted out action wherein the labour of the organization learns, develop, and build up their insight, abilities, and capacity through a type of self-evaluation exercises (Obi-Anike and Ekwe, 2014).

In the assessment of Ezeani and Oladele, (2018) training is the way toward building up workers' capacity, thinking and theoretical abilities to upgrade their productivities. Armstrong (2014) states that preparation is the utilization of precise and arranged guidance exercises to advance learning. Labour development isn't just limited to a particular errand, however it reasons for existing is to improve workers character and demeanour in order to further enable them to confront future difficulties. Put in an unexpected way, worker development help with changing the mentality of the representatives and makes them increasingly dexterous and focused.

Hierarchical objective is worried about what the organization mean to accomplish. This might be a present moment, medium term, or long haul objective. Almost certainly, labour training and development holds the way to open the looming and development openings through which institutions achieve their ideal objectives (Devi and Shaik, 2017) and has for quite

some time been perceived by researchers as a focal stage towards the accomplishment of authoritative objectives (Irene, 2013).

For example, labour training and development improve both physically, intelligent and mental capacity of workers which are exceptionally basic in encouraging the degree of hierarchical maintainability, yet in addition the development of staff in any organization (Olusanya, Awotungase, Ohadebere and Suleiman, 2015). Labour training and development additionally play out a vital situating job by legitimately contributing towards authoritative objectives, goals, and mission and vision explanation of the said foundation. In this way, there is constant requirement for the procedure of staff training and development.

George and Scott, (2016) training and development are a persistent exertion intended to improve workers' capability and sort out execution as an objective to enhance the representatives' ability and execution. Human Resource Management has assumed a critical job in the financial development of most created nations like Britain America and Japan. In a creating nation like Cameroon, with its rich normal assets and budgetary help, one can likewise experience such monetary achievement if the proper consideration is given to the development and training of her HR. Each viewpoint and exercises in an organization includes individuals. For example, a supervisor won't be effective on the off chance that he has subordinates who are not very much outfitted with aptitudes, information, capacity, and skill.

To run an organization, be it huge or little requires staffing the organization with effective work force. Explicit employment aptitudes, capacity, information and skill required in the work environment are not productively instructed 'in the formal'. For representatives to be adaptable and successful in their activity, they have to gain and create information and expertise, and for them to accept that they are esteemed by the organization they work for, at that point they have to see profitable indications of the board duties to their preparation needs. Each new representative must be appropriately prepared not exclusively to create specialized aptitudes, yet to make them an indispensable piece of the organization. Training and development is a viewpoint that must be looked by each organization, and its significant point is to improve the workers' skills to such an extent that the organization can amplify viability and effectiveness of their HR. It tends to be a bit of leeway for an organization in the event that they win the "hearts and brains" of their labourers, getting them to relate to the organization (Armstrong, 2014).

Speculatively, for labourers to be prepared to perform well there must be an interest in the preparation forms. These procedures are a piece of the whole human asset the executives approach which results in workers being spurred to perform. Be that as it may, training shift from organization to organization in connection to the quality and amount of training factors, which may include: the level of outside

condition change, the level of progress in the inward condition, current appropriate abilities in the current work power and the level to which the administration consider training to be a propelling element in the working environment (Cole, 2016).

A few foundations address their requirements for training in an off the cuff and unpredictable way, training in such organizations are basically improvised and unsystematic. Various s anyway start separating their preparation needs, at that point blueprint and execute training practices in a typical manner, in conclusion assess eventual outcomes of the preparation (Irene, 2014).

As a rule, before training or development projects are composed endeavors are being made through people and hierarchical evaluations to recognize the preparation needs. After the preparation and development programs, an assessment is completed to learn the viability of the program in accordance with the need, which had been distinguished. It is deserving of notice that organization development pursues the development of person who structure the organization. It pursues that no organization ends up successful and effective until the individual have and apply the required aptitudes and information (Shodeinde, 2015).

Training has been seen as a component of human development. Human development is a procedure of amplifying individuals' decisions. On a fundamental level, these decisions can be unending and change after some time. In any case, at all degrees of development, the three fundamental ones are for individuals to carry on with a long and sound life, to obtain learning through training, and to approach assets required for a respectable way of life. On the off chance that these basic decisions are not accessible numerous different open doors stay blocked off (Olusanya, Awotungase and Ohadebere, 2015).

1.2 Statement of the Problem

Labour is viewed as basic to any authoritative endurance. Be that as it may, most organizations plan efficiently for their interest in physical and capital assets and these plans are audited with most extreme consideration; yet once in a while numerous organizations give almost no consideration to interest in human capital development. What's more, most organizations think that its hard to reserve training and development program which may prompted low efficiency and high work turnover and by expansion challenges in achieving the sole point of the organization's and its objectives.

The significance of training has no uncertainty been perceived in numerous organizations as the key factor for improved efficiency. Be that as it may, labour training in the instructive foundation is compromised with various issues like the nonattendance of standard training notwithstanding the consistent changes with accentuation on training and development (Okotoni and Erero, 2015). This is on the

grounds that the different changes in the instructive part have not thought of it as important to set up distinct and nonstop training and development programs that will build representatives' efficiency. This suggests when training and development need is recognized and assets and quality time is resolved to accomplish the need, the activity can in any case be deficient in tending to the efficiency shortage. As per Ahmed, (2017) training activity is heedless or disproportionate in the plan, execution and interest. Now and again, training depends on a defective finding of training needs.

Comprehensively, there are occasions where an institutional administration doesn't perceive representatives who have taken part in training projects to obtain extra aptitudes and information. Such acknowledgment may come in type of increment compensation, development and other incidental advantages to remunerate their endeavors. Now and then, where training has happened, the executives may not be eager to send such staff to different offices where they are pertinent. Likewise, work are in some cases performed without thinking about the aptitudes and capacities of the staff, which may bring about low resolve and dissatisfaction on different representatives who want to experience further training. The previously mentioned frame of mind of the executives to labour training can bring about dynamic degeneration of abilities of workers to adapt to difficulties emerging from the social, financial and innovative changes.

In an all encompassing point of view in any case, the story would have been extraordinary if the Nigerian central government have grasped the 1988 and 1999 proposals of the common administration commission which showed that 10% of the whole yearly compensations of all workers be held for representatives instructive development, nonetheless, larger part of the open organizations have neglected to respect these suggestions. For example, workers of most open area organizations are sent for training and the individuals who communicated their craving to embrace any type of training may not be given any sort of help, for example, study leave with compensation, to support the program. Some of the time, the importance of the instructional class to the prerequisites of the present occupation and future posting are not considered before representatives are sent for training. Notwithstanding when the staff sets out on expertise obtaining programs, the administration in some cases doesn't give the important gear to upgrade activities. The resultant impact of this is such workers may encounter trouble in adapting to the advancing mechanical developments and may stay repetitive.

Be that as it may, the analyst watched pressure in organizations coming about because of workers' poor authority of certain duties. A portion of the shortcomings of such representatives are regularly not very much dealt with, bringing about approvals, downgrade, move, or rejections that rather cause social strain at work. The specialist ends up keen on discovering exactly how genuinely organizations think

about training and development, and how it influences the maintainability of the said organization.

1.3 Objectives of the Study

- 1) To examine the relationship between manpower and and al sustainability.
- 2) To determine the effect of staff and in an .
- 3) To identify the challenges surrounding effective manpower and programme in an .

