



## Human Resource Management

*Elixir Human Res. Mgmt.* 48 (2012) 9636-9640

**Elixir**  
ISSN: 2229-712X

# Human resources training and development: its usefulness on organizational efficiency

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### ARTICLE INFO

#### Article history:

Received: 24 May 2012;

Received in revised form:

28 June 2012;

Accepted: 26 July 2012;

#### Keywords

Human resources training,  
Organizational efficiency,  
Productivity,  
Globalization.

### ABSTRACT

This paper examines the usefulness of human resources training and development on organizational efficiency. The need was informed following the fact that many organizations have over the years neglected the important value and usefulness of training and developing their employees and that have continued to affect organizational efficiency, performance and level of productivity. It was revealed that any organization that wants to remain in business, develop and achieve its organizational goals and objectives must not only employ qualified, skilled, professional and experienced staff in junior, middle and corporate management levels of the organization and in every department, but must also equipped the employees through training, re-training and development from time to time as the need arises to keep them abreast in the globalization trend and with the best technique in performing their duties. This is to ensure efficiency, increase performance and high level of productivity for the achievement of the vision/mission statements of the organization.

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### Introduction

Before and during the World War II no significant systematic training programmes were conducted in most organization. In the 1950s it became more evident that employees do indeed require some special skills that can be taught to improve their performance. Ever since this realization, Nations and organizations began to intensify effort in offering a variety of training programmes geared towards the need of the organization.

This is because, an organization, whether it is formal or informal, is made up of people who come from different backgrounds. And who are different from each other in their all aspects of life. Human resource consists of the total skills, creative abilities, talents, and attitudes of an organization work force, as well as the values and attitudes and beliefs of the individuals involved in it. They are the sum total of inherent abilities, acquired knowledge, and skills represented by the talents and aptitudes of the employees.

The quality and quantity of human resources are modified by such environmental factors such as education, training and development. With the help of knowledge and talents acquired, a human being is capable of producing new ideas, developing and improving capital goods and modifying the available physical and financial resources in order to achieve greater productivity, satisfaction and the goals of the organization.

It could be seen that all organization, whether profit or non-profit oriented are made-up of people who work together as a group to achieve the broad objective of the organization. The success or failure of an organization largely depends on the degree of capacity or competence of human resources available. Therefore, organization that have unskilled or obsolete skilled personnel could only perform assigned duties and responsibilities for the achievement of organizational goals and objectives through employee training and development (Eugene, 2003).

Organizational growth and success is an extreme function of employee performance. No organization irrespective of size, financial and material resources can survive without competent and qualified human resources or personnel. Therefore, the need for training and development of employee is supreme if the organization must survive. Due to advance technology and environmental changes, employees are constantly require to be trained and developed to meet the demand of the changing situation under which the organization operates. An organization may have human resources of ability and determination, with appropriate equipment and managerial support, yet productivity fails below expected standard. In many cases, the fall in productivity is due to lack of adequate skills and development of organizational workforce. Therefore, it is their resource and sensible to say that productivity and growth are the functions of skills and technology rather than products of abilities and determinations(Nwachukwu, 1988).

Training and development of employees are adopted to help and check the lapses that will be caused by the change. Training is a learning process that helps employees to acquire basic skills to efficiently perform a specific function for which he was hired. According to Agulanna and Awujo (2005), training programme organized periodically to keeps the employees abreast with the best techniques of handling work-task or improve on a work process. In contrast, development is to expose senior management staff to assume higher responsibilities between the divisions in the organization(Cole,1991). However, as long as change remains constant, training and development are inevitable and essential for new employees as well as seasoned managers to achieve organizational goal (Borne and Kurtz, 1987). There is need to determine who needs training and when it is needed before embarking on it. Training does not have any exception to any class of employees. There should be a well defined means and methods to determine the need for training and development, its effectiveness and efficiency. Training and development are strategic in nature, and concern all managers,

not just specialist in training. In other words, both staff and managers should understand the efficacy of training and development (Alugbuo, 2008).

