

TRAINING AND RE-TRAINING CRAFTSMEN TOWARDS IMPROVED JOB PERFORMANCE

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Abstract

Human beings are the key element in any organization as they plan, organize, coordinate and harness all other resources towards the achievement of organizational goals. For any organization to increase its output level depends on the level of skill of its workforce. Hence, there is need for training and re-training of craftsmen to build up their abilities in order to function effectively and efficiently in the organization. Training is an indispensable tool for human and national development and so a worthwhile investment for greater productivity in the organization. This paper examined the major concepts of craftsmen, training and re-training of craftsmen. Types of training available to craftsmen were discussed. The effects of training and re-training on craftsmen job performance in the industries were explained. It also recommended that industries must engage its craftsmen in constant training and re-training (in-service training and formal training) to meet technological changes.

Key Words: Training and re-training, craftsmen and job performance.

Human beings provide ideas, innovations, invention and thereby wealth for the benefit of both employers and employees (Marbel & Olomukoro,

2012). Training and re-training has always been recognized and identified as an important factor that contributes to improve performance of workers. Training and re-training are set of activities planned and arranged to assist the individual in the industries or related field to acquire knowledge, skills, right

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attitude and services as motivations for the effective performance of a specific tasks (Imhabekhai, 2000). Within the context of jobs or tasks in today's industry, training is a continuous process which normally starts at the point of entry and progresses throughout the workers career. The industry requires training that brings about vocational training and knowledge acquisition for effective production.

Training also described as the acquisition of skills, knowledge and abilities to enable one function effectively in the performance of one's career and as well to the development and growth of any nation (Marbel & Olomukoro, 2012). The need for training and re-training craftsmen in any industry (construction or production industry) is to develop and use the abilities of the employees for the achievement of organizational goals and the fulfillment of individuals' job satisfaction.

Training and re-training of workers for the development of the nation has been acknowledged by the Federal government. According to FRN (2004), training and re-training is a demonstration of government's commitment that: "For all classes, different kinds of in-service training, courses and seminars related to their particular occupation will be arranged on a continuing basis so that all workers may attain proficiency in their work". As a result, the Nigerian government has made certain efforts in establishing

training centres to train skilled manpower to man the various sectors of the economy. The training should aim at increasing workers efficiency and productivity level of organization and accelerates economic development in general.

Meaning of Craftsmen

Man is dynamic in nature. The need to be current and relevance in all spheres of human endeavor make employee development a necessity in order to keep track with current event and methods (Onuka, Ajayi and kassim, 2012). Looking at the craftsmen in the industry, they play a crucial role in the practical realization of any task. They are mostly engaged in the technical aspect of construction and at the management level, serves as front line manager (supervisors); giving the role of interpreting the company policies into practical realization of the organizational goal o(Dantong, lekjob & Dessah, 2011). The construction industry offers employment in four distinct career areas: professional, technician, crafts and operative (general & specialist) (Peter, 2002).

Craftsmen are skilled trade workers in building, wood, electrical and mechanical (metal/auto) that use hand tools, power tools and automated machinery in their daily work. Craftsmen work with different types of materials: woods, metals, plastics, ceramics, elements, glass among other. These varieties of materials involve the

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use of multiple types of hand tools, power tools and automated machinery on the job. The work of craftsmen requires high level of accuracy when discharging their duty in mass production or in small shops to complete tasks or project. Hence, wearing of eye goggles, earplugs, gloves and padded clothing to protect themselves from noise or dust is a well of working safe in environment of work (indoor or outdoor).

physical tasks of industrial process in specific career level are usually undertaken (Peter, 2002).

Craftsmen can either be employed in a production or construction industry or be self employed. In the context of this paper, a craftsman is any person employed by the government or private organization or industry to produce goods or render services to humanity and at the end are rewarded through the payment of salaries or wages. The role of craftsmen in the production or construction industry cannot be neglected if appreciable progress must be made in the industry.

Craftsmen are among the skilled personnel in the production or construction process employed to carry out the actual or real work with physical strength for specific materials in the industry. They are graduates of technical colleges and most essential human resources required by a nation for effective sustenance of economic growth and national development. Craftsmen occupy a central position in the hierarchy of the production or construction industry such that no other group would be able to replace them.

Training and Re-training

According to Peter (2002), the following is a list of *trades* in production or *construction* industry: bricklaying, tilling, painting and decorating, earth working, *cabinet making*, *framing*, joining, roofing, cable splicing, line equipment, high voltage line, welding, machine operator, mechanic, *iron working*, *plumbing*, oiling among others. They spend years perfecting their crafts, knowledge and abilities. Crafts involve skills with specific materials and the

Career requires training and re-training at all levels in the organization where technology or technical work is involved. Upgrading the skills is a way of enhancing and empowering of workers in the industry towards not only becoming better professionals but also improving their chances of economic well being by way of employment. Training is a process of acquiring knowledge and necessary skills for employment. This could be government or self employment. Training has been defined in various ways by different authors. It refers to improving competencies needed for a particular work (Jackson & Schuler, 2003).

