# Staff Training and Development: A Vital Tool for Organisational Effectiveness

**Venugopala M, M.Com**

Assistant Professor

Department of commerce and management

Government First Grade College KR Puram

Bangalore -  560036

**Abstract**

The need for improved productivity has become universally accepted and that it depends on efficient and effective training is not less apparent. It has further become necessary in view of advancement in modern world to invest in training. Thus the role played by staff training and development can no longer be over-emphasized. Staff training and development are based on the premise that staff skills need to be improved for organizations to grow. Training is a systematic development of knowledge, skills and attitudes required by employees to perform adequately on a given task or job. New entrants into organizations have various skills, though not all are relevant to organizational needs. Training and development are required for staff to enable them work towards taking the organization to its expected destination. It is against the backdrop of the relative importance of staff training and development in relation to organization effectiveness that this paper addressed.

## Introduction

Training both physically, socially, intellectually and mentally are very essential in facilitating not only the level of productivity but also the development of personnel in any organization. Therefore, training can be put in a contact relevant to school administrators. However, knowledge is the ability, the skill, the understanding, the information, which every individual requires acquiring in order to be able to function effectively and perform efficiently. Human resources, are the most valuable assets of any organization, with the machines, materials and even the money, nothing gets done without man-power. Abiodun (1999) submitted that: Training is a systematic development of the knowledge, skills and attitudes required by employees to perform adequately on a given task or job. It can take place in a number of ways, on the job or off the job; in the organization or outside organization. Adeniyi (1995) observed that staff training and development is a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization. He therefore, provides a systematic approach to training which encases the main elements of training. The effectiveness and success of an organization therefore lies on the people who form and work within the organization. It follows therefore that the employees in an organization to be able to perform their duties and make meaningful contributions to the success of the organizational goals need to acquire the relevant skills and knowledge. In appreciation of this fact, organization like educational institution, conduct final training and development programmes for the different levels of their manpower.

## Employee training

Employee training not only provides benefits to the individual, but also to the business, helping your company to continue running effectively. However, once you have run initial job training, such as with a new employee, is there a need for any further training investment? Training, and especially ongoing training, is a key area for debate in many boardrooms. However, there are a number of reasons to suggest that initial training should only be the first step of a longer-term process. Regular training is well worth the investment because building up the skills within the business will effectively improve your company's bottom line.

## Top 10 benefits of ongoing corporate training

A business should never stand still and so nor should the development of your staff, who are the key asset in driving your business forward. Regular staff training is essential in helping this ongoing skill development. This can often be a worry to business managers though, due to its ongoing cost to the business. However, if you look past this, there are a number of important reasons why ongoing staff training can be beneficial to the business and should therefore be made a priority. With a quality training plan in place, you will also see your return on investment within your balance sheet!

- **Keep up with industry changes**

    Industries are constantly changing and so it is important for a business to develop to avoid being left behind. It's also important to make sure your business is complying with any industry regulations, which can be achieved through ongoing training, making sure your staff's skills and knowledge are up-to-date.

- **Be in touch with all the latest technology developments**

    New technology is being developed all the time and so it is not sufficient to run a one-off training session. Regular training needs to take place to ensure that staff are using all the latest technology comfortably and to its full potential. This can be achieved through implementing a customised staff IT training program, and by integrating employee training with IT support.

- **Stay ahead of competitors**

    Standing still can kill your business, so by making sure your staff are constantly advancing, you will continue to move forward are remain competitive within the marketplace.

- **Be able to see weaknesses and skill gaps**

With regular training, a business can more easily identify any gaps in the market and skill gaps within the existing workforce. By identifying these gaps early, there is time to train staff in these required areas so they can fulfil the role effectively.

- **Maintain knowledge and skill**

Although one off training may be provided to new starters, or other employees, it's important that training schemes are put in place to help develop skills throughout their job. To retain knowledge, skills need to be practiced and refreshed on a regular basis so elements aren't forgotten.

- **Advance employee skills**

Once a business has spent money on providing basic level skills, these can easily be built upon and improved to provide much more benefit to the business. Staff that know more can bring more to the table, and your business will reap the rewards.

- **Provide an incentive to learn**

If training is provided as part of a longer development pathway, employees will have much more incentive to learn, participate in the session and put their new skills into practice.

- **Increase job satisfaction levels**

Through continued investment from the business, staff can have a much higher sense of job satisfaction, which can improve their motivation towards their work. This reduces employee turnover and increases productivity, which directly improves the profitability. It also prevents competitors from taking away your best employees by offering training incentives.

