



Effects of Human Resources Training and Development on Organizational Performance in Nigeria

Samuel, Ajiri Peter

**Department Of Business Administration and Management
Delta State Polytechnic, Ozoro, Nigeria
samuelajiri@gmail.com**

ABSTRACT

This paper is on the effects of human resources training and development on organizational performance in Nigeria. It is to determine the level to which human resources training and development can affect the level of performance in Nigerian organizations. This theoretical review is aimed at finding out the significant impact that training and development would likely have on performance. The paper finds out the objective and the benefits of training and development. If a staff is trained or developed, what are the indicators by which it can be said that they are better than before the training? The paper also looks at the differences between training and development. The different methods of training and development are made known in this work. The paper concludes by outlining the benefits of training and development to include enriching the competencies, capability and potential of organizations, it is a pointer to the fact that the outcome of the training and development exercise determines how optimally, resources can be utilize. It is also of note that training and development have several effect on organizational performance in the areas of effectiveness, efficiency, motivation of employees, achievement of higher competitive advantage and also brings improvement in performance by bringing benefits to both the employee and the organization. Through training and development, employees' knowledge, skills, ability, competencies and behavior are being improved upon leading to higher productivity in the organization.

Keywords: Human Resources, Training, Development, Organizational Performance, Skills.

1.0 INTRODUCTION

The human resources is the greatest asset to any organization. Surprisingly, most organizations have not given the training and development of the human beings the priority attention it needed. According to McDowall and Sauders (2010), human resources management is a function that is embedded in an organization's activities that is charged with recruitment and the provision of direction for the work in an organization. It entails a strategic and all encompassing approach of managing people and the culture at the work place. Effective human resources training and development contributes to employee's effective and efficient or performance.

Human resources management is an administrative duty that concerns itself with resources planning, recruitment, selection, orientation, training, appraisal, motivation, the general commitment to the welfare of both the staff and the organization and the development or giving directives on a nation's objective. Hence, the human resources are the drivers of the organization, they need to be trained and developed to perform at best no matter the trend in advancement. In every firm or nation, without the well being of the human element through proper training and development, the political, economic, social, productive, efficiency and profitability cannot be boosted.

2.0 REVIEW OF RELATED LITERATURE.

Conceptual Review

In this paper, several concepts are involved. Some of such concepts are discussed below:

Training

According to Zadeha and Ghahremanib (2016), training is a continuous effort that is designed for improving of the competence and the performance of the employees. It helps to build staff capacity and productivity. In a developing nation like Nigeria that is endowed with natural resources a proper training of the citizens can help to position her among the comity of nations. The human element is basic in the operation of every organization. For uniformity or goal achievement, both the manager and his subordinates should be knowledgeable and skillful in the exercise of their duties as their training makes them efficient.

According to Olalere and Adesoji (2013). Training is a systematic acquisition and development of knowledge, skills and attitude required by employees to perform their task excellently. According to Khan, Khan and Khan (2011), training is a planned process of changing the attitude of individual's knowledge and skill in order to achieve effectiveness in their performance. SMEDA (2013), had defined training to be the improvement on appropriate aim in terms of technical and performance in quality, productivity, competitiveness and efficiency in an organization.

Development

According to Zadeha and Ghahremanib (2016), development is an effort that is oriented more towards broadening an individual's skills for future responsibility. It is the process of developing or being developed. It is usually a process that creates growth, progress, positive changes or the addition of physical, economic, environmental, social, and demographic component (<https://www.sid-Israel.org>).

Development is the act or process of growing or causing something to grow or become larger or more advanced. It is the act or process of creating something over a period of time. It is the state of being created or made more advanced (<https://www.merriam-webster.com>). According to www.businessdictionary.com-dev, the word development has many aspects to its definition. It could be said to be:

- a. The systematic use of scientific and technical knowledge to meet specific objectives or requirement.
- b. It is an existence of the theoretical or practical aspect of a concept, design, discovery or invention.
- c. It could also be defined as the process of economic and social transformation that is based on complex cultural and environmental factors and their interactions.
- d. Development can also be seen as a process of adding improvement to a parcel of land, such as grading, subdivision, drainage, access roads and utilities.

From the above definitions, the context of this paper has the points a, b and c definitions to be of relevance.

According to Afshan, Sobia, Kamran and Nasir (2012), Development is a wide ongoing multifaceted set of activities that include training aimed at making sure that an individual or an organization is lifted up to higher threshold of performance that entails the performance of a new job, improving on an old way of doing the job or new role to be performed in the future.

Performance

Performance as defined by Afshan, Sobia, Kamran & Nasir (2012), is the achievement of specific tasks measured against a predetermined or identified standards or accuracy, completeness, cost and speed. Again, they said an employee performance can be manifested in the improvement of production, the ability to use new technology easily or an attitude of being highly motivated.