1.4 Research Questions

The study seeks to answer the following questions:

- 1) What is the relationship between manpower and and al sustainability?
- 2) What is the effect of staff and in an ?
- 3) What are the challenges surrounding effective manpower and programme in an ?

1.5 Research Hypotheses

The study is guided by the following hypotheses:

- Ho₁** There is no significant relationship between manpower and and al sustainability.
- Ho₂** Manpower and has no significance in an .
- Ho₃** There are no challenges surrounding the effective manpower and programme in s.

II. REVIEW OF RELATED LITERATURE

2.1. Conceptual Review

2.1.1 The Concept Of And

and are corresponding pieces of a similar procedure. They are interlinked and reliant, as opposed to consecutive and progressive. and t is extremely vital to the workers, the and their adequacy (Devi and Shaik, 2017). Staff training and development can happen all the while or corresponding, yet the two don't really have direct relations to one another (Comma, 2018). Evidently, training and development exercises are significant components of the human asset the board capacity of an organization.

2.1.2. Manpower

Training is a procedure that creates and improves aptitudes identified with execution. Powerful training projects as indicated by Blum and Naylor (2016) can bring about expanded profitability, diminished work turnover, and more noteworthy boss fulfillment. As per Abiodun (2015), training is a methodical development of the learning, aptitudes and demeanors required by workers to perform enough on a given undertaking or employment. Workers who have not gotten satisfactory training before being doled out with obligations do not have the fundamental certainty with which to complete the activity. A representative ought to be developed into greater duty by precise training and development.

McGehee and Thayer, (2011) consider training to be the formal systems which are used to encourage representatives' realizing with the goal that their resultant conduct adds to the accomplishment of the same just as the people objectives and targets. Moreover, training as indicated by Nwachukwu (2018) is an authoritative exertion planned for helping a worker to gain fundamental abilities required for the proficient execution of the capacities for which he was procured or utilized. Then again, he sees development as the exercises attempted to open a worker to play out an extra obligations and expect places of significance in the authoritative chain of command. Training as it is watched opens representatives to abilities fundamental for successful occupation execution while development goes further to outfit workers with the learning required for playing out extra duty to a specific assignment quicker and better than anyone might have expected, development may include presenting a representative to all the more testing errand.

Cole (2012) characterized training as any learning movement which is coordinated towards the securing of explicit information and ability for the reasons for an occupation or undertaking. He fights that the focal point of training is the activity or assignment. In any case, he considers development to be any learning movement which is coordinated towards future needs instead of present needs and which is concerned more with profession than quick execution. He further proceeds to express that the focal point of development will in general be fundamentally on an organization future labour necessities and also, on the needs of people in the working environment.

Armstrong (2009) sets that preparation is the formal and orderly adjustment of conduct through realizing which happens because of guidance, development and arranged involvement. This, Peter Drucker (1984:201) concurred in his meaning of training as a deliberate procedure of changing the conduct as well as frames of mind of workers toward a path to increment hierarchical objectives.

Lament and Byars (2013) moved toward the meaning of training in a way that sledges on time varieties. They characterized training as a procedure that includes obtaining of aptitudes, ideas, principles or frame of mind so as to improve present and future execution. In another development, Koontz and O'Donnell (1980) as referred to in Ahmed, (2018) recognize training as a learning opportunity given to workers to wind up familiar with the standards, ideas, and systems that would improve their proficiency and adequacy. Likewise, Sikula (2017) fight that preparation is a momentary instructive procedure using a precise and sorted out technique by which non-administrative work force increase specialized aptitudes and information for a specific reason. Tannehill, (2016:161) then again characterizes training as the general procedure whereby a person's conduct is adjusted to fit in with a predefined and indicated design. Supporting this, Odiome (2013) kept up that preparation should prompt an adjustment in conduct. On the off chance

that it doesn't, it at that point implies that the prepared doesn't have insightful remainder (IQ) to comprehend, or that he has a manager who clashes with the preparation conduct proposed, or that he has companions or subordinates who verify that such proposed conduct would not work or might be specialist for the earth.

As per Akpan (2012:128), training is to outfit individuals with the information required to qualify them for a specific situation of business or to improve their aptitudes and productivity in the position they as of now hold. Training as referred to by Onah (2018:135) is characterized as a sorted out and composed development of information, abilities and frames of mind required by a person to ace a given circumstance or play out a specific assignment inside an authoritative setting. Obiajulu, and Obi, (2014:280), set that after the determination procedure has been finished, the new representatives need some type of training for them to adjust to the authoritative strategies and frameworks. Training to them is alluded to as showing operational or specialized representatives how to carry out the responsibility for which they were contracted.

Thus, breaking down the above definitions, one can say that both training and development bring about making an adjustment in a person. In this way, there is a sort of comparability among training and development on the grounds that the two ideas are planned for making a positive change in the person. Be that as it may, the boondocks of development stretch out further to gauge how adequately the positive change in conduct has improved occupation execution. Jones, George and Hill (2010) in (<http://www.businessballs.com/traindev.html>) accept that "preparation" basically centers around showing all individuals how to play out their present employments and helping them gain the learning and abilities they should be powerful entertainers. "Development" then again centers around structure the learning and aptitudes of all individuals so they will be set up to interpretation of new duties and difficulties.

Spin-off of the over, one can without much of a stretch see the distinction among training and worker development. As cited by Onah (2018:129-130): "Staff training and development go under the domain of faculty works in many organizations, particularly open organizations. The significance of staff training and development in any organization is clear, on the off chance that we perceive the way that the structure that supports it relies upon the person that work the structure. Staff training and development can happen at the same time or correlatively however the two don't really have direct relations to one another. They ought to in reality be isolated in idea". Be that as it may, workers training and development supplement each other in an organization's mission to advance qualified labour. This is the motivation behind why most creators utilize the expressions "training and development" as equivalent words. It is basic for individuals to utilize training and development conversely as though both are the equivalent while; there is a qualification between the two. Despite the

fact that vary in idea however can be contemplated together due to their relatedness and common impact on the staff.

2.1.2 Approaches to Manpower Training In Organizations'

There are different techniques for labour training that an organization can receive, and this to a great extent relies upon the targets of the organization. The particular methodology picked by an organization would be controlled by the expense of the preparation, accessible time and number of individuals to be prepared. Ways to deal with labour training can be commonly ordered under three noteworthy headings:

1. On-the-work training
2. Off-the-work training
3. Simulation techniques.

Notwithstanding, organizations regularly utilize a mix of the three strategies as no preparation program is ideal for all preparation needs. The sort of training picked ought to mirror the destinations of training to be cultivated, the accessible assets and the requirements of representatives for training and development. Olaniyan and Ojo (2018) and Okeke (2016) recognized the accompanying methodologies:

2.1.2.1 On-The-Job

Hands on training is a comprehensively utilized procedure, where learning happens in the workplace. This strategy works with regards to work, simultaneously; the genuine work is being performed. Most organizations incline toward hands on training for the securing of successful aptitudes and capacities. With this strategy, representative's development and abilities progression is accomplished all the more quickly and representatives profit by relating with associates (Okeke, 2016). The representative is in the genuine work circumstance and demonstrated the activity. He learns in a similar situation where he will, in future, be working. Kulkarni, (2013) affirms that one of the upsides of hands on training is that it diminishes the trouble in moving information related with different ways to deal with training; it assists the exchange of information in light of the fact that the student has moment chance to rehearse; it likewise lessens the expense of training as no extra training offices are required.

