

Effect of Manpower Training and Development as A Policy Tools for Organizational Effectiveness: An Assessment of Union Bank Nigeria PLC Lafia Branch

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ABSTRACT

Manpower is the total of number of personnel who are employed in an organization and available for a particular work. In organization. The manpower needed for a particular work in future is estimated and planned through different techniques organizational. While, training and development are means by which employees' productivity is enhanced and it is the responsibility of organizations to implement policy within its context. However, every training activity is aimed at accomplishing the dual function of utilizing and improving existing skills and techniques of operation. The research tends to filled the gap where staff training and development are not carried out or they lack the quality that can improve the skills of employees and the ability to improve policy making process, which will negatively affect the outcome. The quality policy making is the product of sound training and development of staff, but much inadequacy is apparent in service establishments in union bank of Nigeria plc. While, the objectives include: to examine the relationship between staff training, development and policy making. While, the research hypotheses were formulated and used for testing the relevant data gathered from the administration of questionnaires. A combination of qualitative and quantitative method was used as its designed. and adopted, simple random technique. The techniques for data analysis was done in simple tables, under which analysis of each question were done and hypothesis were tested using the chi-square (χ^2) statistical method. The research finding includes: Staff training and development has impact on policy making and staff severally undergone training. Finally, the research it revealed that trained workers perform better than untrained workers. the research recommends that: The organization should have focused more on training junior staff and that most of the staff are not satisfied for this will decrease output. this therefore called for appropriate training and development programs for all categories of workers so that they will develop evenly to meet current challenges in the organization.

Keywords: Manpower, Training, Development, Organization and Policy.

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INTRODUCTION

Organizations are agents of policy implementation and operate within the context of their service delivery or production and are saddled with power to make certain policies. Policy making is an integral feature of every organization which has been designed for specific goals.

However, policy making is an associated prerogative of only top level effective decision makers with functional experience and competent training.

Training and development are means by which employees' productivity is enhanced (Collins, 2001). At the same time, top officials' sensitivity and ability to formulate and respond to policies may receive momentum from training and development (Balogun, 1997). The irony of how training and development are handled in the public sector lies in the poor commitment to such programmed. In an age when corruption appears to have occupied a large proportion of government business, money allocated for training and development is either diverted and those given the opportunity for training are not considered. The fact that policies are prone to public criticism suggests that those who formulate policies and those who implement them should be revealed to regular training and development programs as Daily's work (2004) concludes.

Because of the whims and caprices exhibited by human beings, and in an Attempt to avoid domination by the mighty, policy making is inevitable as this ensures that people conduct themselves within a civilized frame of behavior. On the other hand, the process of training is ultimately aimed at coursing a significant increase and change in the ability of employees to contribute to the effectiveness of an establishment and laid down policies (Makinde, 2005)

Training is considered as pervasive management activity occurring within an organizational context.

In many cases, however, every training activity is aimed at accomplishing the dual function of utilizing and improving existing skills and techniques of operating. However, to achieve success, training activities or practices must fulfill certain important conditions.

Employees must also fully understand and appreciate the reason for undergoing a certain training activity.

The Research Problem

Organizations are supposed to be the vehicles for bearing and implementing policies in order to realize latent objectives. Most organization pay lip service to training, others invest in training and development but hardly obtain value-returns in terms of relevant expectations.

Perhaps the attitude of employees to training and development is not tuned right. It may also be possible that employees fail to see any personal benefits from such training and development programs. This is where the need for evaluation arises.

According to Collins, (2001) achieve the objectives of effective training and development; there is a need for proper staff development scheme and a well-designed plan of deploying staff appropriately. These features appear missing, inadequate funding constraint successful implementation of training and development plans of employees. Where staff training and development are not carried out employees' ability to contributes or improve in policy making will be negatively affected and vice-versa as equally associated with Union Bank of Nigeria Plc.

The Research Objectives

1. To examine the relationship between staff training, development and policy making;
2. To ascertain the extent to which staff development has any impact on policy making.

3. To find out ways and means of establishing standard staff training and development schemes that would make for improved performance in terms of policy making.

Research Hypotheses

1. Ho1: Training and development of employees do not increase efficiency in policy making in the organization.
2. Ho2: Non-challan attitude of management officials to employees' training and development have not hindered employees' training and development has hindered employees' positive participation in policy making.