Training is an effort or attempt to improve current and future

employee's ability to perform through learning. The purpose of training is to achieve a change in behaviour of those trainees through a learning process that involves the acquisition of knowledge, skills, concepts, rules or changing of attitudes and behaviour to enhance the performance of employees (Marbel & Olomukoro, 2012). Training is an organizational effort that helped a worker to acquire basic skills required for the sufficient execution of the tasks required. Training generates expertise or skill needed to perform a particular job or series of jobs. According to Jackson & Schuler (2003), training is a systematic process of altering the behaviour, knowledge and motivation of employees in a direction to increase the effectiveness and organizational goal achievement. It can be visualized as the acquisition of techniques, skills, knowledge and experiences which enables individual to make effective contribution to the combined efforts of a team in an industrial or productive process.

On the other hand, re-training of craftsmen involve the renewal or updating of worker's skills, knowledge, attitude, work habits and competencies to enable them perform their assigned responsibilities creditably (Imhabekhai, 2000). He stressed that re-training is a function of observed training needs and the amount of changes which have taken place in the techniques of production in an organisation. It is a means to an end in itself, the end being the prosperity of

the enterprise. Re-training of workers is very vital to the productivity of any organisation considering the technological changes. This means craftsmen must be trained and re-trained to acquire the necessary skills and knowledge to be able to meet with these changes or challenges and perform their assigned roles in the organization towards the achievement of organizational goals.

Type of Training and Re-training Craftsmen

Training and re-training can be used to develop mental ability, dexterity, skills and renew or upgrade or update of workers at all levels. Olatunji, Ajibola & Coker (2000) identified types of training as induction training, on-the-job training, refresher training, skill upgrading, practical demonstration and further education. Momoh (2012) classified types of training and re-training techniques into three categories: On-the-job techniques, Formal techniques and executive techniques. In this context, the major forms of training and re-training for craftsmen are in-service training and formal training (Marbel & Olomukoro, 2012).

In-service Training Programmes

These include training programmes specifically organized for workers who are already in employment. In-service training essentially takes two forms namely: on-the-job training and off-the-job training.

On-the-job Training: This takes place at the work location and possibly while at work. On-the-job training is the type of training given to new employees, either individual or in a small or large group by their organization irrespective of their previous training and experience. Orientation or induction training is parts of on-the-job training given to new employees to familiarize with their new work environment and the operations of the establishment (Marbel & Olomukoro, 2013). The aim of induction training is to enhance the psychological integration of new trainees to the work environment. New craftsmen regardless of their previous training, education and experience, need to be introduced to their new work environment on how to perform specific tasks. Specific training arises when craftsmen are transferred or promoted or when jobs changed and new skills must be learnt because of changes in technology and automation.

Off-the-job Training: This occurs outside the work environment and is provided by established training institutions. This type of training is necessary when some employees require the acquisition of a specific knowledge, skills and attitudes which are best provided through series of courses outside the job environment (Marbel & Olomukoro, 2013). Employees are provided with opportunities for continuous learning, acquisition of knowledge and skills needed for effective performance of their jobs and

increase in productivity. In-services training are provided for craftsmen by established institutions like Nigerian Institute of Building (NIOB), Nigerian Institute of Quantity Surveying (NIQS), Industrial Training Fund (ITF), and a host of others. Off-the-job training is also provided through regular attendance and participation in seminars, conferences and workshops. According to Imhabekhai (2000), these modes of training connote the gathering of like-minded person for the purpose of education or getting educated about something or a phenomenon through the acquisition of knowledge, skills and attitudes. In-services training are strongly used to improve the skills that are already acknowledged.

Formal Training

This type of training is the training received in formal institutions. It spans from primary to tertiary institutions. Formal schools are the conventional places for acquiring knowledge and skills. It provides atmosphere for structured learning which makes assimilation process easier. It is a way of upgrading or advancing in the area of career jurisdiction and perfects their skills in line with global best practices. Training in formal schools has the following advantages: The performance level of the learning can be readily assessed through testing; Ideas and concepts can be standardized; it affords students/trainees from various experiences; a forum for interaction; and resources are put together in one place

for maximum utilization. This type of training provided to a worker depends on the training needs of the worker and objectives of the organization. In other words, the industry provides training and re-training to its craftsmen on the area he needs training in order to achieve organizational objectives.