As per Olaniyan and Ojo, (2018) hands on could take the accompanying structures:

1) *Orientation/Induction:* This methodology is absolutely intended for new representatives to empower them get to know the general prerequisite of the organization, for example, standards, morals, objectives, principles and guidelines. It is likewise outfitted towards getting the new representatives familiar with the organization's objectives, structure, culture, work standard and various states of business. This acclimation with the workplace shields them from committing exorbitant errors. Dialoke, et.al (2016), confirm that direction or enlistment training is given to recently contracted or delegated staff promptly they are utilized, to get them acquainted with their new positions and

to cause them to comprehend the general goals, scope, programs, issues, strategy and structure of the organization. Acceptance courses are basic for recently procured authorities to empower them increase fearlessness and perform up to desire. The term may extend from couple of days to three weeks relying upon the circumstance.

2) *Apprentice:* This way to deal with labour training involves the obtaining of ability through broad training for a while by the understudy. Isiwu (2015:28), present that the preparation medium could either be formal or casual. In the casual setting, the disciple is joined to the mentor, and he/she is required to pay for a concurred time of apprenticeship. Then again, the formal condition requires a representative to be set under apprenticeship inside an organization with compensation. Ofobruku and Nwakoby (2015) saw that this technique for training is alluring in the businesses, for instance, the metal trades, printing shippers and building development, which require a predictable stream of new workers who are depended upon to end up flexible talented experts. Since this preparation is long and requires ceaseless supervision, this strategy for training can be costly.

3) *Vestibule:* This way to deal with labour training requires the securing of abilities and learning in a comparable workplace (Nongo, 2015). The representative practices his aptitude with instruments or hardware that he utilizes at his ordinary work area. A portion of the focal points are: labourers are prepared as though they were at work, yet it doesn't disturb creation, diminishes expensive mix-ups that could influence the ordinary generation. A genuine case of vestibule training is the place a specialized staff, particularly the individuals who manage the devices and apparatus, are given the activity instruction/training in the work environment other than the fundamental creation plant. Another model is the clerk training (Omodia, 2017). There are exceptional coaches or pros, who bestow training on the specialized staff, along these lines diminishing the weight on hold chief, who needs to direct the whole generation process. Under this preparation approach, the accentuation is on adapting instead of creation. Different methodology under this technique are: movie show and presentation, pretending, instructive TV redid heading and others.

4) *Job Rotation:* Job pivot is an administration approach where representatives are moved between at least two assignments or employments at ordinary interims so as to open them to ace what goes on, in different segments or divisions in an organization. Occupation turn is a composed practice to lessen the fatigue of doing same kind of occupation consistently so as to investigate the concealed possibilities of a worker. The substance of this program is to enlarge the information and capacities of labourers in various callings. The additional information might be required for performing higher level errands and taking up higher level duties. A few focal points of occupation pivot are: to enable administration to find the ability of workers and figure out what the person in question is best at; it allows a representative to investigate

their very own advantages and addition involvement in various fields or activities, to give a general thought of authoritative goals; to empower co-activity among divisions and to advance hierarchical adaptability through powerful human asset use (Lawal, 2016:15).

5) *Coaching*: This is the most immediate and powerful way for an individual to impact the conduct of someone else. For the most part pursues the configuration of individual direction that is centered around occupation execution and went for one individual for every time. For the most part, the individual being trained is presented to a chain of arranged guidelines to quicken his development. He might be given a novel task, conceivably as an individual from a council or team, he can likewise sub for the chief or be appointed piece of his commitment, his movement can be amplified, or he can be efficiently related through a chain of employments. Instructing is a viable training strategy of a business endeavor. It happens regularly and normally in the unrivaled subordinate relationship (Otti, 2014). The mentor explicitly prompts the work force on the most proficient method to play out a specific undertaking; they give productive criticism and agent further comparable assignments, defining objectives or higher-level errands for the person to finish. One of advantages of instructing is that the workers improve their presentation and abilities by getting one-on-one training to create vocation prospects. Likewise, greater part of instructing is by and large conveyed inside the organization by a prompt director or administrator. However, a few organizations may want to utilize outer expert mentors to give these administrations.

2. *OFF-THE-JOB*: These are proficient s planned for presenting representatives to new strategies embraced in current workplaces. They are typically performed on full-time premise in instructive foundations like, colleges, polytechnics, universities, etc, enduring through a particular period (Malaolu & Ogbuabor, 2017). Off-the-work training happens when representatives are detracted from their work environment to be prepared. The real detriment of this kind of training is that representatives in the wake of securing new abilities/capabilities may leave for better occupations.

1. *Formal*: This kind of training is done inside or outside an organization. It is likewise alluded to as in-house or off-the-work training which happens in colleges, polytechnics, training establishments/focuses. Off-the-work training may likewise be given by individuals from the preparation division, outer instruction and training foundation or training suppliers like training specialists or visitor speakers. Numerous organizations want to utilize outside training suppliers as opposed to continuing their very own preparation techniques (Konings, 2017). Formal learning projects are commonly synonymous with full-scale learning frameworks, with courses and educational programs arranged in an extremely organized manner. Therefore, the substance is for the most part made by a predefined gathering of teachers, originators and mentors. The learning materials can be

conveyed in a study hall training model, with instructors to affect the learning. It requires perusing and booked testing.

2. *Guided Discussion*: This technique is a pioneer focused way to deal with training and critical thinking. It allows the gathering head more prominent chance to get responses to a thought than does the talk strategy. In the guided talk technique, the pioneer introduces a plan to the gathering and urges them to examine it, yet makes it unmistakable to the gathering that he maintains all authority to settle on a definitive or ultimate choice (Otti, 2015). Guided talk opens workers to an assortment of points of view, causes them perceive and research their suppositions, improves tuning in and discussion abilities, encourages organization with a subject, and confirms representatives as co-makers of learning. As they take an interest in talk, representatives arrange new learning inside the setting of their present seeing, in this manner encouraging a careful comprehension of the course material.

3. *Programmed Instruction*: This is an advanced training strategy that utilizations machines, customized books or filmstrips. It contrasts from customary types of training in which the educator manages the student to secure new procedures, in light of the fact that the materials to be utilized are exhibited in a way which the students can control. Modified guidance is a strategy for showing new subject to understudies in an evaluated grouping of controlled advances. Understudies work through the modified material without anyone else at their own speed and after each progression; they are tried on cognizance by responding to an assessment question or filling in an outline. They are then quickly demonstrated the right answer or given extra data. PCs and different kinds of encouraging machines are frequently used to display the material, in spite of the fact that books may likewise be utilized. PC helped directions, which the two tests understudies' capacities and imprints their development, may enhance homeroom action or help understudies to create thoughts and aptitudes autonomously (Kulkarni, 2018; Dialoke, et al., 2016). One preferred position of modified guidance is that it can add to progressively productive study hall methodology and supplement ordinary educating techniques. Showing machines empower understudies to work separately, calling for dynamic cooperation of the student. In the businesses and the military, customized guidance is frequently used to prepare staff.

4. *Workshops, Seminars And Conferences*: There are different s that compose workshops/courses planned for instilling explicit aptitudes on labourers. Specialists present papers and dialogs focused on them in such meetings. New systems and thoughts are analyzed and individuals are urged to pose inquiries and express their perspectives (Okereke and Igboke, 2018). A workshop is a kind of academic rule, either at an insightful foundation or offered by a business or master affiliation. It has the limit of joining little social events who focus on some particular subjects where everyone present papers. While a workshop is a kind of natural planning where

individuals complete different activities as opposed to tune in to a location or introduction. Thoroughly, two sorts of workshops exist: a general workshop for a mixed assembling of individuals, and a shut workshop that is redone towards gathering the readiness needs of a specific gathering.