Human Resources

As noted by Zadeha and Ghahremanib (2016), human resources can be defined as the way organization manage the employees and also helping them to develop for the execution of the organization mission, goals and aspirations.

Human resources development: According to Afshan, Sobia, Kamran & Nasir (2012), human resources development is the integration of individual career and organization development roles so as to achieving

optimal productivity and development. The development of the human resources ensures that adequate staff strength technically and socially is achieved in order to fit into specialist departments or into managerial positions.

Theoretical Review on Employee Training

According to Biswas (2012), employee training has two main theoretical approaches vis-à-vis the human capital approach and the second is the technology-based approach. The first approach of human capital sees the training of employees as an investment. For this reason, training is done when the cost benefits analysis is done in favour of productivity. Whereas the second approach of technology-based, sees training as a process or skill formation. The level of training is determined by the level of technological changes that are operational in an organization. In this, the training is done to fulfill functional requirement of an organization and how it contributes to the skill accumulation of the human capital. Theoretically, this paper is pinned on both approaches. This is because, if training is done, it must be both effective and efficient.

Human Resources Management/Development

According to McDowall and Sauders (2010), human resources management training is very important. The necessity of this is highly appreciated because, all the organization's resources of materials, money, supplies, equipment, ideas, time and finished product can only be effectively controlled if the human resources is highly enlightened. The human resources coordinate other resources of the organization. For such co-ordination to be done appropriately then, the human resource must not be a novice. As they further asserted, contemporary businesses required people with wide range of knowledge and so, the training of the human resources is a welcome endeavour. The management activities of the contemporary business requires professionals to be able to cope.

McDowall et al., (2010), further argued that the recognition of the necessity of training in contemporary times has been influenced greatly as competition tends to be more intense. The achievement of organizations is dependent on how much that is being invested on the employees' training and development. Again, they contended that improvement in innovation and changes in hierarchy have progressively taken business operations to the point of realizing that the organization's achievement is a function of skills and abilities of the human resources. This understanding therefore, places importance on such investment by means of training and development of the employee. This view, calls for careful planning by focusing adequately on the welfare and improvement of the employee. A well trained staff is a motivated employee. The duo further observed that what employee does not know warrant a proper way of knowing it. Any organization that wants to gain competitive edge over her competitors must be ready to go an extra mile to provide not just training but an effective training indeed!

According to Biswas (2012), the concept of human resources development was introduced by Leonard Nadler through participation in the Miami conference of the American Society of training and development (Nadler, 1969). According to Kareem (2017), human resources training and development has become the fastest growing area of management development owing to organizational interest even in the face of intensified changes in the business environment and rivalry by competitors. He further said, that human resources development has gone beyond the narrow view of just training but had rather assumed a more complete learning approach as individual's knowledge is being developed. The understanding is corroborated by the definition of human resources development by Mittal (2013) as the process of developing and or unleashing human expertise through organization development and personnel training and development for the performance improvement as a purpose.

According to Afshan, Sobia, Karman and Nasir (2012), human resources development is the infusion of the individual, career and organization development roles so as to achieve optimal productivity. To sustain effective performance, the organization should optimize the contribution of its employees. By this, managers help to position their staff technically and socially for career development and the assumption of position of management.

Objectives of Training and Development

Objectively, as noted by Khan et al., (2011), human resources in any organization has an important role to play. For this reason, training and retraining of employees help to fortify such employees. It is further opined that training serves the purpose of developing employees' ability in order to satisfy the present and future organization needs.

According to Olalere and Adesoji (2013), training motivates staff and leads to higher productivity. In fact, it helps innovativeness. They further asserted that training objectives include needless supervision. Employees that are properly trained are willing to assume control over job tasks. Trained employees maintain good relationship with their customers. Thus, customers' loyalty is being enhanced. Another objective is to create a good management-employee relationship.

Difference between Training and Development

According to Zadeha and Ghahremanib (2016), training and development though sometimes used interchangeably, is primarily different. They posited that training focuses on organizational members being taught how their current jobs can be best performed. Thus, training enhances their acquisition or the needed knowledge and skills they need to perform effectively. Whereas, development bothers on knowledge, skills are being built by members of the organization to enable them assume a new responsibility and challenges inherent in such job tasks. It is also observed that different characteristics can be used to judge the difference between training and development in terms of:

- a. Primary target group; training is in the rank and file while development is with managers and professionals.
- b. Usual location; training is local while development is dispersed in nature.
- c. Pay off; training is right away while development takes a longer time.
- d. Application; training is current job while development is long term.
- e. Specificity; training is narrow while development is broad.
- f. Objective; training improve performance while development improves potential.
- g. Scope; training is single level while development is across levels.
- h. Duration; training is short while development is extended.
- i. Participants' gain or reaction; training is a sense of competence while development is meaningful overview or sense of satisfaction

Methods of Training and Development

According to Samuel and Onoriode (2018), the means by which contents are transferred to prospective learners or trainees in called training methods. The techniques or method adopted determines the effectiveness of a training exercise. The method to be used by any organization is a function of the availability of time, numbers of staff requiring training, the type of knowledge needed, the trainees' upbringing and also the cost of the training. It is also noted that there are other factors that can really affect training plan such as whether the employee want to use the knowledge acquired for his present or future position.