### **The crucial importance of human resources in organizational efficiency achievement**

The management of people at work is an integral part of the management process. It is really the heart of management not something that can be delegated solely to the human resources or personnel department. Infact, to understand the crucial importance of human resources in organization is to recognize that the human element and the organization are synomymous. Most often an organization failure is one people's failure. It is people who employ, promote, organize, lead, mobilize and decide which products and quality of service are to be delivered. The perceive difference in services are determined by people. In all democratic and free societies, the human resources have characteristics that provide the organization with its greatest challenge and opportunity. According to Ubeku (1978), the crucial importance of human resources in an organization is link up with the followings;

- Human beings are unique in the sense that they cannot be purchased in masses, but individually-one person at a time.
- They cannot be hoarded or warehoused but they must be made available on a hourly daily basis.
- They are perishable in that they must be used currently, if they are not needed or if they are unproductive today, they are still consumed and are not available for future use.
- The organization through its reputation and efforts, solicits the human resources.
- Each individual has the option not to apply for a job, not to report for work each day, and not to expend effort.
- The establishment must through its organization and programmes, merit the presence and contribution of the human resources.
- The individual has the freedom to resign, and the organization has certain options for discharging the individuals. Thus, the relationship is fragile, with each party having the right to terminate it.
- The human resources represents both short and long range investment on the party of the organization span is unpredictable.
- The availability of the human resources, its contribution and its return on investment depend on appropriate attention and response by management. To sum up, an organization's human resource is fragile, its relationship is delicate, its contribution is unpredictable and its permanence uncertain. The burden is on those people who control and operate enterprises to recognize the uniqueness of this resources and take good care of them for full commitment.

### **Essence of human resources training and development in organization**

The training and development of human resources in organization is the framework whereby the employees acquire skills and knowledge for efficient handling of job for achievement of organizational goals. Employees without necessary skills are helped to acquire them while those with are helped to develop them. The human resources management department in most organizations is performing this important function. From a company's point of view, productivity is the apex of all training programme. A well trained employee is capable of producing more than untrained of equal physical ability.

### **Objectives and advantages of training and development**

Management activities must have purpose. Below are some objectives and advantages of training and development of human resources or employees;

- Increases employees commitment to the organization.
- Increases productivity:-success or failure of an organization has a direct relationship with the employee's level of productivity and training makes handling easier.
- Reduces labour turn-over-rats:-An illitrained employee is less at home with his tool and work. He faces frustration due to inability to produce and therefore is likely to abandon his job. In the contrary he feels better and at home with himself and organization when trained or developed.
- Increased morale:-The fact that one is well trained breeds confidence and increases his ability to produce. Such a person derives intrinsic satisfaction from his work which increases his morale.
- Reduces rate of accident and absenteeism-since a well-trained workman is at home with his tools, the tendency of accident is reduced and he feels happy to attend to his work.
- Improvement in the use of machines:-Training enhances skills. It makes man see machine as something made for man and not man for machine. Proper handling and operation improves the efficiency. With proper training, the rudiments in the handling of the machine are explained (Akanwa,1997).
- Improves individual, team, and corporate performance in terms of quantity, quality, output, speed and general productivity.
- Reduces material wastage and delay, hence the performance would tend to increase than when training was not embarked upon.
- Lead to greater stability since it provides a pool of training replacement for personnel separated from the organization.
- It enhances flexibility in developing employees multiple skills, and so facilitating their transfer to the other job when that needs arises.
- Help employees to better coordinate both human and material resources.
- Change which is the only constant and consistent thing in every organization, is taken care of through training and development.
- It ensues that managers understand what is expected of them and level of competence required in their roles.
- It provides for management secession.

### **Symptoms necessitating training and development**

Most of the time there are certain signs in an organization, that serve as an encouraging indicators to management that it is time for training and development activities to improve individual and organizational performance.

