

# Explication of Employee Training and Development a ‘Sine qua non’ to Organisational Performance, Spyglassing Federal Capital Development Authority, Abuja

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**Abstract:** *Organisation, training and development is one of the most aspect of an organisations’ overall strategy. It is very difficult for an employee to perform well at the job place without any pre-training (Thomas N. Garavan, 1997). Trained employees perform well as compared to untrained employees (Partlow, 1996; Tihanyi et al., 2000; Boudreau et al., 2001). Most organization have elaborate training and development policies for its employees which include study leave, on -the-job training, off-the-job training, special courses, mentoring and workshops among others. Performances within some organisation have not been particularly impressive and this is due to lack of training and development of employees. Most organizations have problems in one way or the other hence Staff Training and Development on Organisational Performance; a study of Federal Capital Development Authority, Abuja. The broad objective of the study will be an Explication of Employee Training and Development a ‘Sine qua non’ to Organisational Performance, Spyglassing Federal Capital Development Authority, Abuja (FCDA). The study is anchored on the Expectancy theory by Victor H Vroom which is all about motivation to select a specific behaviour. Majorly, secondary sources of data using simple survey method were employed and findings reveals that training did occur but not to its fullness and employees who benefited from it were senior carder levels and were abysmally small therefore researchers recommended for an all inclusive and elaborate training.*

**Keywords:** Authority, Capital, Development, Employee, FCDA, Organisational Performance, Staff Training,

## Background of the Study

Training and development, on-the-job training and delivery style are the most important aspects in organisational studies. Training has the distinct role in the achievement of an organizational goal by incorporating the interests of organization and the workforce. Now a day's training is the most important factor in the business world because training increases the efficiency and the effectiveness of both employees and the organization. The employee performance depends on various factors. But the most important factor of employee performance is training. Training is important to enhance the capabilities of employees. The employees who have more on the job experience have better performance because there is an increase in the both skills and competencies because of more on the job experience. The organizational performance depends on the employee performance because human resource capital of organization plays an important role in the growth and the organizational performance. So to Improve the organizational performance and the employee performance; training is given to the employee of the organization.

The Federal Capital Development Authority (FCDA) is a creation of Decree No.6 of February 5, 1976 cited as the Federal Capital Territory Act The Decree which vested ownership and control of all land in the area to the Federal Government also gives the FCDA the onus of handling the design, planning and construction of the Federal Capital Territory therefore the recruitment, selection and training and development of its employees are the responsibility of the management.

According to Heathfield (2012), the right employee training, development and education at the right time, provides big payoffs for the organization in increase productivity, knowledge, loyalty and contribution.

Human resource management is today considered as a strategic partner of the other functional areas of business organization, namely; marketing, finance, production, purchasing, management information systems and administration. The human resource of any organization is that which is expected to bring about the competitive difference, since the success or failure of an organization is dependent on the quality of this resource as well as its orientation. This is based on the notion that human resource is the competitive advantage a business organization has. This is because as said earlier, while equipment, infrastructure, methods of production, packaging and distribution strategies could all be copied by other competitive organizations, however the innate quality, innovativeness, knowledge, abilities and skills of the human resource cannot easily be

copied.

Training is a very important part of the human resource development (HRD) activity of human resource management practice. For employees to carry out their duties effectively and efficiently they must have the relevant skills, knowledge, values, attitudes and competencies and well as understand their organization's culture.

More often, newly employed do not have all the competencies usually required for successful or excellent performance on their jobs. Again while on the job, employees need to be updated through training and development to acquire competencies they did not have at the time of appointment. This is why an organization might need training and development department, often referred to as Human Resource Development (HRD). When suitable job candidates have been selected and appointed, they must be given the appropriate orientation and in addition they must be trained and developed to meet their career needs of the organization.

According to Ivancevich (2010), training and development is a process that attempts to provide employees with information, skills and understanding of the organization and its goals. Additionally training and development aids an employee to continue to make the necessary positive contribution to the success of employing organization in terms of his / her good performance on the job. To start this whole process is orientation and socialization of employees into the organization.

### Research Hypotheses

The following hypotheses were formulated to guide the study

#### Hypothesis 1

Ho: There is no significant relationship between training and development and employee performance.

Hi: There is a significant relationship between training and development and employee performance.

#### Hypothesis 2

Ho: There is no significant relationship between training and development and organisational performance.

Hi: There is a significant relationship between training and development and organisational performance.

#### Hypothesis 3

Ho: Federal Capital Development Authority does not attach importance to training and development.

Hi: Federal Capital Development Authority attach importance to training and development.

