RELEVANCE OF MANPOWER TRAINING, DEVELOPMENT AND CHALLENGES IN ORGANIZATIONS

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ABSTRACT

This paper examines the longest time general impression in the minds of organizational experts, managers, subordinates and other professional on the challenges of organizational productivity and staff performance as well as relevance of Manpower training and development in our modern day organizations. This paper also identifies and discusses the problems that hinder management successes. Employee performances and employee needs variables, training programmes, sources of assessing training needs, training methods, and their importance, benefits of manpower training programme, evaluation of training program and implementation of training programme, in line with empirical literatures on the subject, are also highlighted and extensively discussed. A descriptive survey and purposive oral discussions and technical interactions methods are used to make the work comprehensive. Several organization, ministry and departments were selected with sample of fifty (50) for the whole study and suggestions are made to overcome the situations for future purposes.
Keywords: *Relevance, manpower, training, development, challenges, organization.*

INTRODUCTION
The demand for effective and efficient manpower training and development in the face of global challenges occasioned by the fall out of technological advancement cannot be achieved without intervention of organizations professionals. Introduction of modern day technical staffs training progamme and strategies has become suitable to the culture of employee and organizational climate. The demand for increase productivity and self performance has become globally accepted and that it depends on efficient and effective manpower training in the modern world. Thus the role played by manpower training and development is monumental and superseded most other organizational functions. One of the most vital ingredients and inevitable resources available to an organization is its manpower. Their level of competence in terms of skills, attitude and knowledge, experience and loyalty, largely influence and determine the extent to which the goals and objectives of the organization is achieved. And for an organization to succeed it must conduct an effective and credible recruitment and selection exercise which should have the capability to train and thereby train the personnel recruited in various capacity and specialization for maximum output and organizational success as well. Since staff skills need to be enhanced for organizational effectiveness, organizations should give abundant meaningful training to its employees. This should provide systematic instruction on many phases of its operations. The progress of any organization is measured on how it trains and develops its personnel and how it inculcates discipline and rewards. The objectives and training programmes of an

organization may vary depending on the management directions and on what it intends to achieve. In view of that therefore, organizations success or failure depend on the quality of the organizations policies and skills of management and the caliber of staffs employed as well as ability from the management to implement the policies objectives advanced is apparent. (Joyce, 2008:p.13). Organization building and continuity lies on optimal managerial function and policy strategy for effective managerial practice and organization survival. While new entrants into the organization require proper and adequate induction and orientation training programmes, the existing employees require continuous update, re-training and development programmes in order to enhance their managerial skills and maintain an adequate succession plan for organization future. Training is a systematic development of knowledge, skills and attitudes required by employees to perform adequately on a given task job (Adeniye, 1995) newly recruited staffs into organization most often have various skills though not all skills are relevant to organization need. For that reason, manpower training and development are required for staff to enable them work towards achieving organizational goals and objectives. Manpower training and development according to Adeniye (1995) in Olaniyan and Ojo, (2008), is a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization. It is therefore clear that the effectiveness and success of an organization depends on the people who form and work within the organization. It follows therefore that the employees in an organization to be able to perform their duties and make meaningful contributions to the success of the organizational goals and needs must acquire the relevant skills and knowledge. Therefore, manpower training and development as an ultimate mechanism of organizational success, though traditionally before manpower training and development programmes are organized, efforts must be put in place through individuals and organizational appraisals to identify the training needs. After the training and development programme, an evaluation is carried out to ascertain the effectiveness of the programme in line with the needs earlier identified. It is believed that organization development follows the development of individual who form the organization.

In view of that no organization becomes effective and efficient until the individuals have applied the required skills and knowledge suitable for carrying out their responsibilities without hindrance. It is right to say that both administrators and academicians cannot be successful without well trained and competent personnel. However, the need for organization to embark on staff development programme for employees has become apparent and absence of these programme often resulted into problems of incompetence, inefficiency and ineffectiveness. Oribabor (2000) submitted that manpower training and development aim at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organization growth. Nevertheless, the process of manpower training and development is continuous, since it is sociologically agreed that man is dynamic in nature, the need to be current and relevant in all spheres of human endeavor makes staff development a necessity, to keep track with current events and methods (Isyaku, 2000). The globalization phenomena and organization dynamism coupled with technological proliferations and dramatic changes in management strategies, structures, and government ideology and policy have constituted grave global concerns amongst managers, academics

and organizational experts cannot be disputed and equally affected employees working skills, attributes, expertise and performance as well as organization continuity, sustainability, growth, development and possibly decay. Therefore in the light of this modern day organizational failure practice due to the flaws in the organization where millions of naira is lost every year making an administrative a waste and high demand for trained staffs addition with other poses of challenges an organization experiencing is what this paper intended to address in order to pave way for successful management practice, employees performance and organizational productivity.