3. OFF-THE-JOB- METHOD

This is the kind of expert training given to workers. As indicated by Nwachukwu (2016:110), this is otherwise called vestibule training, and in this preparation, the learner isn't in the standard employment condition, yet is trained how to carry out his responsibility in an indistinguishable circumstance utilizing a similar sort of hardware that he/she will use at the place of work. One of the favourable circumstances is that expensive slip-ups are kept away from and the issue of exchange of training is improved as the students practice with indistinguishable hardware and devices. Off-the-work training models incorporate however not constrained to gatherings, pretending, addresses, affectability training, workshop, courses, PC based training, business games, and so forth.

For the most part, all the preparation and development strategies are intended to either improve execution of the person in his present place of employment, grow new abilities for present or present occupation or foreseen work/position later on, and development of the person for additions related with such new aptitudes, information skills and capacities, and thus help to meet organization's present and future destinations. As indicated by Taiwo (2017), it is alluring to join both at work and off-the-work training as the burden of one can be remunerated by the other.

2.1.3. Importance of Manpower Training and Development to An Organization

The advantages of powerful labour training and development to any organization can't be over accentuated. The rising monetary development is a proof that interests in labour training and development are identified with longer term benefit in an organization.

Omodia, (2018) states that the time of mechanical change and development requires both old and new faculty to be prepared to supplant their insight with new abilities and keep them side by side of the new development in the systems and procedures of carrying out their responsibilities with an end goal to accomplish individual and hierarchical targets. Hence, any business that wants to have an upper hand over others ought to set out on labour training.

Training and development can be of incredible advantage to both the labourer and the utilizing organization. It isn't restricted to just expanded efficiency, however from various perspectives. Nwachukwu (2010:104) recognized four noteworthy preferences of training as progress of representative's spirit, decrease of turnover rate, worker sentiment of being a piece of the foundation, and a right frame

of mind and the information required for accomplishment in the organization.

As per Cole (2011) the advantages related with training and development incorporates: High confidence, lower cost of generation, lower turnover, change the board, development of accessibility and nature of staff, arrangement of acknowledgment, upgraded duty and the plausibility of expanded compensation and development for representatives. Oguntimehin (2011) noticed that "preparation builds efficiency, improves the nature of work, improves aptitudes, learning, comprehension and frame of mind of the learner, just as upgrade a person's utilization of devices and machines"; it likewise lessens squanders, mishaps, and turnover, among others.

Without a doubt, satisfactory and powerful training and development of an organization's staff guarantee the development of new aptitudes, Knowledge, capacities and abilities which makes certain to ensure an organization's focused edge over its rivals. It additionally upgrades representatives' thoughts and makes them consider new ideas and challenge the norm, and in this manner, help to create new thoughts which increment hierarchical creativity and along these lines guaranteeing the endurance, and profitability of the organization. It additionally prompts increment in nature of products and enterprises as consequence of successful execution (Kum, Cowden and Karodia, 2014). Nel, Van Dyk, Hassbroek, Schultz, Sono and Werner (2014:142) laid out the impacts of training and development on authoritative efficiency as: expanded accomplishment of value items, decrease of undertaking disappointments and deformities, decrease of staff turnover and insignificant supervision needs. Likewise included are the capacity to advance, more prominent abilities to complete more undertakings, and changes in worker conduct. Taylor (2017:455) noticed that "preparation and development that can be added to the representative' resumes are first-class things as far as pay plans".

Moreover, training and development is significant not exclusively to improve efficiency, yet to support and stimulate the enthusiasm of workers by teaching them on the significance of their employments and to give them fundamental data required to perform on those occupations (Banjoko, 2017). Compelling labour training and development projects ought to add to the accomplishment of hierarchical objectives in the accompanying ways:

1. Reduction of overhead and work costs by methods for shortening the time required to complete activities associated with creation of merchandise and ventures;
2. Reducing the expense of overseeing work force exercises coming about because of non-attendance, wounds, complaints and objections; and
3. Minimizing regulatory expenses by building up the physical and enthusiastic/mental requirements of

each representative towards the accomplishment of authoritative targets (Rao & Kishan, 2015).

Evidently, the general advantages of labour training as recognized by Iyayi (2017) are:

1 Technological

New innovation is being built up constantly, hence training staff empowers them handle materials and the gear monetarily to diminish wastages. Standard training will guarantee that staffs are utilizing the most recent innovation helpfully and to true abilities. Likewise, training workers will decrease the pace of mishaps and harms to apparatus and hardware, which will constantly add to expanded cost reserve funds and in general economy of tasks.

2 Lesser Need for Supervision

Prepared workers will diminish the requirement for consistent supervision. A well-prepared worker can be depended upon in completing his assignments since he recognizes what to do and how to improve. Under such circumstances, close supervision probably won't be fundamental.

3 Increased Job Satisfaction

Through persistent interest in labour training, staff can have a higher feeling of occupation fulfilment, which can improve their inspiration towards their work. This lessens representative turnover and builds efficiency, which straightforwardly improves profitability. The organization will proceed to become and stay focused.

4 Maintain Knowledge and Skills

It is imperative to prepare workers to enable them to create abilities on their employments and to hold information. Once more, Mullins (2017) noticed that labour training and development improves learning and abilities and changes learner's frame of mind. Therefore, training ends up one of the most significant potential inspirations.

2.1.4. Limitations Surrounding Manpower and In Nigeria

A few components have been found to impact training and development of representatives. Mondy et al (2016:217) affirm that change is clearly one factor that effects and is affected via training and development. Representatives may detest likely change on the off chance that they felt it will influence them adversely, subsequently, will work to foil the projects possibility of progress. In this manner, the executives should attempt to clarify the goal of training and development projects to the representatives who are to participate in such projects to dodge purposeful damage emerging from dread of progress. Training could be an exercise in futility and assets if the zone of accentuation in training isn't appropriately recognized and acknowledged by the students.

Purposeful exertion must be to plainly distinguish territories of worry in a preparation program to abstain from baffling and unsettling the students. Absence of the executives backing can

adversely impact worker training and development. Robbins, Odendall and Roodt (2013:231) noticed that numerous representatives are against training and development activities since they accept that the accountability for training individuals is the obligation of the educational system, not the s. Also, a few organizations encouraged that it is the obligation of the worker to figure out how to carry out the responsibility they are procured to do, to such an extent, any interest in representative training is considered as additional expense for the organization.

Different components impacting training and development incorporate level or level of the board support, duty from pros and generalist, innovative advances, learning standards and hierarchical intricacy (Mondy et al, 2012:218). Absence of encouraging feedback, absence of chance to targets of the preparation program, ill-conceived programs and non-arrangement of training and development with business needs are brought up by (Nwachukwu, 2016:133; Kleiman, 2013:389; and Perry, 2017:282) as other central point too. Furthermore, absence of criticism likewise influences training and development contrarily as learners think that its hard to think about their degree of accomplishment in their preparation and development programs as organizations don't assess the result of the program after a given instructional meetings.

