

Training and Development: Strategic Impact on Employees' Job Performances

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Abstract

Employees are the major assets of any organisation. The best thing that can happen to any organisation is for it to have a well-trained workforce; the active role they play towards a company's success cannot be underestimated. And, as a result, equipping these unique assets by way of training becomes imperative in order to maximise job performances and also positioning them to take on the challenges of today's competitive business climates. However, extensive researches have been conducted in the area of human resource management, the same cannot be said on employee training especially as it concerns most developing countries. Training and development is a critical process, which seeks to improve the performance of workers in organisations. Training, according to Michael Armstrong (2012) is the use of systematic and planned instructions activities to promote learning. Development would include both training to increase skills in performing a specific job; a total growth of an employee on the job, and education. Moreover, the efficiency and effectiveness of training and development depends on having people with the right skills, attitude and capabilities in order to reach individuals and organisational goals effectively. However, the findings from sampled companies over the years, revealed that working conditions and lack of workable resources affect the HR training and development of employees. It is recommended that certain areas be improved, that is, management support; total commitment of management, sufficient fund, provision of feedback to employees and the conducting of employee training on a continuous basis, which invariably would improve employee's performance in organisations if properly implemented.

Keywords: Training and Development: Strategic Impact on Employee's Job Performance.

Introduction

"A manager develops people. How well or how poorly subordinates develop themselves in their work places depend on the way a manager manages. A manager directs people or misdirects them; brings out what is in them or stifles them; strengthens their integrity or corrupts them; trains them to stand upright and strong or deforms them. Every manager does these things knowingly or not. A manager may do them well, or may do them wretchedly, but always does them"—Peter F. Drucker

Training and development play important role in the effectiveness of organisations and to the experiences of people in workplaces. Training has implications for productivity, health and safety at work and personal development. All organisations employing people need to train and develop their staff.

The trends in the twentieth century, however, saw dramatic changes within the world of work, and the twenty-first century appears to have continued the theme of change. Organisations, nations, institutions, and individuals have evolved in terms of purpose, size,

structure, management philosophy and relationship with the outside world. Technological advances have revolutionised all work methods, and for many organisations, the operational base has moved from a small geographical area to literally the world; for government, 'being competitive' is now a requirement. Everything has speeded up, including the pace of change itself.

The survival of any organisation in this knowledge-driven and competitive business society lies in its ability to train its human resources to be creative, innovative, and inventive which will at long-run enhance performance and increase competitive advantages. HR training and development is an aspect of human resource management practices that helps in enhancing employee's skills, knowledge and competencies capable of improving employee's ability to perform their jobs more effectively and efficiently.

HR Training and development play a vital role in the effectiveness of an organisation, and by extension, 21st century organisations. It is one of the most pervasive techniques for improving employees' performance and thereby enhancing organisation productivity in the workforce. The level of competency, skills and ability of the workforce influences its ability to preserve and obtain positions, thus gain competitive advantage.

Meanwhile, employee's competence, skill and proactiveness are directly proportional to the level at which organisations can compete with others. Organisations are today confronted with increased competition resulting from changes in technology, economic environments, globalisation, political instability, terrorism, ineffective leadership, covid-19 pandemic, etc. as it could be buttressed from the above that not much research has been conducted on the relationship between all of these constructs. In this regard, therefore, this paper is aimed to contribute to the existing knowledge particularly in the sphere of capacity building and development. In fact, the world needs more capable and trained personnel to cope with the ever-changing economic spheres of life. It is to this end that this paper seeks to critically examine human resources training and development as a vital key to employees' performance.

Training and development is one of the most important aspects of our lives and work as personnel. Many a time people are recruited, and the only formal training they undergo is orientation and the real training comes after so many months or years of service in the organisation. Without proper and constant training, the staff will find it difficult to function and bring out their best, not to talk of helping the organisation to remain in business. Training is one of the major functions of human resource management, which involves improving the performance of personnel in an organisation.

Training and development has the aim of keeping the staff up to date on issues around them and any new technology that comes out will be made known to them on time. Training, learning, development, and its importance have increased in recent years, and this is as a result of stiff competition from local and overseas economies. Organisations are always bringing out strategies to discourage their competitors from competing with them, or outsmarting them. In many European and Asian countries, the issue of staff training is very

vital because new ideas and technology comes out on regular basis. To enable them achieve this also, the organisation in connection with their human resources department always put up training programmes to train, educate, and develop their personnel.