OBJECTIVES
1.   To examine the extent to which training and development of employees enhances organizational success.
2.   To find out the longest time impression in the minds of employees from various organization and outside experts in relation to relevance of training and development.

QUESTIONS:
1.   Is training and development necessary to achieve organizational success?
2.   Does training and development enhance employee performance and growth in the organization?
3.   What impression do you have about the relevance of training and development of employees?
4.   What are the factors that hinder training and development in your organization and? Suggests the best ways forward for organizational effectiveness?

METHODOLOGY
A descriptive survey design was used to collect information on effects of manpower training and development from the respondents of various organizations ministries, and departments'. Several relevant empirical studies on the subject under study were thoroughly examined and found relevant. The study instruments used were oral discussions and technical interactions with concerned respondents in the target organizations in order to get the facts of the phenomena under study. The researcher selected fifty (50) respondents as samples without discrimination as regards to sex, rank, organizations, or experience.

LITERATURES
MANPOWER DEVELOPMENT
Manpower development is a long term educational process whereby managerial personnel and other category of employees learn conceptual and theoretical knowledge for general purposes. Prior to this, there must be a sort of human resource planning. Invariably, this is a process of systematically forecasting the future manpower requirements of an organization and providing plans to acquire, develop and deploy the human resources required to achieve the objective of that organization. Manpower development which aims at preparing the employees for higher responsibilities in the future can be a valuable aid or can complement training but it is usually difficult to carry out effectively. Here, staff personnel or career

development are used to mean the same thing; namely, the systematic development of the individuals career so that his interest and abilities, education, formal and informal training and work responsibilities are related each other with the intention of realizing his full potentials. Apparently, it has two complementary objectives. In the first instance, it is intended to help the individuals to make the most of his abilities and thus to do as well as possible in his career. Secondly, it aims to help the service as a whole by improving the motivation and effectiveness of the individual. Development on the other hand, is a systematic process of educating, training and growth by which persons acquire and apply information, knowledge, skill, attitudes and perceptions. It is a long term educational process whereby managerial personnel learn conceptual and theoretical knowledge for general purpose. For other scholar development is a course of action designed to enable the individual to realize his potential growth in the organization. It relates to future retain than present job. It also involves the preparing of employees for higher responsibilities in the future. To develop staff is to make them grow with the organization so that they can be best fitted for available higher positions within their capacity. (Famularo, J.J 1972:52 and Armstrong, M. *et al* 1978).

MANPOWER TRAINING

Organization experts asserts that planned human resources development programme through training is essential in any organization in terms of increased productivity, heightened morale, reduced costs and greater organizational stability and flexibility to adapt to changing external requirements. For a plan to be effective, training and development should start with induction and to continue systematically and progressively throughout the subsequent services. That it should include on the job training, instruction on semi-skilled work, specialist training for highly technical work and also training for supervisors and training for managements (*www.wikipedia.com)* However, the role that training can play in human resource development especially in our modern day institution and organization is inestimable and unquantifiable. It is a truism of course that training of staff enhances productivity. Most of the organization in Nigeria cannot afford to allow its staff to degenerate in the acquisition of knowledge and the knowledge already acquired cannot be allowed to diminish likewise it cannot afford to jettison the roles of organization and its staff in the socio-cultural and educational development of a nation (Ajidahun O, 2007) that is why Billings (1995) called for the production of qualitative and relevant graduates with adequate programme services. Yusufu, (2000) also agrees that training of personnel enhance productivity. According to him "education and training are generally indicated as the most important direct means of upgrading the human intellects and skills for productive employment". A good and adequate training programme should identify the specific skills that are lacking in the personnel and the resources that are available to provide skills. According to Dyer (1990), not all professional problems can be solved by training. Training should therefore not be used when:
1. The potential benefits of the training are questionable in view of the necessary expenditure of resources.
2. The time required for the training is not justifiable in terms of the potential benefits.