Labour training in Nigeria has been related to various issues, for example, random way in which training is arranged and executed, deficient financing, and bias. Albeit budgetary allotments are typically made for faculty training, the discharge and usage of such assets don't relate to the manner in which it is arranged (Sam-Okere and Agbeniga, 2018). Notwithstanding when assets are made accessible, the substance of such training may not show the prompt needs of the organization before setting out on the instructional courses. Now and then, the nature of facilitators who are named on consultancy premise is additionally another militating factor. A portion of these experts might not have the essential experience for their undertakings. The preparation projects may some of the time be contracted to party followers or people with some type of connection to the CEOs of the organization, to a great extent for support. This brings up an intense responsibility question which no uncertainty is a central issue in the of the open administration in Nigeria (Olusegun, 2016). In perspective on the above difficulties, viable labour training programs for work force in the Nigerian open area is basic for development and dependability.

Audu, Paul and Omisore (2015:11) contended that labour training has not created the ideal impact/sway on efficiency in open organizations in Nigeria because of a blend of the accompanying variables: poor monetary distribution for training; misappropriation of the current deficient assets; poor coordination of training exercises; old fashioned and obsolete training hardware and offices; unbalanced nature of training programs; flawed training needs evaluation and improper

procedure for conveying training programs. The above contention was extended further and supported by Madubueze, Ananti, Onyekwelu and Okpalibekwe (2015) with scientific classification into financial and political variables. The financial factors as archived by these last researchers bear assembly with those distinguished by Audu et al (2015), and require no repetition. The political variables incorporate obstruction in representative determination for training and bureaucratic exercises through which legislative issues impacts normal and authority techniques in the . The ramifications of these is a crack result for training activities, and this tends to delineate authoritative maintainability. Nonetheless, in a detail, expansive and all encompassing viewpoint, the issues, imperatives and issues encompassing labour training and development is as per the following:

1) *Colonial Experience*: There have been a few contentions with respect to the bends in labour development of national in Nigeria because of expansionism which was molded towards monetary misuse (Ekpo 2019; Ake 2010; Dauda 2013). It could be reviewed that the coming of imperialism prompted the coordination of the Nigerian economy into the World Capitalist System consequently setting least premium on work when contrasted with different variables of generation. This horrible showing of indigenous work by the pilgrim government no uncertainty has endured in the post-provincial Nigerian State. Subsequently, this issue represent the absence of sufficient consideration given to work as a basic piece of the creation procedure in Nigeria.

2) *Politicization of organizational openings*: Authority in numerous Nigerian organizations politicizes open doors for training and development of staff. As a rule just individuals that are close relatives or companions of relative are given training openings. Multiple times, just those they consider faithful to them are given training chances in the organization (Baikie 2012; Omodia 2016).

3) *Poor Manpower Planning*: This issue is related with the poor information base kept up in organizations required for labour. Much of the time, staff who have profited on training projects are stirred up with those that have not profited. In some different examples, the arranging procedure is undermined particularly when significant information that should give subtleties of the labour need evaluation of the organization is missing (Baikie 2016; Oku 2013).

4) *Cost of training programs*: A key imperative repressing training and development exercises in organizations is the issue of expense. Training and development projects are regularly over the top expensive to arrange. As a rule, the budgetary portions in corporate foundations are to a great extent gulped via training projections (Perry (2017: P.282: Kleiman, 2015: 389).

2.1.5. *Impact of Employee' Training and Development on Organizational Sustainability*

There are numerous variables which improve the adequacy of the work power for instance booking, training and so on. It is

required for the organization to guide out training plans cautiously so as to accomplish worker work commitment and constantly hierarchical productivity (Armstrong 2010). The preparation configuration ought to be made by the necessities of the workers, and the organization (Flynn, et al., 2011).

It is essential for a mentor to draw in their group of spectators during the instructional meeting (Philip, et al., 2015). Conveyance style implies such a great amount in to training program and the members. It is extremely hard for a representative to perform well at the specific employment place with no pre-training (Garavan 2017). Prepared workers perform well when contrasted with untrained representatives (Flynn, et al., 2012). It is fundamental for the organization to give its representatives training to accomplish ideal by and large objectives of the organization in a superior manner (Kaynak 2013). Training and development increment the general execution or more all at a negligible expense of the organization (Sheppard 2013).

Sanctuary built up the above reason, it postfixes that, the fate of any organization relies upon the manageability of its human and material assets. At the point when representatives are prepared and create in their work commitment, the organization gain over the long haul regarding increment yield, squander decrease and so forth which upgrades the upper hands of the organization.

2.2 *Theoretical Review*

2.2.1 *Resource Based View Theory*

Asset Based View (RBV) was explained into a cognizant hypothesis by Wernerfelt (1984). The hypothesis expresses that hierarchical assets and abilities that are uncommon, important, non-substitutable, and defectively imitable structure the reason for a company's supported upper hand. RBV proposes that the firm can verify a supported upper hand through encouraging the development of capabilities that are firm explicit, produce complex social relationship; are implanted in a company's history and culture, and create implied authoritative information (Odhong, et al., 2018). This hypothesis perceives labour as the most significant, non-substitutable and incompletely imitable asset that a firm can effectively use to accomplish authoritative profitability and intensity. Asset based hypothesis is connected to human capital hypothesis in that the two of them underscore that interest in individuals enhances the firm, (Baron and Armstrong, 2007).

2.2.2 *Human Capital Theory*

The inception of human capital returns to rise of old style financial aspects in (1776) and from there on built up a logical hypothesis. Investing in human capital was first created by Adam (1776), who contended in the Wealth of Nations that contrasts between the methods for working of people with various degrees of instruction and training reflected contrasts in the profits important to settle the expenses of getting those aptitudes. Financial analysts, for example, Elliot (2005) built

up the hypothesis of human capital. He is worried about human capital as far as the quality, not amount, of the work supply. After the indication of that idea as a hypothesis, Schultz (2001) perceived the human capital as one of the significant variables of national financial in the cutting edge economy, (Dae-bong, 2017). The hypothesis contends that individual's formal instruction decides their acquiring power. Human capital hypothesis holds that it is the key capabilities, aptitudes, learning and capacities of the workforce that adds to organizations upper hand. It centers consideration around resourcing, human asset development, and reward systems and practices. As indicated by Human Capital Theory, is a speculation since it is accepted that it could possibly present private and social advantages. Human capital scholars accept that and acquiring force are connected, which implies, hypothetically, that the more instruction one has, the more one can gain, and that the aptitudes, information and capacities that instruction gives can be moved into the work as far as profitability, (Dae-bong, 2018).

2.2.3 Anchored Theory of the Paper

This paper is tied down on Human Capital Theory. Human Capital Theory is chosen as the main hypothesis in light of the fact that the focal principle of the hypothesis holds that it is the key capabilities, aptitudes, information and capacities of the workforce that adds to organizations upper hand. It centers consideration around human asset development, and reward procedures and practices. In this manner, the hypothesis stressed that if HR are created and adequately used, it prompts upgrade authoritative execution. Consequently, if Cross River University of Technology receives the fundamentals of this hypothesis in their labour development approaches and procedures it will upgrade their staff to be productive and compelling in their separate obligations.

2.3 Empirical Review

Victor and Jonathan, (2013), in their examination: "Training and Manpower, Employee Productivity and al Performance in Nigeria: an Empirical Investigation" opined that after some time, organizations have been setting out on training and limit working for their representatives in order to upgrade efficiency and generally speaking execution of the organizations. This is because of the acknowledgment of the significant job of training and labour development play in the accomplishment of hierarchical objectives. Thus, their examination explored the impacts of training and labour development on representatives' efficiency and authoritative presentation in Nigeria, utilizing First Bank of Nigeria Plc as a contextual analysis. The investigation applied organized surveys to an example size of 75 drawn by basic irregular testing. The information produced was investigated utilizing clear insights. The discoveries of the examination uncovered that dominant part (70%) of the respondents concurred that preparation and labour development has improved their proficiency and employment efficiency. Besides, larger part (80%) of the respondents overpowering concurred that

preparation and labour development improved authoritative execution. The examination suggests that organizations should direct training needs evaluation to guarantee that the correct training is given; guarantee that their preparation projects ought to be consistently; and inspire staff who performed uncommonly well during instructional meetings with the goal that other staff will thus seek to exceed expectations.