In brief, each of the methods are highlighted:

1. Induction/orientation: This is for new entrants on the job to become familiar with the dos and don'ts of the organization. New employees are being inducted into new task.
2. Coaching: The superior trains up the subordinate on the knowledge and skill needed for the job.
3. Counselling: The employee takes advice from the superior on issues that concern the job at hand. It helps to give emotional balance to the trainee.
4. Understudy: A prospective occupier of higher position watches a superior to know how superiors perform task.
5. Job Rotation: It is the transfer of job holders from one job to the other. The objective is to enlarge the skill and knowledge of the trainee.
6. Membership of committee: In the gathering of committee members, trainees are given the opportunity to serve thus, it enables them to learn from the viewpoints of experienced heads of departments.

7. Delegation: In this, managers give specific responsibilities, authority and appropriate resources to the trainee to perform with close supervision.
8. Apprenticeship: In most cases it is about works that are technical in nature. The trainee would be under an expert or an experienced person to learn such a trade as the trainee takes orders from the trainer.

Other methods include; project assignment, promotion, and transfer, mentoring, role playing, conferences and seminars, simulations, case study, brainstorming, etc.

Types of Training

According to Zadeha and Ghahremanib (2016), the type of training to be adopted is a function of several factors to include but not limited to job description, the employee present qualification, the gap in skill to be filled, the difficulties inherent in the job the employee performs.

The types are majorly two, vis-à-vis on-the-job and off-the-job types of training.

- a. On-the-job training: The impartation of knowledge to the trainee is by learning from a worker that is experienced. As specific technique of doing the job is taught to the prospective trainee. The learning goes on as the work is being done. It affords the trainee the opportunity to learn while the same operations are on-going in the workplace of the trainee.
- b. Off-the-job training: this is the opposite of the on-the-job. In this, the work is usually done outside of the organization where the employee has his office. It helps trainees to concentrate on the training.

Factors Militating Against Training

According to Driskell (2011), the factors that hinder training program ranges from personnel, policy, environmental factors and others. Some of such factors are outlined below:

- a. Individual factors: The non corporative attitude of the trainee or the non self abasement attitude of the trainee tends to put both parties apart.
- b. Policy stand of the Human Resources: A wrongly adopted policy is as good or worse than no policy at all. A policy that does not recognize the frail nature of other party could help to breakdown the trainee's confidence.
- c. Organizational factors: The environment of the organization in terms of assistance from trainers can either help or hamper the free flow of training. If the organizational environment is friendly then, learning becomes a thing of joy or else it becomes an exercise in futility.
- d. Other factors include open mindedness, the training manual, the knowledge of the training and the ability to impart knowledge and at the same time accepting training to be trained.

Benefits of Training and Development

According to Samuel and Onoriode (2012), the benefits of training are the major reasons why training should not be ignored. The under listed are some of them. Training helps to:

- a. Improve job performance.
- b. Improve employees' morale and job satisfaction.
- c. Increase the worth or value of the employee in the labour market.
- d. Makes future personnel needs of the organization readily available.
- e. Motivate employees.
- f. Relieve employees of over laboring or supervision hence, trained personnel can be of great help.
- g. Prevent industrial accidents.
- h. It helps to reduce wastages
- i. Prevent manpower obsolescence and turnover.

Furthermore, Dobraic and Farkas (2015) had observed the following as training benefits:

- i. Exploring ways to enrich the competency, capability of organizations.
- ii. Establishment of relevance between employees training and the information needed for assessment.
- iii. It stipulates acceptable standards.
- iv. It utilizes resources for optimal outcome.

- v. To achieve organizational goals, training help to enlist the skills or competencies required.
- vi. Organizational goals are better put in clear term by reason of training.
- vii. Increases employees' performance.

