

# **AN APPRAISAL OF TRAINING AND DEVELOPMENT IN ORGANIZATIONS IN NIGERIA: EMPLOYEE AND ORGANIZATIONAL GROWTH PERFORMANCE PIVOTAL**

**ONICHAKWE, CHARLES C.**  
**Postgraduate Student**  
**Imo State University Owerri, Imo State, Nigeria.**  
**E-MAIL: onicharles2000@yahoo.com**  
**PHONE: +2348038733240**  
**+2348189144193**

## **Abstract**

The leading expectation of an organization and its employees is growth. When there is growth, the organization will experience stability, expansion, and good profit margin. The employees also stand to attend to their personal needs and have some level of satisfaction. Growth in an organization is manifested in having large market share with profit, low rejects, and low rate of accidents at work, lower downtime, and harmonious industrial relations among others. Equally, growth is felt by the employees through adequate remuneration, good welfare packages, and job security. In order to realize growth, adequate training and development of the employees are needed as a pivot. The paper therefore, examines the principles, policies, rationale behind the need for training, and gains of training and development. Highlighted also are types of training, training programme designs, and a comparison of characteristics of training and development. This paper suggests that for an organization and her employees to grow, training and development should be in the front burner.

**Keywords:** Training, Development, employee, organization, growth, performance, pivotal.

## **Introduction**

Growth remains the focus of every organization and its employees. This is to enable them achieve their different goals. In other to realize growth, strategies like downsizing, harmonious industrial relations, right application of procedures, efficient communication skills and system, technological advancement, and training and development are employed by the organizations. Among these strategies, training and development tend to benefit both parties favourably, because it helps the employee acquire the needed skills, knowledge, and capability to discharge his

functions. The organization that witnesses growth is sure of stability and good profit margin. Njoku (2007), observed that training and development are important management tools for changing and directing job behaviour towards specific organizational goals.

Training and development should be for all and sundry. Haralambos and Horlbon (2004), suggest that every employee has a clearly defined task in a cooperate enterprise, hence his contribution towards growth. In relation to this, untrained and undeveloped employees will not be able to communicate and cooperate, leading to confusion and disorder. Jones (2000) identified components of Human Resources Management to include development which the manager must have to fit in to complement the company's structure and control system. Further on training and development, CIPMN (2007), observes that organizations need to constantly work at making their employees the best through a comprehensive and purposeful career and life development programme that is responsive to needs.

According to Njoku (2007), training is the act of increasing the knowledge and skills of an employee for performing a particular job. Development is futuristic in sense, hence, (Njoku, 2007), sees development as the process by which managers and executives acquire competence, skills, and capabilities for future managerial tasks.

Organization is a formalized intentional structure of roles or positions (Wehrich and Koontz, 2006). Growth in this paper is an increase in economic activity as profit (Hornsby, 1995). Employee is any person who offers his services or labour to another in return for wages (Uvieaghara, 2001).

As a guide, organizations should note the policies, objectives, gains, and needs associated with training and development, holding same in the front burner. It will help the employees to exhibit value adding variables mentioned earlier and play down non-value adding variables. These will help the organization to have large market share, harmonious industrial relations with their employees and in turn promote growth.

### **The Problem of Study**

Studies have shown that most organizations have neglected training and development programmes probably due to the cost implication or ignorance. In some cases only few multinationals pay little attention to them while small scale or local organizations don't attach importance to the training. This singular act of lack of adequate training and development has led to poor performance by some organizations and their employees leading to stagnant growth as is manifested in poor sales and profit, high rejects, high rate of accident at work, high downtime, and industrial actions among others.

There is the indication that lack of adequate training and development affects the growth of organizations and their employees. This is manifested in the rate of strikes, downtime, high rejects in organization by their employees (Jones, 2000; Njoku, 2007).

It appears that most organizations fail to have large market share, harmonious industrial relations, low rate of accident at work due to negligence of training and development of their employees. These inadequacies affect the needed growth of the organizations and the employees.

It seems that the effects of high turnover on organizations and the inability of employees to attend to their personal needs are as a result of lack of training and development. These have affected the stability of operations of organizations. Employees have remained disillusioned and are distanced from growth.

### **Objectives of the study**

The major objective of this paper is to highlight the role of training and development as a springboard for organizational and employee growth.

The specific objectives of this paper are:

- i. To examine the impact of training and development towards organizational and employee development.
- ii. To examine the policies, principles and gains of training and development which promote organizational and employee growth.
- iii. To examine the prospects of growth in the organizations and their employees with the application of adequate training and development as a pivot.

