

RELEVANCE OF MANPOWER TRAINING AND DEVELOPMENT ON ORGANIZATIONAL PRODUCTIVITY: A GENERALIZED PERSPECTIVE

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Abstract

The study aimed to see how manpower training and development serve as a turn-around process for attaining organizational productivity in the general view of organizational growth and development. It examined the concepts of manpower, training and development, and organizational productivity; identified and discussed aptly the various factors responsible for training and development for organizational productivity; and, assessed how effective training and development serve as yardsticks for organizational productivity. The study adopted the review of relevant literature on manpower, training and development and organizational performance. Effective training and development could lead to retention benefits, effective leadership development, increased productivity, attracting highly skilled employees, increasing consistency, team spirit, cross-training, innovation, and building sought-after skills. It was recommended among others that, organizations must be flexible and adaptable to change to stay relevant in a changing world. To ensure success, organizations must make training and development mandatory, tailor career, skills, learning, and development experiences to employees' goals and interests, and place skills at the center of the training strategy.

Keywords: Relevance, Manpower, Training and Development, Organizational Productivity.

INTRODUCTION

A Systematic approach to Putting Desirable Structures in Place requires a Clear and distinctive focus that enables functional systems for organizational productivity. A successful organization is the desire of every manager in an organization, which hinges its flesh and weight on certain prominent factors (Akinola, Afolabi, Afolabi, & Dike, 2023).

Training is generally known to bring about “change” in behavior. Although it covers a broad range of subjects under three major categories, such as skills, attitude, and knowledge, the use of the phrase "training" without a connection to "development" constricts the idea of training function, which could result in failure. It is prominently known that the beliefs, backgrounds, ideas, needs, and aspirations of the people to be trained need to be taken into consideration. Development is building on and making accurate use of the training acquired.

Skills identification aids in the belief of putting the round pegs in the round roles, as this depicts the necessity of making productivity the basic purpose of setting up an organization that can drive its success.

According to Afolabi, Akinola, and Laosebikan (2020), the strength of an organization to produce quality products, render high-profile services, and create value is determined by the level and trend of its productivity through relevant training and development of its manpower. Organizations are recognized based on the image created, impacts made, and services rendered to society by solving observed problems with business drive and sagacity.

For an organization to strive within its mandate, the system and processes in place must be in tandem with its vision and strategy to actualize it. It is very unfortunate that most systems focus on and measure the wrong things, where performance systems rely on generalized measures that depict little or no information about the expectations of the organization (Akinola, Bademosi, Oyebamiji, & Oshakuade, 2021; Duru, 2021).

Learning and development is an ever-evolving, changing, and rapidly growing profession. In connection with this, any organization that will maximize its productivity must remain relevant, understand best practices, remain at the cutting edge of new trends, and make the acquisition of new skills its priority, which can only emerge through training and development (Salawu, 2010; Akinola, Afolabi, and Afolabi, 2022). Organizations and individuals that are not taking cognizance of the expression of Rabbi Nahman of Breslov that “if you are not going to be better tomorrow than you were today, then what need have you for tomorrow? (Salawu, 2010) Afolabi, Oyetayo, and Akinola (2023) established that inculcating the habit or policy of training and development for organizational productivity is a factor in the growth and development of an organization. In their views, they ascertained that skills are a function of education that is conceived in Nigeria as an indispensable tool that assists in meeting the nation’s social and economic aspirations and in developing individual knowledge, skills, and character through a continued process.

As a way of creating and achieving the relevance of manpower training and development in actualizing organizational productivity, organizations are expected to make massive investments in their workforce for the system to strive for and maintain sustainable relevance. It is expedient to know that training and development are elements of productivity that manpower in an organizational system must imbibe to actualize its vision and mission, which its employees must key into. Without adequate skill acquisition, organizations can in no way meet their objectives for solving societal problems (Akinola *et al.*, 2023; Galadanci, 2009; Umoh, 2009).

Organizations cannot attain their rightful positions when societal problems are not solved. With this, the cogent reasons why manpower is relevant to organizational productivity and the place of training and development are paramount to be looked into.

Objectives of the Study

The aim of this study is to see how manpower training and development will serve as a turn-around process for attaining organizational productivity in the general view of organizational growth and development, with the following specific objectives:

- i. To examine the concepts of manpower, training and development, and organizational productivity,
- ii. To identify and discuss aptly the various factors responsible for training and development for organizational productivity;
- iii. To assess how effective training and development serve as yardsticks for organizational productivity.