- **Provide internal promotion opportunities**

Employing new staff involves high recruitment costs and hiring fees. However, with ongoing training, your existing staff can become more eligible for internal promotions. Unlike new staff, you can guarantee they have a complete knowledge of your business, the correct skill set and are people that you know and trust.

- **Attract new talent**

All businesses want to have the best employees and so with ongoing training, this will not only mean better staff retention, but the business may also attract better talent from the start, as this gives the business a good image and is a key feature many people look for within their job search.

As you can see, ongoing training is important not just to employee development, but it also affects the success of your business.

Many businesses are now starting to see the importance of training and investing in their staff, with Forbes reporting company spending is on the rise, with $130 Billion USD spent worldwide in 2013. However, training should not be seen as a one-off exception, but as a regular necessity, to help fill skill gaps and keep the business moving forward successfully.

Just like any other business investment though, there needs to be an organised plan put into place. This will help to provide more structure and allow employees to know what to expect.

Therefore, before jumping into finding training providers, it's important to step back and think about a few key areas:
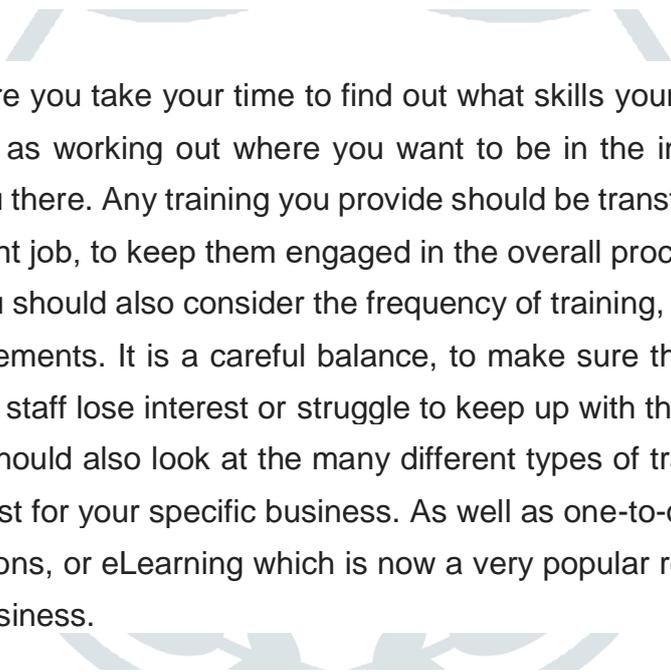
- **Skills** – Make sure you take your time to find out what skills your staff would like to develop and why, as well as working out where you want to be in the industry and what skills are needed to get you there. Any training you provide should be transferable and relevant to your employee's current job, to keep them engaged in the overall process.
- **Frequency** – You should also consider the frequency of training, to achieve the medium and long-term improvements. It is a careful balance, to make sure there is enough training, but not too much that staff lose interest or struggle to keep up with their daily work tasks.
- **Delivery** – You should also look at the many different types of training that are available, to decide what is best for your specific business. As well as one-to-one training, you could also have group sessions, or eLearning which is now a very popular route and requires less time away from the business.

Is your organisation having trouble with staff retention, on boarding or skills development? Get in touch with Saxons Learning Solutions to discuss your technical training needs, or Saxons Training Facilities to discover Australia's premier training venues.

### Objectives of Training and Development

The main objectives of staff training and development are to improve the qualities of the trainee, formulation of objectives for different needs and ways of achieving it. The training objective is very important because it determines the designed and content of the training programmes. Contents of the training remain the same no matter the type of training involved. It is to increase personnel efficiency, professional growth, smooth and more effective organization's operations.

### Methods of Training and Development

- ❖ On the job training/coaching This relates to formal training on the job. A worker becomes experienced on the job over time due to modification of job behaviours at the point of training or acquisition of skills.

- ❖ Induction/orientation This is carried out for new entrants on the job to make them familiar with the total corporate requirements like norms, ethics, values, rules and regulations.
- ❖ Apprenticeship A method of training where an unskilled person understudies a skilled person.
- ❖ Demonstration Teaching by example, whereby the skilled worker performs the job and the unskilled closely observes so as to understand the job.
- ❖ Vestibule This is done through industrial attachment for the purpose of skills and technology transfer. It is therefore achieved through placement of an individual within another area of relevant work or organization. The effect is the acquisition of practical and specialized skills.
- ❖ Formal Training A practical and theoretical teaching process which could be done within or outside an organization. When training is carried out inside an organization, it is called an in-house training. Off-house training is carried out in professionalized training areas like: Universities, Polytechnics and Professional Institutes.