LITERATURE REVIEW

Introduction

Organizations are human creation. They are deliberately created to provide one form of service or the other to target human audience. Organizations would have remained rudderless if there were no effective management of the available human and non-human resources. By virtue of changes and technological developments in modern times, employees within an organization and the prospective ones who desire to join organizations need some form of training. Individual employees no doubt possess some knowledge, but training introduces them to the customized standards expected from the tasks they perform. Since every organization has set goals and objectives, individuals need to understand their role and functions within the organization's policy confines. Training and Manpower development are two interrelated sets of activities associated with the management of human resources. To understand the nature of these activities and appreciate their contribution to organizational performance, one would need to place them in perspective. First there is need to know what these activities entail. Second, there is need to have some knowledge of the range of factors. This would pave way for a discussion of the ways manpower training and development could be used as a tool for achieving these goals. And for these tools to be effective, they must be used appropriately.

THEORETICAL FRAMEWORK

Hofstede's Cultural Dimensions Theory

Under this section, the paper applied the Hofstede's Cultural Dimensions Theory to aid adequate and proper understanding. In China, diverse national culture were faced by the management of Apple Inc. when compared with many other markets across the globe. As stated by Sannino, Lucchese, Zampone and Lombardi, (2020); Escandon-Barbosa, Salas-Paramo, and Rialp-Criado (2021). In better presenting this section, the Hofstede's cultural dimensions theory will serve as the underpinning framework. The Hofstede's cultural dimensions comprises of six components, which are:

- a. Power distance
- b. Distance
- c. Masculinity
- d. Individualism
- e. Long-term orientation and
- f. Uncertainty avoidance

Thus, the idea and notion of cultural distance is applicable too this scenario based on the fact that it presents an highlight the variations in cultural values The United States which served as the home country for Apple Inc. and China (Beugelsdijk, Kostova, Kunst, Spadafora & Essen, 2018).

Among these six (6) dimensions, just four (4) of them are applicable to the current scenario of Apple Inc.'s operation in the Chinese region; and these are power distance, uncertainty avoidance, masculinity, and individualism. Their analyses on this case study is presented in details below.

Power Distance

There is tend to be various form of differentials in and across different Societies from the angle of laws, rights, power, wealth and social status. As posited by Elmoez, Zorgati & Alessa, (2021), the concept of power distance infer that the acceptance rate and level unequal distributions of power in and within organisations as well as institutions. By this analogy, higher power distance infer or indicates that a society is highly stratified and decisions emanating from such societies comes from a centrally autocratic leadership patterns. The scenario being analysed in this paper can be described to have an extremely high power distance and this is because, employers in the Chinese region have greater power than the employees; which further infer that the conditions wherein employees work is in semblance with that of a dictator.

As posited by Carr & Gurman, (2021), Tim Cook, who is the Chief Executive Officer of Apple Inc. elucidated, illustrated and demonstrated an argument when President Biden asked whether iPhones can be manufactured by Apple Inc. in the United States. The response from Tim Cook, who is the Chief Executive Officer of Apple Inc. was that "it was not possible carry out such without some dictatorial practices. The interpretation of that stamen is that autocratic practices can be exercised by Apple Inc. not minding the poor condition of work; this evidence the presence as well as an undertone of power distance.

Uncertainty Avoidance

Even though the existence of uncertainties as a concept is well recognized and understood by every culture, the manner of approach still differs to a very large and significant extent. This is because, some societies tend to confront uncertainty while other prefer to total avoid and ignore it. Societies whose cultures are centered on avoidance of uncertainty are always found to engage in practices like the imposition of rules, technologies, laws and system (Elmoez, Zorgati & Alessa, 2021). As earlier mentioned, China as a nation have always sought to maintain control over its teeming populations. This presupposes that at Apple Inc., it is pertinent to make emphasis that some practices are being outsourced to both Chinese firms as well as other Asian owned firms. For instance, Foxconn is a firm that is responsible to a large extent on operations to produce Apple related products, both as a producer as well as a supplier in the Chinese region. This firm called "Foxconn" is also highly responsible for several management practices of the employees which have being generating controversies over the years.