CONCEPTUAL REVIEW

The Concept of Manpower

According to Akinola, Afolabi & Afolabi (2022), manpower can be referred to as the total number of people who can work to get something done in an organization in line with its objectives. Manpower can also mean the most critical asset that an organization possesses. Without appropriate manpower, the work cannot happen. Imagine a factory with no manpower. Nothing will move along the value chain, including raw materials, inventory, and completed commodities. All of these mission-critical operations call for trained labor. If, in an organization, the number of people available is greater than the work, it indicates that the organization has a surplus workforce. In this type of organization, some people will remain without work. This would result in an additional expense for the company, although occasionally businesses retain a few extra workers on hand for unforeseen situations. In many industries, a distinct level of labor surplus is maintained.

Training and Development

Training and development refers to educational initiatives carried out by a business to improve employee expertise and knowledge while educating them on how to carry out particular responsibilities more effectively (Duru, 2021).

In line with the submission of Akinola (2023) and Umoh (2009), training and development are usually popularly used as though they are synonymous, but they have differences. Training refers to programs that focus on preparing for and accomplishing a particular job. It emphasizes learning whatever knowledge and skills are required for satisfactory job performance. Organizations grow in numbers and levels of supervision to fulfill training needs; unions of organizations or labor contribute to this evolution. When compared to development, which is a continuous, proactive process geared toward executives, training is a short-term reactive activity intended for workers. Employees seek to gain new abilities during training, and they seek to fully develop their personalities during development (Afolabi, Oyetayo, and Akinola, 2023). Development has techniques to achieve its focus; these are: in-house training (action learning) that combines problem solving and management development; special courses;

personal guidance and counseling by experienced and qualified managers; job rotation; supplementary university courses; conferences; and lectures (Akinola, Afolabi, Afolabi & Dike, 2023). Akinola (2019) and Erinsakin, Ibidapo & Akinola (2017), affirmed that, in order to satisfy the current needs of the employee, management takes the initiative in training. In development, initiative is used by the person with the goal of satisfying a potential employee's requirements. Training and development are cogent factors in organizational development and productivity, with the following concerns:

Reduces Attrition

One of the best ways to show your employees that you value them is through training. It communicates to them your dedication to their success and advancement, just as they are to your company's. When employees are treated well, they won't want to work for anyone else (Vincent, 2020).

Prepares for future challenges

Devi (2023), equally stressed that, training staff ahead of anticipated or unforeseen changes in the industry is a preventative measure. Keeping our personnel prepared only makes sense in an era like ours when trends shift frequently due to the effect of online evolution.

Fosters Leadership

Training the best group is the only effective method for developing future leaders. Employees will also benefit from having a defined career path, which will reduce attrition and dissatisfaction (Afolabi, 2017).

Growth of the Company

Afolabi, Kareem, Okubanjo, Ogunbanjo, & Aninkan. (2017) established that any business that is committed to developing its employees will only succeed and advance. A company's assets consist mostly of its workforce, so taking care of them will also mean taking care of the business.

In buttressing how organizations experiences growth, Akinola (2023), Akinola, Afolabi & Afolabi (2022), stressed that training is an important determinant of organizational development, which in turn yields manpower productivity. The types of training programs and their features are as follows:

1. Technical training is a sort of instruction designed to instruct new hires on the technology facets of their jobs.
2. Quality training refers to educating staff members on how to avoid, identify, and get rid of subpar products, often in a company that makes products.
3. Personality traits, social graces, communication skills, and personal habits are all examples of soft skills that are used to describe interpersonal relationships.
4. Professional training is a type of training required to be up-to-date in one's own professional field.

Organizational Productivity

The assessment and enhancement of an organization's efficacy and efficiency in both the public and private sectors is known as organizational productivity. The term "organizational productivity" refers to the evaluation of the effectiveness and efficiency with which a whole organization employs its methods, techniques, and resources to meet its objectives. It entails assessing the overall effectiveness of various organizational departments, teams, and individuals. An organization's competitiveness, profitability, and overall performance are significantly influenced by organizational productivity (Akinola, 2023 and Iheanacho, 2017). The following are important elements and ideas for maximizing organizational productivity:

1. Ensure that all teams and departments are working together in a strategic manner.
2. Effective leadership at all levels directs the organization, establishes priorities, and promotes a positive workplace culture.
3. Resource Allocation: Using resources such as money, people, and technology in an effective manner to support projects and initiatives that generate the most value is essential.
4. Process optimization: Productivity is increased by continuously analyzing and improving processes to remove inefficiencies and bottlenecks.
5. Performance Metrics: Using pertinent key performance indicators (KPIs) to measure performance enables you to keep track of your progress and spot potential development areas.
6. Encourage open communication and information sharing among teams and departments to foster collaboration, which increases productivity.
7. Innovation: Embracing an innovative mindset and a creative work environment can result in the development of fresh concepts, items, and procedures that boost business efficiency.
8. Employee Engagement: Dedicated, productive, and likely to make positive contributions to the company, engaged employees are more likely to
9. Talent management: An organization can better meet its productivity goals by attracting, training, and retaining qualified workers.
10. Training and Development: investing in an employee's education and professional growth boosts their competency and total output.
11. Technology and Automation: Using the right technologies and automation solutions can simplify processes and minimize manual labor.
12. Change Management: Managing changes within a company effectively helps to reduce disruptions and preserve productivity while transitions are underway.
13. Organizational Culture: Teamwork, accountability, and respect are all encouraged by an inclusive, upbeat culture, which boosts productivity as a whole.

14. Flexibility: Businesses that are adaptable to shifting consumer demands and market situations are able to stay productive in challenging circumstances.
15. Consumer Focus: Making sure that goods and services are tailored to the demands of the consumer promotes customer happiness, a sense of loyalty, and business expansion.
16. Outsourcing and Partnerships: By working with outside partners or outsourcing non-essential duties, businesses can become more productive and concentrate on their main business.
17. Risk management: identifying and proactively reducing risks keeps production high and avoids future setbacks.
18. Data-Driven Decision-Making: When data and analytics are used to guide decisions, more strategic conclusions are drawn.
19. Continuous Improvement: The organization develops and becomes more productive over time as a result of a commitment to continuous improvement.
20. Performance Recognition: Honoring and rewarding top-performing people, groups, and departments encourages productivity and drive.

In order to maximize organizational productivity, a comprehensive plan that takes into account the alignment of strategy, culture, procedures, and human resources is required.. Organizations can enhance performance, innovation, and competitiveness by controlling these aspects properly (Devi, 2023).

The success of organizational productivity through training and development requires some cogent factors, seeing it as an investment that will bring return on investment and benefits to organizations and employees. Having clear orientation by organizations and employees forms an integral part of recruitment, where employees go through training before assumption of duties. Employees are expected to be given adequate orientation that regular updates of knowledge and skills are paramount in career progression and to the benefit of organizations that are channeled towards the employees' job specifications and occupational demands (Akinola, Laosebikan, Akinbode, Afolabi, Akintunde-Adeyi, & Olamiti, 2023; Vincent, 2020).

EMPIRICAL REVIEW

Devi, Vasudevan, Sagadevan & Shiney (2023). Conducted a study on Drivers of Employee Job Satisfaction during Pandemic in Manufacturing Industries to explore three key factors, such as; compensation and rewards, training, and work-life balance in relation to employee job satisfaction. The study employed hypotheses to test the relationships between these factors and job satisfaction. Quantitative and cross-sectional approach was implemented whereby the research tools were derived from numerous previous studies. The study predicts that employee job satisfaction in Malaysia's manufacturing sector would be strongly correlated with remuneration and reward, training, and work-life balance. It emphasizes the relevance of training of manpower which remains cogent factor in addition to other factors for organizational performance. Employee retention, productivity, and performance are impacted

by these variables. According to the results of this study's analysis, there is a substantial correlation between the three hypotheses put forward and employee work satisfaction in Malaysia's manufacturing sector (Akinola, 2023). The results show that compensation and reward training and work-life balance have significant positive relationship with employee job satisfaction in the manufacturing industry of Malaysia. Therefore, the three hypotheses were all accepted. The study has also supported prior studies and explained the roles played by compensation and reward, training and work-life balance in employee job satisfaction in the manufacturing industry of Malaysia with the Social Exchange Theory. The outcomes of the study contributes to academia by addressing a literature gap regarding job satisfaction and its influencing components. It gives advice to industrial companies on how to raise worker happiness, which will boost productivity and profitability.

The study therefore recommended that, in order for organization to be productive, training of manpower is paramount and would encourage job satisfaction.