### **Training and Development: Employee and Organizational Growth Pivotal**

Rao and Rao (1996), summarized training and development as an intervention strategy employed by an organization that is aimed at instilling in their employees the needed skills, knowledge, and expertise to face the jobs. In the quest for an organization and its employee to realize their goals, the means to this end is growth. Growth by extension will help the organization have a large market share, disciplined and dedicated workforce, low rate of accident at work, good quality goods and services, good profit margin, and workers with high morale. In their drive towards growth attainment, organizations employ various strategies like cost reduction, good quality improvement techniques, aggressive advertising and marketing. Others are technological advancement in operations, downsizing, and training and development. This work focusing on training and development is of the opinion that non-value adding variables which are antithetical to growth are as a result of lack of training and development. The paper is of the opinion that with the instrumentality of training and development, the employees will garner the needed skills, expertise, knowledge, and capability to face job challenges and dethrone non-value adding variables like poor communication skills, high waste generation, indiscipline, poor market share, and wrong application of procedures among others. The value adding variables will promote the growth of the organization and its employees. This paper points out the policies, gains, objectives, and the rationale behind the need for training and development. Finally, this work is of the opinion that organizations should take training and development of their employees to the front burner because

with it best practices are realized leading to the growth of both the employees and their organizations.

### **Designing Training Programme**

Utmost care should be taken while designing training programme and direct same towards the realization of the organizational goals. Onasanya(1999), outlines various stages of training design to include;

- i. **Assess the Training Needs** The supervisor should ascertain the training needs of the employee. These should be discussed and agreed upon by all personnel concerned with training.
- ii. **Assess the Requirements of the Job** The basic requirements of the job should be assessed. There upon, a proper skill analysis of the job should be carried out. This involves analyzing the needed skill and knowledge to perform a job to meet the standard of an experienced worker.
- iii. **Choose Appropriate Subjects to be Taught** While considering the knowledge and skills to be acquired by the trainee, subjects to be taught will emerge and consequently, further problems and complications to be encountered will surface. These may eventually lead to the decision whether an in-plant or external course is required and the method of teaching.
- iv. **Standard to be Reached** The standard should at this juncture, be defined depending upon the type of training envisaged. The type of training will determine the standard to be reached.
- v **Consider Required Resources:** The resources to be considered include:
  - a. available manpower to effect the training
  - b. the availability of training centres
  - c. cash to run the expenses
  - d. will overseas course be required? If so, what about the foreign exchange involvement?
- vi. **Prepare the Training Programme** Based on the skill analysis, the subjects to be taught, the standard of the training and the available resources. A training programme should be prepared with adequate practice materials and suitable exercise and tests.

According to Flippo (1984) and Ojo (1998), the principles of training include motivation, reinforcement, and feedback mechanism which guides the employee in his discharge of duties. Training can be on-the-job or off- the -job. During the on-the-job training, the employee is introduced to the would-be working tools, materials, machines or equipments. The employee is drilled on the manipulation or application techniques of the real job situation.

Training can be off – the - job away from the real work situation, through lecturing and discussions, coaching, case study methods and conference training using techniques and tools to inculcate in the employee the skills needed to handle

real job situation. This takes place in a cool environment, mostly the training centres of some organizations if the organizations want to hold same using their facilities. It can equally hold at designated centres run by consultants; in this case it may hold outside the organization's premises.

Development on its own is a long – term perspective aimed at preparing the employees on higher level for the handling of higher responsibilities along the career part. The tenet of development is futuristic in nature hence it is aimed at meeting tomorrow's organizational vision (Keith, 1977). To an extent, developmental skill is to be inculcated in the middle level and upper management cadre, hence decision making is reserved for this class of employees (Njoku, 2007).

### **Training policies**

On training Policy, Njoku (2007) observed that training programme should include major decisions aimed at:

- i. Enabling staff to acquire new skills and knowledge.
- ii. Assisting workers to improve on their performance by correcting their weaknesses.
- iii. Preparing workers for stronger responsibilities in the future by developing their latent interest and hidden talents.
- iv. That all employees should have the opportunity of securing training appropriate to their jobs and positions.
- v. Training like other personnel issues should be close to the Chief Executive and involve all line and staff managers.

Nwachukwu (1998), observed that there are formal and informal ways of developing managers. He further pointed out that popular developmental methods in organization can be through job rotation, delegation of duties, coaching and understudy, multiple management, and ex – organizational methods via special courses, sensitivity training, special assistants, membership of professional bodies etc.