There is a large expanse of land housing the production plant being operated by Foxconn in China and this production plant undertakes massive recruitment, which explains that employees' issues and concerns are being managed effectively. In the area of uncertainty, it can be asserted that majority of employees will still continue to subscribe to the poor conditions of work based on the fact that there are no better alternatives. From the foregoing arguments, it can be delineated that presenting issues and concerns to management with a dictatorial orientation and tendencies always end up in the presentation

of uncertain outcomes; which further implies that any form of activism from the employees will always hit the brick wall.

Individualism versus Collectivism

Categorization of a society can fall either under individualism or under collectivism and this is based on the mode of interaction between and among individuals. Sannino, Lucchese, Zampone and Lombardi, (2020) expressed that higher degree of individualism represents a scenario where more focus and premium is placed on themselves as well as their ties or circles; while setting loose other who do not belong to their circle. In the case of the China, it can be found that the society is collectivist in nature, which will further infer organizations adhering to such requirements as a method of being sensitive to the stakeholders.

Nevertheless, collectivism in China manifests by making priorities on the families over the individual; and practices of this kind is performed by persons who are making sacrifices personally for the benefits of their families and relatives. In this regard, the poor conditions of work were being tolerated all because the involved persons, individuals or employees have families in which they are catering for. Thus, staying without being employed or get alternative employment puts their families and relatives in great jeopardy; therefore, their resolution to endure the poor condition of work. In some instances, student employees who the organization hire on part-time basis for the purpose of filling the gaps in this identified plants. As for these students, their only pertinent concern is to make adequate provision for themselves for the sake of easing dependence on their parents. Priorities are given to these considerations as against the challenges being faced by individuals in Foxconn as well as other production plants in the Chinese region.

Masculinity versus Femininity

Concepts such as masculinity and feminism are closely connected with the orientation of a society. As coined by Sannino, Lucchese, Zampone and Lombardi, (2020) masculinity represents the antonyms of social orientation where focus and emphasis are premised on assertiveness, heroism and career aspects while on the other hand, the concept of feminism is connected with quality of life, cooperation and modesty. In the case of China, it can be described that the masculine culture is being practiced and this is due to the notion that citizens are fond of sacrificing their periods of leisure as well as their families and focus more on their jobs. Thus, they will tolerate the condition of work, as individuals perceive that as an avenue for setting up a career path for themselves. This aspect is a reflection of assertiveness that are demonstrated by those in authority where several practices can be enforced by employers without the employees raising any form of questions or objections. Thus, irrespective of the complaints, the masculine nature in the labour market in the Chinese region can be termed as the main catalyst, which drives the engine of persistent poor conditions of work.

CONCLUSION AND RECOMMENDATIONS

Conclusion

Multiple management challenges have been facing Apple Inc. and its operations in the Chinese region and in recent time, privacy concerns of the organization have been increased as it has lost control of its database center to an organization owned by the government. In summary, Hofstede's cultural theoretical dimensions have been employed in examining this challenge from the global outlook and how it can be curtailed to foster a balanced society. The above analyses presented that Apple Inc. as an organization cannot have similar models as well as strategies of operations as it has in other nations in China due to differences in culture. It was also evident based on the above analysis from literature that the Chinese national culture differs to a large extent from that of other markets; this express that any decisions to be made by Apple Inc. must align and be in consonance with the values underlying the national culture of the Chinese.

Recommendation

The first recommendations by Apple Inc. in combatting the above menace is that its management have proposed the engagement of more responsible and partners in the Chinese region. As earlier highlighted, firms like Foxconn is being employed and engage by Apple Inc. to produce its products. This allows employee management concerns to be handled by this organization "Foxconn" as a producer and supplier to Apple. Nonetheless, based on the agreed partnership, their relationship implies that the unethical practices being meted out by "Foxconn" as a producer and supplier to Apple is that of Apple Inc. as an organization.

Therefore, such connections can be damaging and noxious owing to the fact that global consumer bases are fully in the know and are also fully aware and have been sensitized over human rights concerns; this have assisted Apple Inc. to stop consumers from boycotting their products despite the high rate of human rights and serious moral violations perpetuated by "Foxconn" as a producer and supplier to Apple in the Chinese region. Apple and its management have proposed to partner with more responsible organizations; this means that scandals that may involve the management of employees will be minimized and thus, protecting Apple's image.