Devi (2023), in his study, investigated employee retention in China's tourism industry, specifically within hotels. It looks into the connections between compensation, work satisfaction, employee engagement, and employee retention. Also, pointed out the role human development programmes, such as training of personnel plays in meeting the objectives of organizations. The study adopted cross-sectional and questionnaires to gather data. It also made use of a non-probability sampling where questionnaires were distributed to respondents in the tourism industry. SPSS was used to assess a set of hypotheses resulting from a theoretical model of employee retention. The results of the study revealed that the variables therein significantly influenced employee retention whereby, the relevant roles played by training in the development of organization and in attaining its desired focus of optimization of resources. The study as well provides a clinical study on the relationship between employee retention with rewards, job satisfaction and employee engagement in the tourism industry of China, where the findings of the study benefits the industry and academic field as source of additional review or reference for future study.

This study contributes to the literature by focusing on employee retention in China's tourism industry, shedding light on the critical factors of rewards, job satisfaction, and employee engagement through the application of viable training of manpower in the system. It is a useful tool for current and upcoming researchers as well as professionals in the field who are working to enhance employee retention tactics in this field.

Akinola, Afolabi and Afolabi (2022), in their study which focused on a Viable Entrepreneurship Education as an Antidote for Eradication of Poverty and Unemployment among Youths in Nigeria, established that Nigeria is passing through a period of economic recession which has further aggravated the problem of poverty and unemployment. This situation of joblessness has encouraged the unemployed citizens to take solace in all forms of atrocities and social vices that pose serious challenge and threat to the economic development of the nation. The study specifically identified various factors responsible for high rate of poverty and unemployment in Nigeria and ascertained the role of a viable entrepreneurship education in ameliorating the problems.

According to the findings of the study, recommendations were made that the major solution to the problems of poverty and unemployment is that there should be more concern for pragmatic and have built-in-job training programmes which would enable Nigeria citizens to acquire relevant entrepreneurial skills required for self-employment, job and wealth creation and poverty eradication. It also emphasizes that, already established organization should take cognizance of its manpower by developing viable training programme to meet and improve the organizational performance. In relation to reduction of poverty, human capital development serves as the key to empower people.

THEORETICAL REVIEW

Becker's Human Capital Theory

Human capital theory (HCT) was first referenced in Adam Smith's 1776 book "Wealth of Nation" (Wikipedia Free Encyclopedia). Adam Smith speaks extensively about how the labor force's skill and knowledge development may affect economic growth and development. Furthermore, it was clarified that investing in human capital through education and training is just as crucial as spending money on real estate and other forms of physical capital. Theodore W. Schultz then carried on refining his notion of human capital. Because of this, the scientific work he did was innovative and unique, and it allowed him to model the hypothesis. His work from 1961, 1963, and 1981 are only a few examples of why he is frequently referred to as the founder of the human capital theory (Garba, Djafar and Mansor, 2013).

Furthermore, Alfred Marshall argued in his 1961 book "Principle of Economics" that investing in education can be viewed as a personal investment because investing in education and training has the same end goal as investing in any other kind of investment. As a result, societies and individuals invest in education with the hope of receiving a specific benefit (Bruce, McNally and Kay, 2013). The justification presented above supports the early development of the human capital theory and justifies spending money on education and training since it will have positive social and economic effects that will help people acquire new skills.

The reason for choosing this theory is that it emphasizes or concentrates on providing people with the vital, practical, appropriate, and relevant knowledge, values, and skills for economic development of individuals, organizations and the nation, which the manpower training and development are pointers to organizational performance.

Rationale for Achieving Organizational Productivity through Training and Development

In organizational development strategy, consideration for training plans serves as finding direction and the need to actualize the organizational focus through manpower. Leveraging on this, it depicts how to live up to training plans, propose the types of manpower to be trained, design the methods and format for the training, determine the duration of the training, determine the environment in which the training will take place, and evaluate the training procedure for its effectiveness (Erinsakin *et al.*, 2017).

Akinola (2023) and IBM (2023) maintained that organizational leadership, managers, supervisors, and organizations have the prime concern of developing their workforce, which is the greatest contribution to the well-being of employees and organizations. It therefore yields rewards to the system through productivity, efficiency, environment, and all-around job satisfaction.

Training and development of the workforce as key elements of improved performance and training as a function of identified gaps in organizations are intended to improve knowledge and skills and change attitudes. The outcomes of training and development for organizational productivity are as follows:

1. Increases the level of confidence;
2. Builds motivational direction;
3. Encourages staff commitment;
4. Increases pay and promotes manpower;
5. Provides personal satisfaction and achievement;
6. Widens opportunities for career progression;
7. Improves the availability and quality of staff; and
8. Bridges the gap between expectations and designed targets, the standard of performance (Akinola, 2023; Umoh, 2009).