### Training and Development in Nigeria

Well trained employees are key to a business' success. It has been shown that the most successful and productive employees are those who have received extensive training and development. These groups of employees can be described as the "cream of the crop" that often has the strongest stake in an organization's future.

According to Dossier (2008), even when employees are carefully selected, it does not still guarantee totally acceptable performance from the employees. This is because while the potential of an employee to perform is one thing, performing is another and therefore an employee with a high potential to perform may not still perform his job if he does not go through training and development. This is why training of newly employed starts with organizational orientation.

Cole (2004), postulates that human resources are the most dynamic of all the organization's resources and therefore they need considerable attention from the organization's management, if the it human resource are to realize their full potential in their work.

Training and development activities just as most other activities in an organization depended on the policies and strategies of the organization. An organization with a well organized training would refer to it as "systematic training" which is why job descriptions are inevitable during the recruitment and selection process.

Furthermore, in establishing what training and development needs an organization has must start with a job description and later performance appraisal.

In part III (Protection of Employment) of the Labour Act 2003, Act 651 section 10 (Rights of a worker), it states that "the rights of a worker include the right to be trained and retrained for the development of his work and to receive information relevant to his work.

Delivery style is a very important part of Training and Development (Carlos A. Primo Braga, 1995). Employees are very conscious about the delivery style Michael Armstrong, 2000). If someone is not delivering the training in an impressive style and he is not capturing the attention of the audience it means he is wasting the time (Mark A. Griffin et al., 2000). It is very necessary for a trainer to engage its audience during the training session (Phillip seamen et al., 2005). Delivery Style means so much in the training and development.

It is very difficult for an employee to perform well at the job place without any pre-training (Thomas N. Garavan, 1997). Trained employees perform well as compared to untrained employees (Partlow, 1996; Tihanyi et al., 2000; Boudreau et al., 2001). It is very necessary for any organization to give its employees training to get overall goals of the organization in a better way (Flynn et al., 1995; Kaynak, 2003; Heras, 2006). Training and development increase the overall performance of the organization (Sheppard, Jon et al., 2003). Although it is costly to give training to the employees but in the long run it give back more than it took (Flynn et al., 1995; Kaynak, 2003; Heras, 2006). Every organization should develop its employees according to the need of that time so that they could compete with their competitors (Carlos A. Primo Braga 1995).

Decenzo & Robbins (2000), explain training as a "learning experience, in that, it seeks a relatively permanent change in an individual that will improve his ability to perform on the job". This mean training must be designed in such a way that, it will involve the either the changing or enhancing of skills, knowledge, attitudes, and social behaviour. This change or enhancement of skills, knowledge, attitudes, and social behaviour could involve what the employee knows, how he works, his relations and interactions with co-workers and supervisors.

Training thus consists of planned programmes designed to improve performance at the individual, group or organizational levels, Cascio (1992). With an improved performance on the part of the individual, group or organization means, there have been measurable changes or enhancements in the knowledge, skills attitude and social behaviours. Monappa 85 Saiyadain (2008), define training as "the teaching or learning activities carried on for the primary purpose of helping members of an organization to acquire and apply the knowledge, skills, abilities and attitudes needed by that organization. It is the act of increasing the knowledge and skill of an employee for doing a particular job". Training therefore needs to be seen by managements of every organization as a long term investment in its human resource.

Dessler (2008), sees training further, as the means of giving new or current employees the skills they need to perform at their various jobs. Continuing, he sees training as the hall mark of good management and thus when managers ignore training, they are doing so to the great disadvantage of the organizations they are managing. This is because having high potential employees do not still guarantee they will perform on the job. This is why every employee must know what management wants him to do and how he must do it. Training therefore has had a fairly impressive record of influencing organizational effectiveness.

Cole (2004), argued that, human resources are the most dynamic resource of the all the resources at the disposal of the organization and thus, the human resource needs to be given considerable attention from managements to enable this resource realize their full potential in their work. For this reason managements must address motivation, leadership, communication, work restructuring, payment systems and training and development.

Finally Ivancevich (2010), says "training is an attempt to improve current or future performance of an employee and it is important for both new and current employees" He quotes Clifton & Fink (2005), as follows: "Training is a systematic process of altering the behaviour of employees in a direction that will achieve organization goals. Training is related to present job skills and abilities. It has a current orientation and helps employees' master specific skills and abilities"

Development refers to activities leading to the acquisition of new knowledge or skills for purposes of growing. Organizations provide employees with development programmes in order to enhance their capabilities. Employee development is gaining an increasingly critical and strategic imperative in organizations in the current business environment (Sheri-lynn 2007) in Abdul Hameed (2011). Thus organizations need to invest in continuous employee development in order to maintain employees as well as the organization success (Khawaja & Nadeem 2013).