Objectives of Training and Re-training Craftsmen

Training and re-training craftsmen objectives can be examined at all levels of careers. According to (Marbel & Olomukoro, 2013), the objectives for training can be inline with the following levels: organizational level, individual level and employee level.

Organizational Level

At the organizational level, training is very important in order to meet corporate goals. The need for training must be identified continually in order to achieve organizational goal. An opportunity for training therefore is used as a response to organizational expansion and change. Momoh (2012) is of the view that training impart positively for optimum performance towards achieving corporate goals of the organisation.

Individual Level

At the individual level, every organization recruits the best workers within the limits of its environment. Training reduces the work of the managers, supervisors, team leaders in

terms of close supervision. Training allows for job understanding and competence of the individual at all level.

Employee Level

Training at the employee level improves the drive, initiative and quality of work of the employees. It helps craftsmen to cope with challenges in his place of work. Training provides the means of maintaining their own competition by improving knowledge, skills and abilities.

The general objectives of training and re-training according to Imhabekhai (2000) & Marbel & Olomukoro, 2013 are to:

1. Yield operational results that will bring about meaningful changes in the output of the organization,
2. Develop, sharpen and thus, change the employees' attitude as well as increasing their knowledge and skills.
3. Changes in techniques and automation and the consequent effect they have on the existing skills and jobs.
4. Improve the present or future competence of the individual
5. Better equipped to adjust to the changes in the nature of his work.
6. Widen the trainee's understanding of the society in which he lives and develop him as a confident person,

7. Afford the employees the opportunity of changing their schedules of duties and to be able to perform equally well on them.
8. Improving the competence of the team, group or organization, thereby serving a dual purpose.

Effect of Training on Craftsmen

The training and re-training of craftsmen have great impact on the performance of their jobs and the overall productivity of the organization. Lack of organizational investment and promotion opportunities by industries or companies could also deter potential workers from their jobs (Carley, Goodrum, Haas, & Borchering, 2003). It is noted that investment on training and re-training of employees are wise investment. Many industries or companies regard training and re-training as an expensive venture, waste or plague to invest on. Systematic training and re-training of craftsmen have contributed significantly to the achievement of organizational goals, provided good judgment is exercised about diminishing returns. The effect of training and re-training exposes craftsmen to:

1. Take additional duties and assume position of importance in the industry or company hierarchy.
2. Acquire different type of skills and competence required to fully achieve organization goal
3. Reduce waste, accidents, cost of operation, a stable workforce and a

better service to customers and clients.

4. job security, help with work related problem, better pay, job satisfaction,
5. Improves efficiency and morale, prospect of advancement and potentials opportunity
6. Increase productivity and leads to higher profitability.
7. Meeting and exceeding expectations.
8. Prepare craftsmen for promotion, maintaining a safe environment and reduction of errors.
9. General information about the industry's policies, procedures, practices and rules

Training and re-training of craftsmen help the industry to function at an optimum level of productivity which is a direct effort of all employees. Training and re-training of craftsman as an individual helps to have a sense of belonging and commitment to the achievement of organizational goal. Therefore, training serves as a motivating force in improving the efficiency and productivity of the craftsman while the re-training serves as upgrading or renewal of craftsman's skills, knowledge, attitude, work habits and competencies to enable them perform their assigned responsibilities creditably and have self esteem in their career (Imhabekhai, 2000).

Conclusion

Training and re-training is a tool use to improve, upgrade and update the precious or existing knowledge, skills and attitudes towards job performance of craftsmen in the production or construction industries. In this write, training and re-training of craftsmen are classified into in-service training and formal training. The objectives of training and re-training craftsmen are to cope with challenges or changes in techniques and automation on the existing skills and as well develop self confidence which services as dual purpose. For any industry to maintain higher productivity, the industry must engage in training and re-training of its workforce to meet the ever changing technological advancement.

Recommendations

Training and re-training are set of activities that involves a continuous process and services as a means of assistance to individual, employee and organization in a related field to acquire knowledge, skills and the right attitude for the effective performance of a specific tasks or job. Therefore;

1. Training and re-training of craftsmen through professional bodies like workshop, seminar and conference should be arranged and be given from time-to-time.
2. Formal training should be arranged for all craftsmen in order to move to the next level of their career (technician). These can services as

motivational factor that can boost the moral of the staff and a better feature for the industries.

3. Presence of manpower planning and development department in the organizations or industries should be considered, well financed and motivated for better productivities.
4. Training and re-training of craftsmen should be seen as a positive and profitable investment that industries or individuals should embark upon at all time.
5. Training and re-training of craftsmen should be a continuous process or exercise since it enables them to perfect their skills in line with global best practices.

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