In furtherance to the above:

- a. Another suggestion is that a compliance framework should be established by the management of Apple Inc., for all partners and suppliers in the Chinese region;
- b. A framework that will ensure that all partnering firms on Apple's supply chain adhere and comply with the Chinese labor laws should has been designed;
- c. Health and safety programs has been made a significant part of the compliance framework because it is assumed that the Chinese labor laws also address concerns such as worker health and safety; and
- d. It has been ensured that only firms that meets all required standards and complies with the stipulated regulations and laws will not experience any form of backlash over unethical practices from Apple and its management.

Based on this reason, the framework for compliance is set to make sure that activists and critics will no longer find challenges with Apple's employee management practices irrespective of the difference in culture.

REFLECTION CYCLE USING THE GIBBS 1986

Description

The bone of contention under the above case study is the variation in culture which had a significant effect on the outcomes of operations of Apple Inc. in China. The challenge is that culture plays a dominant role due to the fact that the business is operating away from its home front. The first challenge identified was that in the Chinese region, there is power distance where power lies on a dictatorial pattern of leadership style and due to this fact, the poor condition of work being offered by Foxconn which was in charge of its supplies and production in the Chinese region. The framework of analysis in the paper aligns with the "cultural environment of international business" in the class module. This paper shares similarity with this module based on the fact that culture requires a whole lot of attention while away in a foreign land to start-up a business. Employees of such business will be citizens of the country for which the business aims to establish the business and as such, there is a need to prioritise the culture of such countries to avoid any form of negative cap back on the business. As discovered in the course of the paper, China, which served as the case study of the paper, operates a single and centralized style of decision making from the government; this explains the issue of power distance.

Feeling

The significance of culture cannot be over-flogged and this brings to fore why Apple Inc. and its management were very tactical in their approach in dealing with issues from this country. It was further found that the culture operating in the said region is more of collectivism than individualism. This helps to authenticate that family plays a dominant role in China. Thus, the activities of organisations must put this into account and ensure that individuals are given preferences when matters about the family comes to the front burner of debates. In the same manner, the economy of china is more of masculinity where work is preferred to leisure and the component of work is viewed as assisting individuals in charting a career path for themselves. The feeling with this is that, a country that prioritises work will produce better manpower with high level of skills and intellects. This to a large extent still reflects the invisible hand of culture.

Evaluation

This part of the Gibbs cycle expresses what was good as well as what was bad about the experience. The truth of the matter is that operating from a country away from your home country has good feeling as it helps you in better understanding the dynamic nature of people and what their culture represents. This will further enhance knowledge and erase any form of cultural shock. The bad side of the scenario is that there is a poor condition of work which cannot be changed based on the notion and opinion that there is power distance and leadership at the top can make or take decisions without consulting employees. In the same vein, the employees have no moral right to contend whatever decision that management of the outsourcing firm makes. It was also discovered that in China, the management has greater power than the workforce or employees and this render the employees powerless in championing protests to demand for better condition of work. This constituted another bad side of this scenario.

Analysis

This part of the cycle explains what can be made out of the situation. To me, based on the above analysis, culture have become a concept that teaches what each society must do and these cultures have been held in high esteem for decades in these regions particularly in China which was used as case study. Therefore, what I can make out of the scenario is that even through culture must be respected, culture should be flexible and centers round more of humanity rather than just the custom and practice. In the same manner, culture should incorporate the dynamics of the new realities into its principles and tenets for it to be balanced.

Conclusion

This part of the reflection cycle seeks to know what could be done better, in my own view, I will take a clue from the paper's recommendation, that Apple should partner with firms and organizations that have dignity and are humane in terms of conditions of work. Even though the Chinese laws works on a dictatorial basis, the management of collaborating or partnering firms can establish a framework that will incorporate the employees' concerns and demands and factor them into the agenda of the organization. This will create a better platform for employees to seek for better work conditions particularly in the aspect of health and safety.

Action Plan

This final phase aims to obtain information on what would be done should employees suffer the same fate again. What is required here is that Apple Inc. being a leading firm in the tech industry should make sure that only partnering firms that has the humane ideology to put employee's welfare and concerns at the heart of their agenda should be contacted to supply and produce item for Apple, as failure to do this by the Apple Inc. management will spell doom on the organization and can result into backlash. This is because any firm connected with Apple is view as Apple by the global populace, so, in order to ensure that the global consumers do not boycott Apple's products, there is work with firms and partners that has empathy and treat human in a manner that is humane. With this, employees can get the best and even while culture still plays its role, it will not be to the disadvantage of the employees.



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