Again, development focuses on building the knowledge and skills of organizational members so that they will be prepared to take on new responsibilities and challenges. But in its simplest reductionism, the term development means improvement or to become more advanced, more mature, more complete, more organized, more transformed etc.

Training is considered as the process of improving the existing skills, knowledge, exposure, and abilities in an individual. According to Salem and Mehwish (2011) training is an organized increase from the know-how skills and sensations needed for staff members to execute efficiently in the offered process, as well as, to operate in underling situation. Moreover, it also enhances the capabilities of panel of employees in very effective way by motivating them and transforming them in to well organize and well-mannered, that ultimately affects the performance of organization .Laing (2009) defines training as an indicator to enhance superior skills, knowledge, capabilities and outlook of the employees that results in effective performance of the workers. However, he adds one thing more that it (training) extends the production of the organization. Massed (2010) and Khanfar (2011) argued that training is an active means to enable individual to make use of his capability and his potential capability. Training is only considered when people of an organization looking for promotion of rank. Some employees prefer training to improve professional skills that help them to work more efficiently. Professional training enhances knowledge than otherwise (Kennedy, 2009).

Olaniyan and Ojo (2008) identify that training is important because it increase productiveness, improves the good quality of work increases skills, knowledge, develop the attitude; enhance using tools, reduces waste, mishaps, turnover, lateness, absenteeism and also other overhead costs, eradicates obsolesce in knowledge, technologies, methods, items, capital management and so forth. It brings incumbents to that level of effectiveness which needs the performance with the job; enhance your implementation of brand new policies and regulations; prepares people for achievement, improves the employees' growth and ensures survival and growth of the organization.

#### **The followings are also importance of training and development:**

i. Help in addressing employee weaknesses: Most workers have certain weaknesses in their workplace, which hinder them from giving the best services. Training assists in eliminating these weaknesses, by strengthening workers skills. A well organized development program helps employees gain similar skills and knowledge, thus bringing them all to a higher uniform level. This simply means that the whole workforce is reliable, so the company or organization.

ii. Improvement in workers performance A properly trained employee becomes more informed about procedures for various tasks. The worker confidence is also boosted by training and development. This confidence comes from the fact that the employee is fully aware of his/her roles and responsibilities. It helps the worker carry out the duties in better way and even find new ideas to incorporate in the daily execution of duty.

iii. Consistency in duty performance A well organized training and development program gives the workers constant knowledge and experience. Consistency is very vital when it comes to an organization or company's procedures and policies. This mostly includes administrative procedures and ethics during execution of duty.

iv. Ensuring workers satisfaction Training and development makes the employee also feel satisfied with the role they play in the company or organization. This is driven by the great ability they gain to execute their duties. They feel they belong to the company or the organization that they work for and the only way to reward it is giving the best services they can.

#### **V. Increased Productivity**

Through training and development the employee acquires all the knowledge and skills needed in their day to day tasks. Workers can perform at a faster rate and with efficiency thus increasing overall productivity of the company. They also gain new tactics of overcoming challenges when they face them.

#### **Benefits of Training and Development in Federal Capital Development Authority**

Mullins (2007) gives the purpose of training and development - to improve knowledge and skills and to change trainees' attitude. Thus training becomes one of the most important potential

motivator and hence the following benefits do accrue from training and development programmes:

- i. Increase in the confidence and commitment of staff
- ii. It provides the needed recognition and enhances responsibility which could lead to an increase in pay and promotion.
- iii. With confidence comes the feeling of personal satisfaction and achievement. This could further broaden career progression opportunities.
- iv. Training and development improves the availability, quality and skills of staff.

According to Cole (2004), benefits to organizations from systematic training and development include:

- a. The provision of a pool of skilled personnel for the organization; (same as Mullins fourth point).
- b. Greater

commitment of staff (first point of Mullins).

c. Improvement in job performance with its resulting increase in productivity overall From all of the above, it becomes quite clear that training and development is a very key element in the improvement process of organization's performance and increased level of individual performance and finally leading to organizational competence. Training therefore bridges the gap between what should happen and what is happening; i. e. the desired goals or standards and the actual level of performance An organization which therefore facilitates learning, growth and development of individual employees must have training as an integral part of the organization's business strategy. Other benefits that would accrue from training and development are:

- Reduction in the need to supervise employees or subordinates thus freeing supervisors to concentrate on other responsibility of the departments.
- Improvement in job satisfaction

- Reduction in employee turnover and scrap and wastage.