### **Objectives of Training and Development**

There should be well focused objectives behind training and development exercises that will propel growth. According to Njoku (2007), the objectives of training and development include:

1. To assist the employees to acquire the required skills for the changing work methods in the dynamic work society.
2. Assisting the employees increase their performance at work.
3. As an organizational culture, to enable new employees key into the organizational vision.
4. To bring to the fore each job related proper attitudes in the employee.
5. To prepare the employee for a higher job demand and tasks.

6. As a motivational factor, it reinforces the cordial relationship between employees and employer.
7. It helps in preparing the employees to take care of jobs in the absence of the key operators. This is done in the spirit of job enlargement.

### **Gains of Training and Development**

It is evident that the gains of training and development are not far-fetched in the running of an organization and by extension to its employees. Corroborating this assertion, Rao (1987) posits that the gains of training and development include:

1. **Reduced Supervision** When adequately trained, the employee will discharge his or her functions with less supervision leading to greater quantity and better output.
2. **Esteemed Organizational Harmony/Stability** The organization that has a reasonable number of trained and developed staff stands to weather the storm of high labour turnover.
3. **Waste Reduction and Increased Output** The employee with adequate skills and development will work against increased waste generation thereby giving a higher production output with better quality.
4. **Morale Boosting** The trained employee counts self as a member of the organization. This satisfies his safety, security, and ego needs.
5. **Reduced Accidents at Work** The trained worker is conversant with the job procedure and precaution which when followed will promote accident free work environment.

### **Categories of Training Need**

Because the dimensions of training needs differ from each other, Kanu (2007) painstakingly categorized needs to include;

1. **Performance Improvement Needs** Here the training need is to eliminate or reduce performance short - comings of a working group or employee.
2. **Job Training Need** The aim here is to inculcate in the (new) employee the needed attitude, skills and knowledge for the job.
3. **Change Training Needs** These focus on the skills, knowledge and attitudinal needs arising from expected or planned changes in the organization.

- 4. Individual Development Needs** The focus of this need is to develop or add the needed skills and knowledge to the already acquired ones by the employee, to enable the employee handle even a higher job.

Organizations should take the training and development of their workers seriously. The dangers of untrained worker cannot be seen until the organization comes face – to - face with the havoc the untrained worker has caused the organization.

The training of the security operative, the messenger, the operator and their likes should not be taken for granted. An untrained messenger can dump a file that has the approval for the purchase of a tool which has caused a downtime, because he assumes his job is an inferior one. A security man can lockout a supplier that came with the needed tools that the production unit is waiting for and rather engage in story telling with colleagues or even in social networking.

### Training and Development Compared

Ojo (1998), presents the comparative assessment of training and development. The characteristics are presented in the table below.

**Table 1: Comparison of Principal Characteristics of Training and Development**

Characteristics	Training	Development
Primary target groups	Rank and file	Managers, Professionals
Usual location	local	Dispersed
Payoff	Right away or soon	Long term
Application	Current jobs	Future jobs
Specificity	Narrow	Broad
Objective	Improve Performance	Improve Potential Capacity
Linkage to Performance	Immediate	Distance
Transferability	Narrow	Broad
Number of employees serviced at a time	Large	Small
Scope	Single level	Across levels
Variations Required	Comparatively uniform	Many special requirements
Duration	Short	Extended
Anticipated outcomes	Specific, Definite and Measurable	General
Participant gain/reaction response	Sense of competency	Meaningful overview, sense of satisfaction

Source: Ojo(1998)

The dimensions of operations by employees differ because of job responsibilities. It therefore follows that either training or development is required by an employee to enable him handle job challenges. While presenting the above observations, Ojo (1998) highlighted various characteristics associated with training or development. These characteristics stand as the direction and gains of training and development which are pivotal towards organizational and employee growth. In the main, training is associated with the lower level management while development is for now and in the future and it is for top level management.

### **Conclusion**

Training and Development remains imperative for the growth of an organization and its employees as well as for the growth of a society and its members. The gains derivable in the aftermath of training and development outweigh the cost of sponsorship in line with the popular parlance, "if you say education is expensive try ignorance".

Training and development help to bring out the best potential in a being whose contributions in the organization or society will help its growth. The organization that has enough trained and developed workforce stands to weather the storm occasioned by labour turnover.

### **Recommendations**

This paper recommends that since persistent wastages, accidents, poor performance, high labour turn over, disillusioned workforce, inability to make decisions, poor management technique by some managers are as a result of inadequate training and development arrangement by organizations, there is the need to step up training and development programmes in organizations in Nigeria. Every employee should be carried along in the training programme.. Hence, every employee's job is seen to add value to the organization starting from the least in the organization to the highest because no man has the monopoly of knowledge.

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