Definitions of Training

All through man's history and the attendant quest for knowledge, training has been given different views and meanings. Individuals and groups such as academics have also given their opinions about the subject matter-training. Training, however, is often looked upon as an organised activity for increasing the skills, knowledge and understanding of people for a definite purpose. It involves systematic procedures for transferring technical know-how to the employees so as to increase their knowledge and skills for doing specific jobs with proficiency. In other words, the trainees acquire technical knowledge, skills and problem-solving abilities by undergoing the training programme. Training is the process of providing employees with specific skills or helping them correct deficiencies in their performance and development is an effort to provide employees with the abilities the organisation will need in future. Skills & Performance Process of providing employees with specific skills or correct deficiencies in performance, Abilities the organization will need in future.

According to Edwin Flippo (1983), "Training is the act of increasing the knowledge and skills of an employee for doing a particular job". Training involves the development of skills that are usually necessary to perform a specific job. Its purpose is to achieve a change in the behaviour and attitude of those trained and to enable them to do their jobs better. Training is the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Training has specific goals of improving one's capability, capacity, and performance. It forms the core of apprenticeship and provides the backbone of content at various learning institutions today. In addition to the basic training required for a trade, occupation or profession, observers of the labour-market recognises the need to continue training beyond initial qualifications to maintain, upgrade and update skills throughout working life. People within many professions and occupations may refer to this sort of training as professional development (Wikipedia). Training enables newly appointed employees to be fully productive in lesser time. It is equally necessary for the old employees whenever new machines and equipments are introduced and/or there is a change in the techniques of doing the things.

Training and Development of an employee cannot be overlooked in this 21st century and beyond, especially in the developing economics like Nigeria. Asset however, forms the umbilical cord of proficiency and greater efficiency which remain the trademark of any organisation. Broadly speaking, training is the act of increasing knowledge and skill of an employee in doing a particular job. According to E. O. Patrick (2013), mankind starts dieing the moment he/she stops learning. Thus, we see training here as a continuous process and

does not stop anywhere. The top management should ensure that training programme should attempt to bring about positive changes in the knowledge, skills, attitudes, and behaviour of the employees. As noted by Kamoche (1998), "the human resource refers to the accumulated stock of knowledge, skills, and abilities that the individuals possess, which the firm has built up over time into an identifiable expertise." The question for most firms is on how to maintain and leverage its human resources so that suitably trained, internationally oriented personnel are available to support its strategic responses and contribute to its core competencies.

Udai Pareek in his work observed that there are three elements of training – purpose, place and time. Training without a purpose is useless because nothing would be achieved out of it. The purpose of the training exercise must be identified and the techniques to be use also should be made available to establish training needs. After a careful and systematic identification of a training programme, its place must be decided, that is, whether it has to be on- the- job or off- the- job. If off- the- job, where will the training programme be? Place would decide the choice of training method, and/or location, which indeed also influence its effectiveness. The next element is the time. Training must be provided at the right time. According to Simon, et al (2014), a late training would provide outdated knowledge, which would be useless for the employees. The timing also has to be specified in physical terms, that is, which month/week/day/date of the year and at what time of the day. This can have a lot of ramifications in terms of the cost of training and its efficacy in achieving the desired results.

We can point further that the purpose of training is to bring about improvement in the performance of the human resources. It includes the learning of such techniques as are required for the intelligence performance of definite tasks or jobs. It also comprehends the ability to think clearly about problems arising out of the job and its responsibilities and to exercise sound judgement in making decisions affecting the work. Lastly, it includes those mental attitudes and habits, which are covered under the general term 'morale'.

Training and Development

No longer do organisations talk of training in isolation. It is usually addressed alongside with development. While referring to the conjugation of the two processes, Dale Yoder has observed "the use of the terms training and development in today's employment setting is far more appropriate than 'training' alone since human resources can exert their full potential only when the learning process goes far beyond simple routine".

Although, the terms training and development are used together, they are often confused. Training means learning the basic skills and knowledge necessary for a particular job or a group of jobs. In other words, training is the act of increasing the knowledge for doing a particular job, but development refers to the overall growth of an individual in all aspects. An organisation works for the development of its executives to enable them to be more effective in performing the various functions of management-an executive development

programme aimed at increasing the capacities of the individuals to achieve the desired objectives. Executive capacities imply his personal abilities and potentials. Desired objectives imply consideration for the goals of organisation and individuals, and increasing the capacities implies that change must occur in the executive and through him to his subordinates.

Campbell (1971) briefly differentiates training and development as training courses are typically designed for a short term, stated set purpose, while development involves a broader education for long-term purposes. Training and management development can therefore be defined as the attempt to improve managerial effectiveness through a planned and deliberate learning process. The foregoing discussion on the concept indicates that training and development are two sides of the same coin and are interdependent. Training should invariably lead to development in skill, knowledge and attitudes. In a way, training is input and development is output. The researcher uses the terms training and development as synonyms in this study. In other words, it is a process of developing the manager's skills through continuous training programmes. These training programmes aim at learning of different skills like knowledge, technical, behavioural or attitudinal skills according to the need of the manager for fulfilling the goals of the organisation. This process of development is followed to increase the efficiency and effectiveness of managers for putting in their best efforts on their jobs.