Osueke and Emeka-Opara, (2014), in their examination; "Execution Investigation of Electrical Power Supply to Owerri for Higher Productivity" This exploration was done to research the exhibition of electrical power supply to Owerri, Imo State Capital. The Enugu Electrical Distribution Company (EEDC), Owerri was the contextual analysis and test of 10 respondents speaking to every unit were utilized. Organized survey and perceptions methods were controlled during the exploration. The information introduction devices were tables and diagrams. It was discovered that the significant obstructions to consumer loyalty in power supply were: insufficient megawatts of intensity accessibility, out of date system and hardware that require update, over-burden systems, poor financing, absence of routine upkeep culture, deficiently prepared labour, coordination (vehicle, individual and material issues), mental and physiological issues. Despite the fact that the privatization strategy is accepted to be a dynamic advance to these difficulties, in view of the previously mentioned, it was in this manner prescribed that administration's proactiveness to oversee flaws and hardware redesign, government and private parts should effectively include positive and compelling administration, just as shrewd metering to guarantee purchasers get together with charges, Standard of Nigeria (SON) play major to guarantee inadequate materials and items are not conveyed, structure rustic agreeable society to make mindfulness on the most proficient method to utilize light and fill in as interface between the and network.

Shodeinde (2015), in his investigation: "Work force and as a Tool for al Efficiency" utilized representatives of MTN Corporate Head Office in Lagos State as the examination populace. The investigation received a subjective methodology utilizing poll as principle instrument of essential information gathering. An aggregate of 110 surveys were regulated to 217 representatives of MTN Nigeria. Utilizing bar outlines to delineate the level of reaction; the aftereffect of the discoveries demonstrates that respondents concurred that there is a huge effect of training and development on representative responsibility, worker confidence and inspiration, representative corporate conduct and authoritative proficiency. An organization with a powerful arrangement and useful procedure on training would hold workers, amplify piece of the overall industry and increment clients. In view of the discoveries, the investigation suggested that MTN Nigeria ought to connect consistently in training of her representatives, so as to address proficient blunders, improve worker responsibility and corporate conduct and guarantee hierarchical productivity.

III. METHODOLOGY

The researchers adopted descriptive research design and a case study approach in the study. The study drew a population sample of hundred and eighty-four (184) staff in Cross River University of Technology (CRUTECH). Both primary and secondary data were used in the course of the study. Primary data were sourced through the administration of closed ended questionnaires and survey interview method. Secondary data were sourced from online archives, scholarly journal articles, textbooks and some management bulletins. The Taro Yamene formula was adopted in deriving the practical sample size of one hundred and twenty-six (126) staff used in the study. The Chi-square statistical technique was adopted by the researchers to test the statistical validity of the study at 95% level.

3.0 Data Analysis Technique

The Chi-Square Statistical tool is use as mentioned above.

$$X^2 = \frac{\sum(fo - fe)^2}{fe}$$

Where Fo = Observe frequency

Fe = Expected frequency

\sum = the sum of (summation)

Degree of freedom

$$df = (R-1) (C-1)$$

where:

df = degree of freedom

R = number of rows

C = number of columns

3.1 Decision rule:

Rule 1: Accept the alternate hypotheses (H_1) and reject the null hypotheses (H_0) if calculated chi-square is greater than the tabulated chi-square ($X^2 > t^2$).

Rule 2: Accept the null hypotheses (H_0) and reject the alternate hypotheses (H_1) if calculated chi-square is less than the tabulated chi-square ($X^2 < t^2$).

3.2 Data analysis

The analysis below is based on the responses generated from the research instrument administered by the researcher. In table 4.1.2 above show that there were less responses from the male fold that the female counterpart, as 40.34% of 48 persons are male respondents, while the female respondents constitute 59.66% of 71 persons. Although, this was significant but a probe into this discrepancy was not the interest of the researcher.

From the table 4.1.3 show the age spread of the respondents. It revealed that people below the age of 25 years are 21

representing 17.66%. 26-35 years are 34 representing 28.57%. 36-50 years are 28 representing 23.53%. Meanwhile, 51 years and above are 36 representing 30.25%.

From the table 4.1.4 above show the marital status of respondents. 69 representing 57.98% of the respondents are single. 44 representing 36.98% are married. At the course of establishing the research findings, the information collected revealed that none of the respondent have divorced or separated from their spouse. Meanwhile, 6 respondents representing 5.04% are widows.

From the table 4.1.5 above show the academic qualifications of respondents, it shows that 55 respondents of 46.23% possess WAEC/SSCE/NECO, while 41 respondents of 34.45% possess OND/NCE, 20 respondents of 16.81% acquired HND and B.Sc. and 4 respondents of 3.36% possess MBA and above in the industry.

In order to verify the research statement, ten (10) items were used to seek the opinion of the respondents on the problem of employees and in CRUTECH. The 10 items used are shown in the above table 4.1.6. However, to test the research statement, the scores from 119 respondents were analyzed in the table. From the analysis, 31.26% rated 4 (strongly agree), 39.75% rated 3 (agree) and 26.05% rated 2 (fairly agree). Precisely, 97.06% (i.e. the sum of 4, 3, and 2) agreed that is important in order to cope with increasing development in technology. It can be seen from the table that all the ratings come closer to 4 and 3 which stands for strongly agree and agree. While only 2.94% (i.e. the sum of 1 and 0) in the table disagreed that is important in order to cope with increasing development in technology. However, the ratings by the various respondents were close to 4 and 3, particularly in the 1st, 2nd, 3rd, 4th, 5th, 6th, 7th, and 8th. It is only in the 9th and 10th items that the rating revolved around 2, which stands for fairly agree. By implication, all the respondents feel strongly that is important in order to cope with increasing development in technology.

Table 4.1.7 shows ratings of respondents with regards to statements concerning the nature of manpower and in enhanced staff efficiency in Cross River University of Technology. Thus, from items 1 to 5, 22.18% rated 4 (strongly agree), 45.88% rated 3 (agree), 26.89% rated 2 (fairly agree), 2.52% rated 1 (undecided) and the same 2.52% rated 0 (disagree). However, the ratings of all the items by the respondents come closer to 4, 3, and 2, which stand for strongly agree, agree and fairly agree. The ratings clearly shows that 94.95% (i.e. the sum of strongly agree, agree and fairly agree) maintained that the nature of manpower and enhanced staff efficiency in Cross River University of Technology.

From table 4.1.8 could be seen that 21.73% rated 4 (strongly agree), 30.73% rated 3 (agree), 26.05% rated 2 (fairly agree) indicating a total percentage of 78.5% agreeing that there are major challenges surrounding the effective manpower and programme in Cross River University of Technology. While

the sum of 1 (undecided) and 0 (disagree) representing 21.5% rated 1 and 0 respectively. In essence, the findings showed majority of the respondents agreeing that there are challenges surrounding the effectiveness of manpower and programme in Cross River University of Technology.