Though the benefits discussed above are no exhaustive, they gave an indication to Federal Capital Development Authority about the need to take training and development very seriously.

### **Training Needs Assessment in Federal Capital Development Authority**

The purpose of a training needs assessment is to identify performance requirements and the knowledge, skills, and abilities needed by an agency's workforce to achieve the requirements. An effective training needs assessment with help direct resources to areas of greatest demand. The assessment should address resources needed to fulfil organizational mission, improve productivity, and provide quality products and services. A needs assessment is the process of identifying the "gap" between performance required and current performance. When a difference exists, it explores the causes and reasons for the gap and methods for closing or eliminating the gap. A complete needs assessment also considers the consequences for ignoring the gaps. There Are Three Levels Of A Training Needs Assessment:

- Organizational assessment: evaluates the level of organizational performance. An assessment of this type will determine what skills, knowledge, and abilities an agency needs. It determines what is required to alleviate the problems and weaknesses of the agency as well as to enhance strengths and competencies, especially for Mission Critical Occupation's (MCO). Organizational assessment takes into consideration various additional factors, including changing demographics, political trends, technology, and the economy.

- Occupational assessment: examines the skills, knowledge, and abilities required for affected occupational groups. Occupational assessment identifies how and which occupational discrepancies or gaps exist,

potentially introduced by the new direction of an agency. It also examines new ways to do work that can eliminate the discrepancies or gaps. • Individual assessment: analyzes how wed an individual employee is doing a job and determines the individual's capacity to do new or different work. Individual assessment provides information on which employees need training and what kind.

### **Training Needs Assessment Process in Federal Capital Development Authority**

- a. Determine Agency Benefits of Needs Assessment- this part of the process will sell and help tie decision makers and stakeholders understand the concept of the needs assessment. Needs assessment based on the alignment of critical behaviors with a dear agency mission wilt account for critical occupational and performance requirements to help your agency; a) eliminate redundant training efforts,

- b. Substantially Reduce the Unnecessary expenditure of training dollars, and



c. Assist Managers in Identifying

performance requirements that can best be satisfied by training and other developmental strategies. To go beyond learning and actually achieve critical behaviors the agency will also need to consider how required drivers will sustain desired outcomes

d. Conduct Needs Assessment

- Obtain needs assessment data (e.g., review strategic plans, assess HR metrics, review job descriptions, conduct surveys, and review performance appraisals)
- Analyze data
- Define performance problems/issues: occupational group/individuals
- Describe critical behaviors needed to affect problems/issues
- If training is the best solution, determine best training and development approach (es)
- Assess cost/benefit of training and development approach (es); build a "business case"
- Describe how the critical behaviors will be monitored and assessed after implementation of the improvement plan.

e. Planning and coordinating

- Setting goals and objectives
- Defining tasks needed to accomplish goals
- Scheduling employees, timetables
- Assigning tasks and providing routing instructions
- Coordinating activities to keep work running smoothly

f. Staffing

- Developing job descriptions of position openings
- Interviewing applicants
- Hiring
- Contacting applicants to inform them as to whether or not they have been hired

g. Training and developing

- Orientating employees, arranging for training seminars, and the like
- « Clarify roles, duties, job descriptions
- Coaching, acting as a mentor, "walking" subordinates through tasks
- Helping subordinates with personal development plans

h. Decision making and problem solving

- Defining problems
- « Choosing between two or more alternatives or strategies
- Developing new procedures to increase efficiency

&. Monitoring and controlling performance

- Inspecting work
- Walking around and checking things out

- Monitoring performance data (e.g., computer printouts, production, financial reports)
- i. Motivating and reinforcing
  - Allocating formal organizational rewards
  - Increasing job challenges
  - Delegating responsibility and authority
  - Sticking up for the group to superiors, backing a subordinate
- j. Discipline and punishing
  - Enforcing rules and policies
  - Nonverbal glaring, harassment
  - « Demotion, firing, layoff

Ivancevich (2010) adds that, interviews, surveys, reviews of records, observation and discussions with management and subject matter experts are methods used to conduct training needs identification or assessment. These methods of data and information gathering provide the basis for what type of training would be needed, who should be selected for training, when the training must be done and finally whether training is the solution to the deficiency identified and therefore the solution.