3. The resulting changes in behavior are not functional or useful given goals of the organization.
4. More effective results may be achieved by methods that cost less and or require less time.

Ultimately, the causes of inadequate performance are due to such factors as work location, organizational constraints, and low motivation, (Ajidahun, 2007). In a nutshell, manpower development is a systematic process of developing all levels of effective managers/employees to meet the requirement of their organization which involve the analysis of the present, the existing, and potential skills of employees and meet this requirement. Dale and Beach (1975) defined Manpower Training as 'the organized producer by which people learn knowledge/skills for definite purpose', while Development as they put it " is broad method of training that is less job oriented but more career oriented" The focus is to harness employee potential, once it can be recognized. By and large, a training and development activities in an organization to some extent is dependant on the policy and strategies of the organization. Organizations that carries out minimum staff training and development is ready to pay high market prices for skilled staff while on the other hand, a maximum staff training and development policy will mean readiness to pay low market prices for less skilled staff who will have their pay levels up after their training.Oguntimehin, *et al* (2001) further argued that effective manpower training help brings incumbent to that level of performance which needs the performance for job, enhance the implementation of new policies and regulations; prepares people for achievement, improves manpower development and ensure survival and growth of the organization. Manpower training is an integral part of vocational or career development and it is fast becoming a global and pervasive phenomenon in any establishment, the absence of which spells doom for such an institution or organization and the presence of which determines the success of any enterprise. Fielden (1987) noted that manpower training is among the series of variables that serve as a checklist for buying modern technological equipments for organizational usage. Manpower training benefits, according to Ajidahun (2007), includes reduction in cost, reduce turnover, human resources reserve, faster decision, continuity of effort, improvement in employee morale, availability for future personnel needs of organization improvement in health and safety, reduced supervision, personal growth, and organizational stability. Therefore, the benefits of manpower training and development cannot be easily over-emphasized.

BENEFITS OF MANPOWER TRAINING AND DEVELOPMENT
1. Increase job satisfaction and morale among employees.
2. Better inter-personal relationship and customer satisfaction.
3. Increase employee motivation.
4. In crease stalls, knowledge and attitudes to reduce waste, spoilt work, misuse of machines, and lessening physical risks, accidents, lateness, employee turnovers, absenteeism etc.
5. Increase efficiencies in processes resulting in improved financial gain.
6. Increase capacity to adopt new technologies and methods.
7. Increase innovation in strategies and products.

8.   Eliminate obsolesce in skills and capital managements.
9.   Enhanced organization image.
10. Enhance the operation of tools and machines as well as other facilities.
11. Better risk management and staff safely consciousness.
12. Increase in (out put) productivity, organizations and staff performance.
     (*www.google.com/okoroafor,2012/traininganddevelopmentstaffs*).

IMPORTANCE OF TRAINING AND DEVELOPMENT PROGRAMS

1.   It helps to avoid the managerial obsolesce. Organizational problems either major or minor can be solved by these programs. These programs also play an important role managing the changes in organizational structure caused by mergers, acquisitions, rapid growth downsizing and outsourcing.
2.   Training and development programs are also important to cope up with the changes in technology and with-diversity within the organization. This is because of number of changes in technological fields, these programme are increasingly emphasizing on converting the organization to learning organizations and human performance management.
3.   Training and development is a frame work for helping employees to develop their personal and organizational skills, knowledge and abilities.
4.   It helps implementation of managerial functions such as planning, organizing, directing and controlling. Therefore, staffing becomes a key to managerial functions.
5.   Improves efficient utilization that is efficient management of personnels becomes an important function in the industrialization world of today. Setting of large scale enterprises requires management of large scale manpower. It can be effectively done through staffing functions.
6.   Manpower Training and Development is not only putting right men on right job, but it also comprises of motivational programs, i.e., incentives plan to be framed for further participation and employment of employees in a concern. Therefore, all types of incentives plan becomes an integral part of staffing functions, while improving human relation among staffs and effects through effective control, clear communication, effective supervision and leadership in a concern. (*www.wikipedia.org*).