3.3 Test of Hypotheses

Three hypotheses were formulated in the study as state below:

Ho₁ There is no significant relationship between manpower and and al sustainability.

Ho₂ Manpower and has no significance to an .

Ho₃ There are no challenges surrounding the effective manpower and programme in s.

The hypotheses were tested using responses drawn from relevant statements related to various hypotheses.

3.4.1. Test of hypothesis one

Ho₁ There is no significant relationship between manpower and and al sustainability.

Table 4.3.1 Observed Frequency

	SA	A	FA	U	D	Total
1	96	22	0	0	1	119
2	70	48	0	0	1	119
3	12	89	16	1	1	119
4	18	87	9	3	2	119
5	14	84	20	0	1	119
6	17	28	71	2	1	119
7	73	44	1	0	1	119
8	68	38	12	0	1	119
9	2	21	89	5	2	119
10	2	12	92	9	4	119
Total	372	473	310	20	15	1190

Source: field survey 2019

Table 4.3.2 Expected Frequency

	SA	A	FA	U	D	Total
1	37.2	47.3	31	2	1.5	119
2	37.2	47.3	31	2	1.5	119
3	37.2	47.3	31	2	1.5	119
4	37.2	47.3	31	2	1.5	119
5	37.2	47.3	31	2	1.5	119
6	37.2	47.3	31	2	1.5	119
7	37.2	47.3	31	2	1.5	119
8	37.2	47.3	31	2	1.5	119
9	37.2	47.3	31	2	1.5	119
10	37.2	47.3	31	2	1.5	119
Total						1190

Source: field survey 2019

Table 4.3.3 Computation of Chi-Square Values

Outcome	Fo	Fe	Fo-fe	(fo-fe) ²	(fo-fe) ² /fe
SA	96	37.2	58.8	3457.44	92.94
A	22	47.3	-25.3	640.09	13.53
FA	0	31	-31	961	31
U	0	2	-2	4	2

D	1	1.5	-0.5	0.25	0.17
SA	70	37.2	32.8	1075.84	28.92
A	48	47.3	0.7	0.49	0.01
FA	0	31	-31	961	31.00
U	0	2	-2	4	2.00
D	1	1.5	-0.5	0.25	0.17
SA	12	37.2	-25.2	635.04	17.07
A	89	47.3	41.7	1738.89	36.76
FA	16	31	-15	225	7.26
U	1	2	-1	1	0.50
D	1	1.5	-0.5	0.25	0.17
SA	18	37.2	-19.3	368.64	9.91
A	87	47.3	39.7	1576.09	33.32
FA	9	31	-22	484	15.61
U	3	2	1	1	0.50
D	2	1.5	0.5	0.25	0.17
SA	14	37.2	-23.2	538.24	14.47
A	84	47.3	36.7	1346.89	28.64
FA	20	31	-11	121	3.90
U	0	2	-2	4	2.00
D	1	1.5	-0.5	0.25	0.17
SA	17	37.2	-20.2	408.04	10.97
A	28	47.3	19.3	372.49	7.88
FA	71	31	40	1600	51.60
U	2	2	0	0	0.00
D	1	1.5	-0.5	0.25	0.17
SA	73	37.2	35.8	1281.64	34.45
A	44	47.3	3.3	10.89	0.23
FA	1	31	-30	900	29.03
U	0	2	-2	4	2.00
D	1	1.5	-0.5	0.25	0.17
SA	68	37.2	30.8	948.64	25.50
A	38	47.3	-9.3	84.49	1.83
FA	12	31	-19	361	11.60
U	0	2	-2	4	2.00
D	1	1.5	-0.5	0.25	0.17
SA	2	37.2	-35.2	1239.04	33.31
A	21	47.3	-26.3	691.69	14.62
FA	89	31	58	3364	108.52
U	5	2	3	9	4.50
D	2	1.5	0.5	0.25	0.17
SA	2	37.2	-35.2	1239.04	33.31
A	12	47.3	-34.3	1236.09	26.34
FA	92	31	61	3721	120.03
U	9	2	7	49	24.50
D	4	1.5	2.5	6.25	4.17
Total					919.08

Source: field survey 2019df = (R-1) (C-1)

where:

df = degree of freedom

R = number of rows

R = number of columns

$df = (10-1) (5-1)$

$df = 9 \times 4 = 36$ at 0.05 level of significance

$df = 51.00$

The critical value for 36 degrees of freedom and at 0.05 is 51.00. The null hypothesis (H_0); will be rejected because the computed value of $919.08 > 51.00$.

Therefore, there is significant relationship between manpower and and al sustainability.

3.4.2. *Test of hypothesis two*

H_{02} Manpower and has no significance in an .

Table 4.3.4 Observed Frequency

	SA	A	FA	U	D	Total
1	54	55	8	1	1	119
2	9	50	47	6	7	119
3	36	57	23	2	1	119
4	13	64	36	4	1	119
5	20	47	64	2	4	119
Total	132	273	160	15	15	595

Source: field survey 2019

Table 4.3.5 Expected Frequency

	SA	A	FA	U	D	Total
1	26.4	54.6	32	3	3	119
2	26.4	54.6	32	3	3	119
3	26.4	54.6	32	3	3	119
4	26.4	54.6	32	3	3	119
5	26.4	54.6	32	3	3	119
Total	132	273	160	15	15	595

Source: field survey 2019

Table 4.3.6 Computation of Chi-Square Values

Outcome	Fo	Fe	Fo-fe	(fo-fe) ²	(fo-fe) ² /fe
SA	54	26.4	27.6	761.76	28.85
A	55	54.6	0.4	0.16	0.003
FA	8	32	-24	576	18.00
U	1	3	-2	4	1.33
D	1	3	-2	4	1.33
SA	9	26.4	-17.4	302.76	11.47
A	50	54.6	-4.6	21.16	0.39
FA	47	32	15	225	7.03
U	6	3	3	9	3.00
D	7	3	4	16	5.33
SA	36	26.4	9.6	92.16	3.49
A	57	54.6	2.4	5.67	0.11
FA	23	32.0	-9	81	2.53
U	2	3.0	-1	1	0.33

D	1	3.0	-2	4	1.33
SA	13	26.4	6.6	43.36	1.65
A	64	54.6	9.4	88.36	1.62
FA	36	32.0	4	16	0.50
U	4	3	1	1	0.33
D	2	3.0	-1	1	0.33
SA	20	26.4	-6.4	40.96	1.55
A	47	54.6	-7.6	57.76	1.06
FA	46	32.0	14	196	6.13
U	2	3	-1	1	0.33
D	4	3	1	1	0.33
Total					98.35

Source: field survey by researcher from questionnaire responses using Chi-Square formula

$df = (R-1) (C-1)$

$df = 26.29$

where:

df = degree of freedom

R = number of rows

C = number of columns

$df = (5-1) (5-1)$

$df = 4 \times 4 = 16$ at 0.05 level of significance

The critical value for 16 degrees of freedom and at 0.05 is 26.29. The null hypothesis (H_0) is rejected because the computed value of 98.35 > 26.29 the critical value.

Therefore, Manpower and is significance in an .

3.4.3. Test of hypothesis three

Ho₃ There are no challenges surrounding the effective manpower and programme in s.