Some of these symptoms are as follows;

- Low productivity
- High incidence of accidents
- Lack of interest in one's job
- Insubordination,
- Negative attitude to work
- High rejects or low quality output
- Excessive rate of absenteeism
- Tardiness
- Excessive complaints and excuses

### Determining training and development needs

In preparing for training, the following basic questions must be answered. The following according to McGhee and Thayer (1961) include;

- Who will be trained?
- In what are they to be trained?
- By whom are they to be trained?
- How are they to be trained?
- What are the resources and equipments needed for the training?
- How are the results of the training to be evaluated?
- What deficiencies if any, do incumbents have in the skills, knowledge, or attitude required to perform, the necessary behaviour?

As soon as we are able to answer these questions, we have acquainted ourselves with knowledge of the extent and nature of our training and development needs.

However, the best approach to identify areas of training and development is to use the formula developed by Nwachukwu (1988).

D = M-1

D = Inefficiency in the employee

M = Complete list of behaviour necessary for mastering of the job

I = For all the knowledge or behaviour necessary for the job which the employee already possesses.

### Condition for effective training and development

The followings are some of the necessary conditions for effective training and development;

- Individual must be motivated to learn if they are to perform satisfactorily.
- Standard of performance should be set which they find acceptable and can therefore rise to assess their own progress.
- Learning should have guidance; the trainer should be available to help and encourage trainee as the need arises.
- Learners must gain satisfaction from learning. The use or need for the training should be obvious and appreciated by the trainees.
- Learning is an active not a passive process, trainee should be actively involved with their trainers.
- Appropriate technique should be used, training methods should be tailored to the needs of the job, the individual and the groups.
- Time must be allowed to absorb the training; there should be time for assimilation and familiarization with the training materials, also testing and accepting concepts.
- There should be reinforcement of correct behaviour.
- It must be recognized that there are different levels of learning and that they need different methods and take different time.
- It should be known that it is expected to fill the gap between what now exist and what should exist.

### Methods of training and development

There are four major types of training and development programmes, namely, On-the-job training, Vestibule, Apprentices and Off-the-job training.

#### On-the-job training and development

As the name applies, are used with organizations and are directly job related. They are the most common training and development methods used by organizations. They are used both in skills training and in management training and development. They are designed to result in behaviour change. There are three types of on-the-job training and development namely:

- Induction

- Project and exercise

- Job rotation

#### Advantages of on-the-job training and development

The following are the advantages of on-the-job training and development.

- The employee is using the same machine, equipment or materials, which he will be using after the training.
- He is being subjected to the same environmental constraints under which he will have to operate.
- What he produces while learning is a contribution to the day's effort.
- Effective training can be tailored to fit each trainee's background, attitudes, needs, expectations, goals, and future assignment. Off-the-job training cannot usually be tailored as well to the exact measurement of each trainee.
- The importance of learning by doing is well recognized in on-the-job training and development.
- On-the-job training is not time consuming.
- The employee's development is influenced to a large extent by the immediate supervisor and is likely to go along with the superior's expectations in an on-the-job training situation.
- When an organization relies mostly on On-the-job training, supervisors do not feel that their obligation to develop their subordinates is a primary one. They tend to neglect it. On-the-job training focuses a supervisor's attention on subordinates development.

#### Vestibule training

This method of training is exclusive. It involves duplicating exactly the materials and equipment used on the job, but takes place in an area off the production line or away from the actual job situation.

#### Apprenticeship training

Apprenticeship training is best used in training manual skill as in welding, carpentry, auto-mechanic, plumbing, typesetting, etc. An apprentice programme involves on-the-job experience by an employee under the guidance of a skilled and certified worker. During this time, the apprentice receives lower wages than the certified individuals.

#### Off-the-job training

This type of training covers all other training programmes other than vestibule and apprenticeship which is conducted outside the work place. They are namely:

- Classroom Instruction
- Field trips
- Public seminars, conference and workshop
- Group dynamics
- Tuition refund
- Teaching machines

#### Evaluation of training and development programmes

The major set back in typical industrial training programme is the failure to continually evaluate the training programme after it is established. Once a decision is made that training is required, the user establishes the merit of the programme. If some of the graduates perform poorly, the problem attributed to the graduate rather than to his training, which may actually be at fault.