### **Empirical Experience of Training and Training Transfer in Federal Capital Development Authority**

A major problem of training programmes in some organization is the transfer of employee learning to back to the work place or the situation, Moorhead & Griffin (1998). It has been asserted by managements from casual observation that, very often when an employee learns a new skill or manager learns a new technique from training, they upon returning to the normal work situation find it more comfortable or convenient to go back to the old ways of doing things; thus making nonsense of the time, effort and money that has been spent on the training programme. This could account for some the reasons why probably the management of Federal Capital Development Authority do not seem kin on the training of its employees. In the view of Cascio (1992), training and training transfer is the extent to which knowledge, skills and abilities and other characteristics learned during training could be applied on the job. Training results thus could come in three fold:

1. Enhance job performance - Positive
2. Hamper job performance - Negative and
3. Has no effect - Neutral

It is important to note here that, training that result in negative or neutral transfer is cost to the organization. This cost come to the organization in two ways; i. e. cost of training the employee and cost of hampered performance. It is important therefore for the Federal Capital Development Authority to ensure that the required training needs analysis are done thoroughly before training is undertaken as well as putting in place structures that would ensure the positive transfer of the learned knowledge, skills, etc to the job. Cascio cites the example of the organization TRW's approach to what they call system's learning, which suggest that transfer of transfer of training will be greatest when the following steps are taken:

- (i) Defining the content in terms of the strategic needs of the organization
  - (ii) Identifying and assigning individuals to training based on careful selection standards. This could be done through survey of trainee interest, input from supervisors, review of career development plans and performance appraisals. A good question to always ask here is "does this person (employee) really need the training?"
  - (iii) Ensuring that classroom content of training programme are directly relevant to the works/jobs settings in the organization and
  - (iv) Ensuring the practical application of the training to the work/job setting by means of systematic follow-up.
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Good training programmes therefore always close with a session on what the trainees would do differently when they go back to their jobs. These are written and done by trainers for the necessary follow-up on trainees at a later date.

According to Asare-Bediako (2008), training and training transfer could be facilitated through the collaborative effort involving the trainer, trainee's manager/supervisor (e. g head department) and the trainee himself and that each of the three (3) parties need to take some form of action before, during and after the training programme.

### **Evaluation of Training and Development in Federal Capital Development Authority**

Evaluation of training and development is the most essential aspect of training programme. Generally all good training and development programmes start with identification of training and development needs and ends with evaluation of training (Gopal, 2009). Training evaluation ensures that whether candidates are able to implement their learning in their respective work place or to the regular routines (Nagar, 2009).

Boulmetis and Dutwin (2000) defined evaluation as the systematic process of collecting and analyzing data in order to determine whether and to what degree objectives were or are being achieved. Schalok (2001) defined effectiveness evaluation as the determination of the extent to which a programme has met its stated performance goals and objectives. Evaluation, in its crudest form, is the comparison of objectives with effects answer the question of how far training has achieved its objectives. Evaluation can be difficult because it is often hard to set measurable objectives and even harder to collect the information on the results or to decide on the level at which the evaluation should be made.

Evaluation of training and development in federal capital development authority involves assessing whether it is achieving its objectives, whether it is effective or not. Training effectiveness refers to the benefits that the company and the trainees receive from training. Benefits for trainees may include learning new skills or behavior. Benefits for the company may include increased sales and more satisfied customers. However, it is very difficult to measure the effectiveness of training and development because of its abstract nature and long term impact on the trainees and the organization (Prasad, 2005).

### **The Theory**

The study will be anchored on the Expectancy theory. Expectancy theory is a motivation theory first proposed by Victor H Vroom of the Yale School of Management.

#### **Expectancy Theory**

Expectancy theory proposes that an individual will decide, behave or act in a certain way because they are motivated to select a specific behaviour over the behaviours due to what they expect the result of that selected behaviour will be. In essence, the motivation of the behaviour selection is determined by the desirability of the outcome. "This theory emphasizes the needs for organisations to relate rewards directly to performance and to ensure that the rewards provided are those rewards deserved and wanted by the recipient"

### **Findings**

It is observed that the management of Federal Capital Development Authority, Abuja do not to give training and development of employees a priority. The workforce as well as productivity has continued to dwindle because of that laxity. It was equally observed that where training occur, nepotism and selective syndrome and unnecessary manipulation has been very prevalent.

### **Conclusion**

In conclusion, training and development having great impact on employee productivity has not only improve the wellbeing of organizations, but also aid the prosperity of most countries that has put into consideration the design and delivery of training and development of workforce at national level. As the national policies aim to improve nation's human capital, this optimally in turn results to the economic growth of the nation.

### **Recommendations**

However, it is recommended for management of organizations to give training and development of employees a priority in order to get the best out workforce as well as improving the organization's productivity. Further research studies are also recommended on the training and development of employees in order to have a broader understanding of its valuable impacts.

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