Systematic development of managerial talent is one of the primary tasks of any organisation for its own survival in the increasingly changing environment. The changes expected in the individual can be perceived in three different areas. Firstly, it relates to attitudes such as ones motivational, emotional or intellectual make-up and is likely to enhance the effectiveness of an individual to a variety of external stimuli. Secondly, the skills of the individual especially the intellectual and inter-personal abilities undergo changes. Thirdly, the knowledge in particular and the extent of information also changes. All these changes are capable of enhancing the effectiveness of the individual.

Benefits of human resources training

Training people, they say is expensive but it's more expensive when employees are not trained. The reason being that an uninformed staff can cause the organisation losing its customers within a second, and that explains why some organisations can do anything to get a staff that has invested so much in training himself. Training helps staff to be on the same page. Without proper training, the staff will continue to use obsolete equipment and ideas when carrying out their duties and can discourage their customers from doing business with them as it wastes time and slows down technology.

It is a welcome development therefore, that the main purpose or reason of training is to acquire and improve knowledge, skills and attitudes towards work related tasks. It is one of the most important potential motivators which can lead to both short-term and long-term

benefits for individuals and organisations. There are so many benefits associated with training. Cole (2001), however, summarizes these benefits and or reasons as below:

- * High morale – employees who receive training have increased confidence and motivations.
- * Lower cost of production – training eliminates risks because trained personnel are able to make better and economic use of materials and equipment thereby reducing and avoiding waste.
- * Lower turnover – training brings about a sense of security at the workplace, which in turn reduces labour turnover and absenteeism.
- * Change management – training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations.
- * Provide recognition, enhanced responsibility and the possibility of increased pay and promotion.
- * Help to improve the availability and quality of staff.

Types of Training

* Induction or Orientation Training: An induction or orientation course relies on formal lectures and aimed at acquainting the new employees with their organisation. It is to familiarise the new employees with the organisational structure and to lay a foundation to enhance the spirit of cooperation and comradeship amongst the employees. Induction courses, therefore, are generally residential and last for two to three weeks, which of course, depends on the company's industrial culture.

* On-the-job Training: After an employee has settled on the job, he or she can be made more efficient by being given some tutelage by superior officers, or colleagues. This sort of training implies a transfer of knowledge on how services are to be delivered. According to Michael Armstrong (2016), on-the-job training is the only way to develop and practice the specific managerial, team leading, technical, selling, manual, and administrative skills needed by the organisation and it has the advantages of actuality and immediacy as the individual works, learns and develops expertise at the same time. Another advantage of on-the-job training is that the trainee is not necessarily removed from his desk while undergoing such training exercise. The disadvantages of on-the-job training according to Michael Armstrong are that the effectiveness of the learning exercise is strongly influenced by the quality of the guidance and coaching provided on the job.

* In-service, or refresher training courses: Accordingly, off-the-job training would include lectures, vestibule training, role playing, case study, discussion and simulation. Armstrong (1995) listed group exercises, team building, distance learning, outdoor and workshops as part of off-the-job training. He further explains that off-the-job training may be provided by members of the training department, external educators and training establishments, or training providers-training consultants or guest speakers. This method encourages line

managers to be closely involved to bring reality into the classroom and to ease the transfer of learning, and make sure that those involved in off-the-job training are carefully selected, briefed and monitored so as to ensure that they make the right contributions. The aim of this type of training is to keep employees up-to-date on the latest development in their fields and enables them to brush up their skills.

* Coaching: In coaching, the trainee is placed under a particular supervisor who acts as an instructor and teaches job knowledge and skills to the trainee.

* Job rotation: The transferring of employees from one job to another and from department to department in a systematic manner. It develops required diversified skills and a broader outlook important at the senior management levels. Also, it increases interdepartmental co-operation and reduces monotony of work. In Nigeria for example, most industrial training (SIWES) students have benefited from this form of training, and notable companies have over the years adopted this method.

* Sensitivity training: The main objective of sensitivity training is the development of awareness and behavioural patterns of oneself and others. This development results in increased openness with others, greater concern for others, increased tolerance for individual differences, less ethnic prejudice, understanding of group processes, enhanced listening skills, and increased trust and supports. It also develops managerial sensitivity, trust and respect for others. And on the contrary, it extracts huge emotional cost from the manager.

* Simulation: In this technique, the situation is duplicated in such a way that it carries a closer resemblance of the actual job situation. The trainee experiences a feeling that he is actually encountering all those conditions. The trainee is asked to assume a particular role in the circumstances and solve the problems by making a decision. Feedback is given immediately on the performance of the trainee.