TRAINING

Training is the acquisition of specific detailed and routine skills and techniques required for job performance. It is a short term process, utilizing a systematic and organized procedure whereby non managerial personnel learn technical knowledge and skill for specific and definite purposes (Beach, D. 1975, Meggison L.C 1977). In other words, training has been held to be a continuous assistance given to non-managerial staff of an organization in order to make them have correct knowledge, skill and attitude which they must possesses to be able to perform given jobs effectively. (Dooley, C.R, *et al* 1986). Training has further been defined as sets of activities aimed at helping employees to gain effectiveness in the

performance of duties as they are presently understood and in any future assignment though the development of appropriate habits, actions, skills, knowledge and attitude (Humble, J. 1972). It is specific skill learning, planned by an organization to further its goal accomplishment by the trainee after joining the organization. Training focuses on changing attitude and value of trainees as well as changing skills and performance. On the other hand, Oguntimehin *et al* (2001)identified the following functions of employees training in organization as; increase productivity, improve the quality of work, improves skills, knowledge, understanding and attitude; enhance the use of tools and machines; reduce waste, accidents, turn over, lateness absenteeism and other over-head cases, eliminates obsolesce in skills, technologies methods, products and capital management. It help brings incumbent to that level of performance which needs the performance for the job; enhance implementation of new policies and regulations ; prepares people for achievement, improves man-power development and ensure survival and growth of the enterprise (Olaniyan and Ojo 2008). Ojiambo (1992) and Stoner (2002) agree that training programmes should be directed towards improving efficiency and job performance. There is no doubt that staff trained in modern day technological facilities and technique will be more effective and efficient in discharging their duties than those who never had such training experience. Similarly, Training and Development according to Okoroafor, D. (2012) refers to programmes designed to help new employees adjust to the work place successfully. In addition, they include the formal ongoing efforts of corporations and other organizations to improve the performance and self fulfillment of their employees through a variety of methods and programmes.

OBJECTIVES OF TRAINING AND DEVELOPMENT

a.   Ensure that new employees are properly introduced into the organization and the job they are required to do,

b.   Improved efficiency in the performance of present job,

c.   Increase existing skills and improve productivity and performance of the employees by bringing about a positive change of attitude to work.

d.   Develop the employees for higher responsibilities in future.

e.   It is to increase personnel efficiency, professional growth, smooth and more effective organization operations.

EMPLOYEE TRAINING NEEDS IDENTIFICATION YARDSTICK

Training needs can specifically be determined at the following levels (Ubeku; 1975, Hackett, 1979) in an organization:

1.   **Organizational Analysis:** This is finding out the needs of the organization. It is concerned primarily with the critical areas which desired the most training needs in the organization. These needs arise basically as a result of general weaknesses or deficiencies in the organization and perhaps to cater for future development needs of the organization.

2.   **Organizational or Tasks Needs:** These are focused on the special skills requirements of the task. They identify short coming in terms of knowledge, skill and attitude that have to be corrected at the job or occupational level.

3. **The person or individual needs Level:** This level identifies the weaknesses or deficiencies of each individual in the organization in terms of his knowledge, skills and attitude which has affected productivity or better still to equip the person for higher authority and responsibility in the future.

SOURCES OF ASSESSING TRAINING NEEDS IN ORGANIZATION

❖   **Observation of the employee on his job performances:** This is done physically, by staying with the employee and watching him perform his job. It enables one to determine if the employee lacks certain requirements to improve job performance.

❖   **Job analysis:** This process involves in a nutshell, a systematic investigation or breaking down of job components in order to identify its essential characteristics. It elicits the skills and knowledge required to perform such job.

❖   **Future Requirements:** This identifies what manpower requirements are needed to achieve an optimal organizational output within a given time index, what do the organization have at present and what are the deficiencies, shortfalls have to be made-up within the organization through promotions and transfers hence training and development.

❖   **Performances appraisal reports:** this is another key area in assessing an employees training needs, performance appraisals generally entails how well or otherwise an employee has fared within a given time index. It highlights deficient areas of an employee which needed corrective measures.

❖   **Analysis of organization Records:** This hinges on the aspect of organization appraisal. The extent to which the organization has gone in terms of its goals, productivity profit level, areas of expansion and it addresses what skill deficiencies require augmentation for the organization to achieve optimal output and profitability level.

❖   **Public Policy Requirement:** In realization of the need for the development of the human capital in organization, it has increasingly become a requirement by government policies and regulations to ensure a desired level of training to all cadres of employees, especially at the non-managerial level (Imam, 2000; Yaji, 2008; Olamide, 2011).