Employee Performance Indicators

According to Amisano (2010), training is done in response to the state of the indicators. The purpose of training and development impacts on the performance as it is being shown in its indicators. The essence of these indicators is to express how productive, profitable, qualitative, innovative and proficient, the employees are in the exercise of their duties. Key performance indicators include but not limited to the following:

- a. Timeliness: This measures how fast work is done or services are rendered. Tardiness is a poor indicator of organizational performance.
- b. Attention to detail: The patience to attend to details is a forerunner of a work well done. If haphazard behavior results to half-baked products, it means such performance is poor. A detailed attention signifies excellent performance.
- c. Creativity and innovation: How creative or innovative an activity is tends to show how well an individual or organization had performed.
- d. Good time management: somebody had said "time is money" the resource of time defines the activities of men. In the Bible book of Ecclesiastes chapter three verse one it says "To everything there is a season and time to every purpose under the heaven". For example, when an item supposed to be produced for a customer as at when it is needed yet, that item is not produced, it could therefore be said that such organization's performance is poor.
- e. Ability to perform in all key areas of role: performance is also seen if key areas of role are dully handled as appropriate.
- f. Adherence to policy: Even though creativity is allowed yet an acceptable boundary within which operation are permitted should be known without any influence from externalities.
- g. Cost-Effectiveness: The cost of doing work determines how well a job had been performed. If the cost of executing a work is less than the benefits enjoyed then, it means the performance is good.

Effects of Training and Development on Organizational Performance

The need for training and development is evident in all sectors. Moreover, the contemporary advancement in technology and other areas of our human endeavour suggest a higher level of knowledge. According to Zadeha and Ghahremanib (2016), developing skills, improvement on productivity, quality delivery and making sure that employees are loyal to organization requires training and development. The benefits derived from training and development exercise indicates how much it can influence organizational performance. They went further to assert, that the level of effectiveness our organization uses to develop, motivate, manage, carry the workers along shows the level of performance an organization had achieved. As observed by Amisano (2010), training is an evidence of good plan of employers toward their workforce. He went further to say, that the importance of training and development due to the growing competitiveness of our work environment cannot be down played. Without training and development, the challenges posed by the present day advancement cannot be curtailed. This has necessitated how effective training and development had impacted on organizational performance.

According to Kareem (2017), training helps to make sure the organizational employees acquire the relevant knowledge and skills to perform on the responsibilities of their jobs and also being able to adapt to work conditions due to constant changes. Furthermore, according to Kaur (2013), training and development improve customer satisfaction, morale, quality, productivity, management succession, organizational performance, business development and profitability. He also said, if the human resources meet with the need for training then, it indicates the organizational performance is highly affected. However, Kareem (2017) asserted that the development of the individual means the improvement of the organization's performance.

If the individuals can perform well in the organization, invariably the organization is equally performing well. Thus, it is of note that the success of the individuals is the success of the organization. No organization is effective and efficient without the employees acquiring effectiveness through the skills and knowledge gotten from training and development.

Dobrai and Farkas (2015), corroborated the views of Kareem and Kaur that training and development is a *sin-qua-non* if organization is to perform credibility and acceptability. According to them, training and development help to improve performance due to its attendant benefits for both the employees and the organization in a positive way hence, the employees' ability to perform their duties and handle their responsibilities is highly influenced. Training and development increase the employee's knowledge, ability, competencies, skills and the building of organizational behaviours as training and development helps to deal with challenges.

According to Azari (2014), training and development is very vital in the achievement of organizational goals as the interest of the organization and the workforce are being integrated. In the present situation of the world today, training and development is of great importance to the business world since efficiency and effectiveness of the employees and the organization is being enhanced (khan et al., 2011). Azari (2014) had also observed that an organization able to adopt training and development practice has the wherewithal to retain its suppliers, employees, customers, shareholders and other stakeholders in the future as they become trustworthy custodians of the interest and aspiration of the various interest groups that constitutes the environment of the business.

According to Al-aldaeja (2016), organizational training and development serves as a comprehensive and an integrated idea or practice that is used to address the insufficiency and ineffectiveness of organizations. It enhances planned efforts in changing culture, attitudes, values or the individual and team work, leadership style, organizational structure and decision making ability. To further buttress this, Dobrai and Farkas (2015) argued that human resources training and development is a planned effort that is wide in scope, which covers the entire organization. Its goal is to enhance effectiveness and sustainability through organizational processes.

Moreover, according to Asari (2014), organizational training and development is a systematic use of behavioral science to develop planned progress, improve proficiency by paying more attention to structures, strategies and organizational processes in order to improve organization effectiveness and efficiency.

CONCLUSION

The theoretical review of this subject has open up the views and practices of human resources training and development. The review had revealed that the practices of training and developing employees can significantly improve organizational effectiveness. In the view of the writer judging from the benefits earned from human training and development, its practice should be highly encouraged.

RECOMMENDATIONS

It is hereby recommended to include the following that:

1. The issue of training and development should be handled with utmost commitment.
2. Employees of organizations should be able to submit themselves to training and development.
3. Organizations should see it as a thing of importance.
4. For effectiveness and efficiency, training and development should be invested on.
5. Training and development should be done in order to improve the activities of an organization in the face of a competitive organizational environment.

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