The Role of Manpower Training and Development in Organizational Productivity

Successful businesses or organizations have the understanding that it is more beneficial and cost-effective to develop their existing employees instead of seeking out new talent or going through stressful recruitment processes.

Training and development are beneficial to organizational productivity if employees are provided with effective training and development. It will therefore translate to:

1. Retention Benefits:

Training and development are strategic tools for improving business outcomes through the implementation of internal educational programs that advance employee growth and retention. Well-trained employees in organizations gain confidence in their abilities, which will therefore lead to greater job satisfaction and reduce lackadaisical attitudes of absenteeism, laziness, and lateness to work. It will also translate to overall employee retention.

2. Effective Leadership Development:

The practice of growing employees into managers and transforming them into effective leaders through training and development for organizational productivity this process enhances certain knowledge, skills, and abilities of the employees and translates into leadership development. Organizations must cultivate the habit of cultivating a solid pipeline of well-trained and

innovative potential leaders to grow and adapt over time. Empowering employees to perform tasks helps reduce oversight and encourages them to be active independently.

3. Increase in Productivity:

Provision of appropriate programs that promote the interests of employees, make them current with new procedures and technologies, and, in return, increase their overall output will make the organization productive.

4. Garners Highly Skilled Employees:

Adequate and consistent provision of training and development attracts more qualified and ready-to-work employees with an identifiable career path.

5. Increases Consistency:

Maintaining organized training and development paths ensures tasks are carried out uniformly, leading to tight quality control that end users can trust.

6. Team Spirit:

Having a proper sense of teamwork among employees and effective collaboration in an organization is a positive result of training and development.

7. Ability to cross-train:

Availability of effective training plans and effective training selection of employees provide consistent training that translates to a knowledgeable team overall where employees can help train and assist each other as needed.

8. Creates Innovation:

Regular training of employees in an organization helps in developing new strategies and products that contribute to the organization's bottom line and continuous success.

9. Builds sought-after skills in employees:

Engaging in relevant training and development activities builds adequate skills that enhance career growth and development in employees and, in turn, raises organizational productivity. Such skills are:

i. Problem solving and critical thinking are problem-solving abilities that could be developed into practical, creative, and innovative solutions to challenges faced on a day-to-day basis. Challenges could emanate from customers, working tools, supervisors, and so on. These asset-based qualities are what organizations seek in employees. A good problem solver is able to weigh the pros and cons of different options by applying intellectual as well as emotional capacity to ascertain causal relationships between the problems, causes, and effects. When a problem is solved, there is an opportunity for improvement in the handling of related tasks.

ii. Other skills needed for organizational productivity:

The types and nature of skills that help organizational productivity through training and development of manpower are: communication skills, technical skills, team spirit, time management and prioritization skills, information technology and computer skills, willingness to learn, analytical skills, leadership skills, and emotional intelligence and balance. (Iheeanacho, 2017).

CONCLUSION

Training and development as factors of organizational productivity help employees learn and acquire new skills and gain better knowledge from professional knowledge that determines the career progression of manpower in organizations. The situation in the world keeps changing, and the corporate marketplace is also quickly changing. For organizations to thrive in business and maintain relevance, they must be flexible and easily adapt to change.

Organizational or self-development and training are not mere buzzwords; they are the cornerstones of success for both the organization and employees. They pave the way for self-discovery, help uncover hidden talents, and provide the tools needed to overcome obstacles in organizations. The benefits of investing in your manpower for personal and professional growth are immeasurable. The few compelling reasons why organizations should take training and development seriously are to: unlock potential, stay relevant in a changing world, boost confidence and resilience, enhance communication and interpersonal skills, drive innovation and creativity, and achieve balance and fulfillment.

RECOMMENDATIONS

It is highly imperative to make training and development mandatory for manpower in organizations, which will determine their performance level. Organizations must rethink the larger framework of the types and nature of skills that will be needed in the near future.

There is a need to tailor career, skills, learning, and development experiences to be more unique to the employees' goals and interests. Skills must be placed at the center of the training strategy and aim for deep visibility into the skills position across the organization. Maintaining a competitive edge in a dynamic economy demands faster innovations. In view of this, organizations must have the right people with the right skills and tools to drive organizational productivity.

Organization leaders are required to build confidence in their manpower and create training and development opportunities for their manpower.

Training and development institutions should be encouraged to provide appropriate curricula for every level of personnel and should make use of relevant training tools that fit their job specifications.

Appropriate machinery should be established by relevant government agencies that license training facilities to discourage and flush out unqualified individuals or bodies posing as consultants in training and development.

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