Table 4.3.7 Observed Frequency

	SA	A	FA	U	D	Total
1	62	51	2	-	4	199
2	56	54	2	5	2	199
3	41	57	16	2	3	199
4	13	72	30	3	1	199
5	2	11	65	29	12	199
6	5	10	54	38	12	199
7	2	1	48	52	16	199
Total	181	256	217	129	50	833

SOURCE: Field survey 2019

4.3.8 Expected Frequency

	SA	A	FA	U	D	Total
1	25.86	36.57	31.0	18.43	7.14	199
2	25.86	36.57	31.0	18.43	7.14	199
3	25.86	36.57	31.0	18.43	7.14	199
4	25.86	36.57	31.0	18.43	7.14	199
5	25.86	36.57	31.0	18.43	7.14	199
6	25.86	36.57	31.0	18.43	7.14	199
7	25.86	36.57	31.0	18.43	7.14	199
Total	181	256	217	129	50	833

Source: field survey 2019

Table 4.3.9 Computation of Chi-Square Values

Outcome	Fo	Fe	Fo-fe	(fo-fe) ²	(fo-fe) ² /fe
SA	62	25.86	36.14	1306.1996	50.51
A	51	36.57	14.43	208.22	5.69
FA	2	31.00	-29	841	27.13
U	0	18.43	-1843	339.67	18.43
D	4	7.14	-3.14	9.86	1.38
SA	56	25.86	30.14	908.42	35.13
A	54	36.57	17.43	303.80	8.31
FA	2	31.00	-29	841	27.13
U	5	18.43	-13.43	180.36	9.79
D	2	7.14	-5.14	26.42	3.70
SA	41	25.86	15.14	229.22	8.86
A	57	36.57	20.43	417.38	11.41
FA	16	31.00	-15	225	7.26
U	2	18.43	-16.43	269.94	14.65
D	3	7.14	-4.14	17.14	2.40
SA	13	25.86	-12.86	165.35	6.40
A	72	36.67	35.43	1255.28	34.33
FA	30	31.00	-1	1	0.03
U	3	18.43	-15.43	238.08	12.92
D	1	7.14	-6.14	37.69	5.28
SA	2	25.86	-23.86	569.29	22.01
A	11	36.57	-25.57	653.83	17.88
FA	65	31.00	34	1156	37.29
U	29	18.43	10.57	111.73	6.06
D	12	7.14	4.86	23.62	3.31
SA	5	25.86	-20.86	435.14	16.83
A	10	36.57	-26.57	705.96	19.30
FA	54	31.00	23	529	17.06
U	38	18.43	19.57	382.98	20.78
D	12	7.14	4.86	23.64	3.31
SA	2	25.86	-23.57	569.29	34.32
A	1	36.57	-35.57	1265.22	34.32
FA	48	31	17	289	9.32
U	52	18.43	33.57	1126.94	61.15
D	16	7.14	8.86	78.49	10.99
Total					592.60

Source: field survey 2019

$$df = (R-1) (C-1)$$

$$df = (7-1) (5-1)$$

$$df = 6 \times 4 = 24 \text{ at } 0.05 \text{ level of significance}$$

$$df = 36.42$$

The critical value for 24 degrees of freedom and at 0.05 is 36.42. The null hypothesis H_0 : will be rejected because the computed value of $592.6 > 36.42$ the critical value. Therefore, there are challenges surrounding the effective manpower and programme in Cross River University of Technology

IV. DISCUSSION OF FINDINGS

From the analysis and interpretation done so far in the course of this study, the researcher shall herewith elaborate on some major findings.

Firstly, the finding of the study revealed the situation of and in Cross River University of Technology and showed that majority of the employees are not satisfied with the strategic T&D of the institution. Nevertheless, there are very few s which fulfilled the demand with reference to the requirements of strategic & . This leads towards widening the gaps between the required skills and the attained skills of the employees. These circumstances are disturbing the balance and equilibrium of better performance in HRM and via T&D. Therefore, to fulfil this gap Cross River University of Technology and companies at large are giving attention on the and implementing a high level roadmap for strategic T&D.

Further, the findings reported in this study suggest that and have a great effect on the performance of employees with regards to their jobs. This result is broadly consistent with prior management literature on and . In order to gain more specific knowledge of and from the sample institution, different questions are presented to the respondents and thus examined.

The results from the questions on employee participation in and selection for indicate that the institution have good and perhaps clear policies regarding and as most of the respondents indicated that they have participated in and that most of them were provided with opportunities to train under the compulsory practice of the institution for all employees and/or on joining the institution. In examining the question relating to the programme quality, the results indicate that the programmes undertaken by the sample institution are relevant as considered by the respondents' opinions.

The researcher discovered that most of the employees are not worth being trained either due to old age, inability nature of the work or the reluctant on the part of the employee. Furthermore, the Orientation given to employees was relevant to their job, thereby increasing the effectiveness. Orientation is one of the important aspects of programmes organized for employee's effectiveness. The study also revealed that the institution organises orientation programme for both old new employees at intervals and this helps to increase their knowledge of their responsibilities and duties. Since the employees have undergone some forms of apart from their orientation, it then means that it will further enhance their knowledge of the job. Our findings showed that the institution organizes other programs for their employees. These programmes include on the job , workshops and conferences. Our findings further showed that these programmes help to improve the employee's efficiency in the work places.

Apparently, of the employees increased their better understanding of the job. The main objective of any and programme is to influence the performance of the workers. Similarly, in order to increase employee's performance, programmes organized for the employees helps the employees to get a better knowledge and understanding of their jobs. Our findings showed that there better understanding of their jobs goes a long way to close any chances of the employees making mistakes in their duties.

Since the selection criterion gives equal opportunity to all categories of workers, it then means that every employee has equal chance of being selected. Our findings also discovered that the employees have equal chance of being selected during the selection for programme like conferences and workshops. In the same vein, attitude of top management towards is very serious and encouraging, it signifies that the employees will be adequately trained as and when due. in the institution might not achieve its main objective if the attitude of the management towards is not encouraging. Finally, since the technological innovation affects the content, nature and needs of the , it will be adequate if the institution equips the employees with knowledge of technology.

V. CONCLUSION

It is imperative to state that organisation manpower, its' human resources are the indispensable force and essential element in obtaining and propelling efficient and effective organisation, despite the challenges and dynamism that surrounds the organisation and its' environment. Therefore, manpower becomes a crucial tool for organisation to develop, harness and horn the skills, competency and expertise of its employees in order to overcome its threats and weaknesses, while optimizing it strength and opportunities towards the achievement of its mission and vision statement. Thus, Cross River University of Technology should not relegate the gems inherent in manpower and in their quest to recalibrate the organisation and improve its efficiency in servicing its subscribers.

VI. RECOMMENDATIONS

- 1) Since the al programmes employed by Cross River University of Technology in their employees are in tandem with international best practices, the institution should make it more appealing to the employees by synchronizing it with their career goals and need assessment of the institution. The programmes should also be design to acquaint individual participant with specific knowledge and skills required to improve their efficiency in the institution, while serving the career goals of the employee.
- 2) Cross River University of Technology should pay more attention to the manpower programmes that positively correlate with the performance of their employees whenever the institution is organizing a

programme. This will help to stimulate the desire and interest of the participant in the programmes and ensure that they benefited maximally from it, as their performance continue to be transform more effectively. Also manpower al policies of the institution should be continuous and in line with their strategic policies.

- 3) In curbing the issue of lack of modern facilities, Cross River University of Technology should boost up their efficiency by ordering and replacing worn-out equipment and facilities that have been sabotaging their effort to render well deserved services to the populace with updated technologies obtainable within the sector. They should also expand the frontier of their institution by investing in power generation so as to increase their power megawatts.

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