TYPES OF TRAINING AND DEVELOPMENT PROGRAMME

❖   **Induction Training:** This type of training is given to newly employed members of an organization to ensure that they have the impression of the organization and therefore improve their attitude toward the organization and toward their job assignment. It is also referred to as orientation training.

❖   **Job Training**: This is aimed at teaching technical details of a particular task so that working method is used and the employee becomes efficient in the shortest possible time. Job training could be on-the-job or off-the-job but must be related to a particular task.

❖   **Supervisory Training**: this emphasizes on the supervisory training, it is the preparation of employees for the control of others lower in the organization in such a

way that management policies, rules and regulation can be properly interpreted and implemented. It also enables those trained to lead; motivate and control other workers to achieve organization goals and objectives.

❖ **Executive Development**: This is the training in management techniques and development of personnel abilities of managerial staff members (Imam, 2000; Yaji, 2008; Olamide, 2011).

METHOD OF TRAINING EMPLOYEES IN ORGANIZATION

On-The-Job Training: This is the most common method used within the organizations. It consists of one person showing another what to do and how to do it. At is worst; the employee receives help from fellow employees with an explanation of why the job is done as it is. The formal approach, however gets the job done, more or less, but can be expected to produce high degree of unsatisfactory work. The following are the training learning methodology this study adopted for practice in organizations.

  i. Training manual
 ii. Work samples
iii. Specific project
 iv. Coaching
  v. Vestibule
 vi. Orientation
vii. Demonstrations

Off-The-Job Training: This is a much formal structural training Employing competent trainers either from within the organization or external consultants to train employees on a planned basis, either in a training school such as universities, polytechnics, colleges, or professional institutions or at a venue chosen by the organization or the consultants. The contents of the programmes are directed on particular tasks or jobs. The following are the formal learning training methodology this study adapted to practice in organizations.

   i. Film/tape, slide presentation
  ii. Programme learning book
 iii. Lecturing method/strategies
  iv. seminars
   v. Discussion group.
  vi. Practical model
 vii. Role plays
viii. Business games
  ix. Case studies
   x. Incident methods

IMPLEMENTATION OF TRAINING PROGRAMME

It is one important thing to design and train an employee according to a training and development programme objectives and it is yet another important thing to hierarchically implement such programme perfectly based on the ethics governing or guiding the organization. Implementation which is the adoption of various steps necessary in installing

and operating a system must be fulfilled if the programme must achieve success. A perfectly designed training programme, if not well implemented will make no meaning and all efforts invested is rendered abortive. Therefore, for any training and development programme to achieve it purpose, it must adhere to the systematic processes involved. In other words, training and development programmes must not be haphazard but systematic. The identification of training needs, the design of the training programme, training methods and location as well as adequate evaluation process constitutes a systematic training procedure which must be implemented. Other implementation of training programme must be considered to ensure that the training happens according to plan and with desired result: According to Imam (2000), these includes:-

1. Learning objectives of the training programme
2. Learning sequence (step by step practice model)
3. Learning method (appropriateness of the training materials)
4. Information on the environment of the training location(positive and negative impact)
5. The instructors' versatility on the subject (Pp. 45-47).

EVALUATION OF TRAINING AND DEVELOPMENT PROGRAMME

Evaluation of training and development could be seen as more or less stock taking exercise in an organization. It measures the extent to which training programme has achieved its set objectives. It is an attempt to obtain information on the effects of a training programme and to assess the training in the light of this information (Hamblin, 1974). It is also a measure which determines the effectiveness of a training programme as well as to ascertain whether or not the way and manner the overall programme has been executed can help in the attainment of the objectives of long-time survival of the organization. (Lynton and Pareek, 1967).

Hamblin (1974:40) suggested on the basis of this paper that there are five levels at which evaluation can take place in an organization:

i.   **Reactions Level:-** The reaction of the trainees to the training experience, how useful or even how enjoyable they feel the training has been, what they think or individual sessions, what they would like to put in or take out etc.

ii.   **Learning Level: -** This is the measurement of what the trainees have learned as a result of their training. It is the terminal behavior that occurs immediately after the training programme.

iii. **Job Behavior Level: -** The extent to which trainees have applied their learning on the job.

iv.   **Organization Level:** - This measures the effect of changes in the job behavior of trainees on the function of the organization in which they are employed.

v.   **Ultimate Value Level:** How the organization as a whole has benefited from the training programme in terms of greater profit, ability, survival and growth.