## Approaches to Training

The considerations for training vary in organizations. Some of these considerations are not necessarily based on need. The various influences of training are summed up as follows:

**1. Administrative approach**: - This is based on establishment of Budget and policies. Officers are therefore sent for training based on the availability of funds.

**2. Welfare approach**: - This is based on extraneous considerations. Some organizations send staff on training abroad with a view to improving their financial well being or their skills to enable them secure employment elsewhere.

**3. Political approach**: - Within the ranks of organization are pressure groups, loyalist and favourites of managers, who use their privileged positions to secure training opportunities over and above their colleagues who in most cases merit the training programmes available.

**4. Organizational development approach**: - This approach uses departmental training needs as consideration for selection.

**5. Systematic or need – based training**: - This selection process here is based on Identification of training needs. It is used by organizations for growth and development

## Problems Training and Development can Solve in an Organization

Training can solve a variety of manpower problems which militate against optimum productivity. Included are operating problems having a manpower component. These problems can emerge within any groups: except non-except, line and staff, unskilled, skilled, paraprofessional, professional and lower, middle and upper management. These problems according to Kayode (2001) differ in natures and yet all have a common denominator, the solution required individual to their appreciative backgrounds specific identifiable items of additional knowledge skill or understanding. Organization-wide, these problems include needs to

- Increase productivity
- Improve the quality of work and raise morale
- Develop new skills, knowledge, understanding and attitudes.
- Use correctly new tools, machines, processes, methods or modifications thereof.
- Reduce waste, accidents, turnover, lateness, absenteeism, and other overhead costs.
- Implement new or changed policies or regulations.
- Fight obsolescence in skills, technologies, methods, products, markets, capital management etc.

- Bring incumbents to that level of performance which meets [100 percent of the time] the standard of performance for the job.
- Develop replacements, prepare people for advancement, improve manpower deployment and ensure continuity of leadership.
- Ensure the survival and growth of the organization.

### Organization Defined

Mondy, et al (1990) defined an organization as "two or more people workings together in a coordinated manner to achieve group results". Organization is further defined in Encyclopaedia Britannica (1986) as an arrangement of individuals or groups into a coherent whole, with complex of function interrelationships and a system of overall administration. According to Daft (1983) organization "are social entities that are goal-directed, deliberately structured activity systems with an identifiable boundary".

## What is Organizational Effectiveness?

Organizational effectiveness was succinctly defined by Daft (1983) as "the degree to which an organization realized its goals". However, Mondy et al (1990) defined it aptly as "the degree to which an organization produce the intended output" As Daft rightly argued. Organizations pursue multiple goals, and such goals must be achieved in the face of competition limited resources, and disagreement among interest groups. Oguntimehin (2001) submitted that organizational effectiveness is the ability to produce desire results.

Staff Training and Development versus Organizational Effectiveness This final aspect of the paper will examine how staff training and development would enhance organizational effectiveness. The objectives of training and development are the same. Both enhance the individual's capacity to contribute optimally to the development of the organization. The components of organization and nations revolve around training and development. However, staff training and development meets organizational expansion due to environmental changes and technological innovations. Opportunities for framing are used as responses to organizational expansion and change. In a complex organization, such as educational institutions which comprise basically of human being the level of staff training and development will go a long way in determining the staff effectiveness and improve productivity. It must be emphasized that most of our teachers have left school for a long time and have not been given the opportunity for re-training. Teachers should be encouraged to go for in-service training. This will brighten-up their ideas and it will enable them to know more about the recent development in their course area. In other professions, post-qualification examination is mandatory for their upliftment in their areas of specialization.

## Conclusion and Recommendations

Staff training and development has been identified by various scholars and anchors to be very crucial to an organization and its effectiveness. In the light of the above, organizations are therefore encouraged to train and develop their staff to the fullest advantage in order to enhance their effectiveness. As training reduces the work of the manager in terms of close supervision it also improves the drive, initiative and quality of work of the employees thus assist them to be more committed to achieving the goals and objectives of the organization and this has the tendency of enhancing effectiveness among workers within the organization. However, for any organization to succeed, training and re-training of all staff in form of workshops, conferences and seminars should be vigorously pursued and made compulsory.

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