* Managerial grid: It is a six-phase programme lasting from three to five years. It starts with upgrading managerial skills, continues to group improvement, improves inter-group relations, goes into corporate planning, develops implementation method and ends with an evaluation phase. The grid represents several possible leadership styles. Each style therefore, represents a different combination of two basic orientations -concern for people and concern for production.

* Conferences: A conference is a meeting of several people to discuss a subject of common interest but contribution from members can be expected as each one builds upon ideas of other participants. This method is best suited when a problem has to be analysed and examined from different viewpoints. It helps members to develop their abilities and to modify their attitudes. Participants enjoy their methods of learning as they get an opportunity to express their views.

* Lectures: It is the simplest of all training techniques. It is one of the best techniques to present and explain series of facts, concepts and principles. The lecturer organises the materials and gives to a group of trainees in the form of talk.

In all the points noted above, it is a welcome development that the main purpose or reason of training is to acquire and improve knowledge, skills and attitudes towards work related tasks. It is one of the most important potential motivators which can lead to both short-term and long-term benefits for individuals and organisations.

Twenty-first century trends in human resources training

The present trend of rapid changes in the world economies has its influence on training also. There is world-wide outcry as a result of happenings in the society; terrorism and the covid-19 pandemic ravaging the world and threatening human existence. Individuals, organisations and government, particularly the armed forces and health sectors are seriously embarking on massive sensitisation programmes to educate people on the possible use of kits to avert more damages arising from the terrorists and the dreaded covid-19 pandemic.

However, Lynton and Pareek have identified the following salient changes that have occurred in training in recent years:

- * Training has changed from training individuals to training teams of people; comprising of members across the hierarchies.
- * Training has acquired an inter-group learning character.
- * Training is finding itself linked with the organisational development process. It is a part of a higher-end corporate relearning exercise.
- * Socio-technical systems are influencing the training processes in organisations.
- * Target audience of audience is also undergoing a compositional change. There are more number of females and people from diverse ethnic groups and castes working in organisations. This creates diversity in the training activity as well.
- * Technologies, government and markets are undergoing rapid changes to meet up with the ever-changing business challenges.
- * Training extends beyond employees and includes clients, suppliers, and publics as well, making a learning organisation into a learning system.

The changes have to be learnt by the organisations to ensure effectiveness of training exercise; the roles, responsibilities of the trainers are undergoing changes, and are discussed here.

Conclusion

It has been observed that training is very important in every sphere of an organisation for it enhances the efficiency of staff, increases output and motivates employees for better performance.

In the same vein, the author concludes that training and human development are not isolated from human resource management. Even in the advanced countries and in most computerised organisations, training and development cannot be overlooked because human beings are the ones to operate this equipment; they are regarded as the most

valuable ASSET of any organisation, or society, and because of the fact that ours is a world that is currently undergoing rapid technological changes particularly in the area of skill obsolescence and technological capability, training is not exclusively reserved for newly employed staff but also for the old employees as well. It is, therefore, important for the purpose of enhancing individual performances and organisation efficiency that training and development be made a continuous process that should last through an employee's entire working life. This is because low and middle level employees need to adapt to new skills and technologies while line managers and top management echelon need deeper knowledge and understanding of their jobs, the jobs of others, a good understanding of where and how their jobs fits into the wider organisational pattern, an understanding of government and societal constraints, and a sensitive social awareness of the environment within which the organisation operates.

So far, the essence of training and development in any organisation cannot be over-emphasized: the business world is changing at an increasing pace, the globalisation of markets, the revolution in information and communication technologies, the increasing importance of financial markets, automobile, and the war for talent are only a few of the change drivers in the current business climates. Business is becoming more and more complex in nature. Many organisations are encouraging newly trained and empowered employees to implement many innovative practices including continuous improvement, empowerment, activity-based costing, re-engineering, quality circles, total quality management, balanced score-card, competency mapping, employee engagement, employee wellness programmes, etc.

The author concludes that organisations that put a good training and development programme in place, coupled with good staff motivation will definitely get the best results from the personnel. Training of personnel brings about good attitude and behaviour towards profits orientation, job knowledge and skills at all levels of the organisation. Training improves the morale of the workforce, it helps staff to understand the organisation's vision and mission statement and work ethics, it helps them in creating a better customer service relationship management, leads to efficiency, probity, etc.

Therefore, training and development is necessary among other things to improve quality and quantity of work, reduces industrial accidents, increase productivity and to induce certain behavioural changes and behaviours in both the employees and the organisation (E. O. Patrick, 2014). Every organisation should incorporate effective and efficient training and development of their employees in order to achieve their long-lasting aims and objectives with ease.

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