DISCUSSIONS

The study questions advanced were answered by different respondents in consistence with the study objectives. This shows that existing manpower training and development need to

be improved was accepted and endorsed by majority of the respondents interacted, while small number of respondents rejected the majority claims. The findings of the study reflected the opinion of Olaniyan and Ojo (2003) and other organization experts that effective manpower training and development in the face of global challenges occasioned by the fall out of technological advancement cannot be achieved without intervention of organizational experts to invest their knowledge appropriate to the subject and application of modern day technical manpower trainings and development methods and strategies suitable for achieving success. Similarly Dyer (1990) is of the opinion that for manpower training and development to be effective, organization management should identify the specific skills that are lacking. On the other hand, Oguntimehin *et al* (2001) asserts that effective manpower training help enhance incumbent performance, and ease implementation difficulty, prepares people for achievement, provides new knowledge and skills to approach any organizational task and ensure survival growth, and development of the enterprise. On one hand, Ajidahun (2007) states the benefits of Manpower training and development to support the study objectives; these include, reduction in cost, reduced turnover, faster decision, reserve human resources, continuity of effort, improvement in employees morale, reduce supervision puzzles, inverse personal growth and organization stability, etc. Ojiambo and Stoner (2002) further agreed that training Staffs with modern day technological facilities will help enhance staffs efficiency and effectiveness in discharging their duties than those who never had such training experience.

In support of these opinions, Yusufu (2000) maintains that training of personnel enhance productivity, upgrades staff intellects, and skills. Billings (1995) called for the production of qualitative and relevant graduates with adequate programmes. On related development, Fielder, (1987) noted that Manpower training serve as a checklist for buying modern technological equipments/ facilities for organizational usage and success. In relations to the Manpower training importance, this study embraced the majority views that Manpower training demonstrates personnel development, inculcates disciplines, and rewards those who excel better. In view of that, Yaji (2008), admits that organizational success and failure depend on the quality of policies and skills of management and caliber of staff recruited and ability to implement the policies objectives advanced is apparent. By and large, several scholars attributed organizational failure or under production and inefficiency for lack of effective training strategies and modern day training facilities to enhance workers skills, attitudes, knowledge and service culture to cope with the prevalent challenges to increase organizations output and performance gear up towards mutual success.

CONCLUSION
In view of the unprecedented and dramatic technological proliferation and advancement the world is witnessing requires appropriate and relevance manpower training and development with sufficient knowledge and skills to overcome the existence technological challenges in order to guard the organization and ensure efficient and effective management and employee's performance. It is scholarly agreed that lack of modern day technological skills and knowledge often brings doom to organizations and its presence determines the success of any organization. Therefore, training employees is an indispensable activity that enhances

staffs performance and thereby promotes growth and developments of an organization. It is possible also that for training of employees to be useful, the management has to implement the training programme rules and objectives properly. This is why training programmes demand improvement at most of the organization visited for the purpose of this study except Ramat Polytechnic Maiduguri. This is because the Ramat polytechnic manpower training and development policy as at that time of compiling this study (September, 2012). The institution policy guiding the subject was highly commendable and worthy of immolation. This paper highlights several ways through which an organization can succeed. Training methods, training types and development and sources of assessing training needs, techniques of training evaluation, training needs identification and methods of training policy implementation among others were adequately discussed with a view to serving as a blue print for managers and heads of institution, parastatal, ministries and other related organization who are interested in the training development and growth of their organizations.

RECOMMENDATIONS

In order to achieve organizational goals and objective, this paper recommended the following:-

1. That Manpower training should be given top priority so as to achieve managerial success.
2. That Ramat polytechnic Maiduguri policy of manpower training and development should be a role model for other organizations to improve in the area of staff training.
3. That Management should train the employees in their respective field of specialization in order to be more perfect in their output.
4. That Management of organizations should be careful in employees recruitment and selection exercises in order to maintain independent thoughts and judgments.
5. That management of organizations should identify the training needs of the employees before sending them for the training development programme.
6. That management of organizations should implement the training policy in accordance with the training programmes objectives.
7. That management of organizations should establish a manpower training and development unit to coordinate and evaluate the training needs of employees in order to reduce training expenses.
8. That Management of organizations should encourage training and re-retraining of employees through workshops, seminars and conference in order to achieve organizational excellence.

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