The evaluation process is an attempt to obtain information (feedback) on the effect of training programme and to assess the values of the training in the light of the information.

#### Outcome of evaluation

There are three levels of outcome in the evaluation of training and development programme namely

- Immediate outcome: Immediate outcome are the changes in the trainee's skill and knowledge measured by appropriate test.
- Intermediate outcome: Intermediate outcome refers to changes in the employees job behaviours that occurs when he applies newly learnt skills and knowledge to his work.
- Ultimate outcome: Ultimate outcome causes change within the functioning of the firm, such as increased productivity at department or organizational level.

To evaluate training and development programme one requires criteria against which the performance of trainees and graduates are compared. For each place of the training, appropriate criteria must be selected and validated.

If a particular trainee is able to perform an acceptance level as defined by the criteria, it is assured he is able to progress to the next training level or to graduate from the training programme. Part of the evaluation of the training programme should include an up dating of the criteria measure against which training and graduate efficiency is compared. This evaluation must be a continuous process. Ultimate validation of criteria has in its ability to predict success on the job.

#### **Federal government intervention in human resources development in Nigeria**

Nigeria, after attainment of independent, the government having known that human beings are the active agent who accumulate wealth, exploit material resources, build social economic and political organization and achieve national development, on its part decided to train more Nigerians to occupy most of the position which were occupied by foreign experts before independence. In view of this, the federal government promulgated the Nigerianization policy in the 1962-68 national development plans. The policy expected that Nigerians would be trained and employed in all departments including the highest position as fast as possible.

The third national development plan also stressed the urgent need to train considerable number of skilled Nigerians to ensure a smooth development of the country. To encourage human resources development, the Federal government established many institutions and organizations to coordinate and enhance the development and utilization of manpower in Nigeria. Some of such institutions are the national universities commission (NUC), National Manpower Board (NMB), The industrial training fund, Chartered institute of Personnel Management (CIPM), The Nigerian Institute of Management (NIM) chartered, Administrative Staff College of Nigeria (ASCON), Chartered Institute of Commerce of Nigeria (CICN), The Nigerian Management Department (NMD) Institute of Chartered Accountant of Nigeria (ICAN) etc.

Also the development of the formal education system opened the possibility of training national human resources for industrialization. Many Federal Universities, State Universities and even Private Universities have been established for the training of competent and efficient, manpower. Also Federal Polytechnics, State Polytechnics, Private Polytechnic, Federal, State and Private Colleges of education have been established mainly to promote and encourage the acquisition of skill with a view to generating a pool of indigenous trained manpower required to meet the need of the economy.

The educational system of the lower level is being reoriented to give adequate emphasis to the acquisition of practical skills. There are several federal and state training schools now in the nation with emphasis in the acquisition of

basic skill necessary for successful careers in many organizations.

The National Manpower Board set-up by the federal government is responsible for the periodic appraisal of requirement for manpower in all occupations and the development of measure for in-service training of employed manpower both in the public and private sectors.

All the above listed institutions are aimed at encouraging the acquisition and sharpening of skills in commerce and industries and to create a new generation of better trained human resources for the nation's economic growth.

#### **Summary**

Universally, management is seen as the process or the act of working with and through people for the achievement of the organizational goals; it could also be seen that all organizations whether profit or non-profit oriented are made-up of people who work together as a groups to achieve the objectives of the organization.

The business environment under which an organization operates is ever changing. Thus, to a large extent, management react to changes in equipment and design, methods of work, new tools and machines, information technology and human resources re-engineering in response to changes dictated by new services, markets or challenges. There is a need for training and development of skills required to meet up with the changing needs of the organization.

Also in the absence of qualified personnel to fill existing vacancy, training and development becomes the only avenue through which these vacancies could be filled. Equally, large sums of money being expended on training and development to improve on the efficiency of the staff and organization should not be a waste so as to justify the need for such training and development.

Since change is the only thing constant in practice, it is therefore necessary, if not mandatory that organizations that need to achieve their organizational goals and objectives must accept, respond to and follow the trend by training, retraining and developing their employees as at when need arises.

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