

EMPLOYEES' TRAINING AND DEVELOPMENT AS A CORRELATE OF ORGANIZATIONAL GROWTH IN NIGERIA'S BUSINESS ENVIRONMENT

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ABSTRACT

Human capital impute in production activities has been explained to be highly critical to organizations producing goods and services for human consumption. Though tagged labour by the classical theorist, the skill input (mental and physical) is what is imperative to organizations achieving growth and development but maintaining a top grade "workforce is also a function of relevant trainings and programmes as deem necessary. The problem statement of this paper is that most organizations in Nigeria are yet to come to terms with importance of training and development of their employees to achieve organizational growth in Nigeria's business environment. In the same vein, those organizations that embark on workers' training may not be following the right skill gap determinant indices to know those employees needing training while generally; some do it simply to appropriate money into private purses. In line with the problem statement, this paper's objectives are to show the importance of training of employees to achieve growth and development. The methodology followed is the selection of a sector of the economy. This is by simple randomization where the sample size of 500 was taking on stratified and randomized sampling technique. The sector of the economy chosen is the telecom sector because currently, a relatively large population is working in this sector of the economy. The study exploited both primary and secondary sources of data while inferential statistics was used to test the hypotheses generated. The findings revealed that employees' training is directly consequential to organizational productivity and is of a necessity; right training programmes are expected to be provided for the workers to achieve the desired goals from time to time. Hypothesis one shows that there is a significant relationship between training techniques and employees' development in Nigeria's business environment ($X^2=3.61099$; $df=1$; $P<0.05$), while in Hypothesis two, chi-square calculated is greater than P-value ($X^2= 0.66214$; $df=1$, $P<0.05$) which means that there is a significant correlation between employees training programmes and organizational growth. Hypothesis three shows that there is a significant correlation between employees training programmes challenges, Nigeria's business world and economic development ($X^2= 1.608$; $df=1$; $P< 0.05$). The survey research concluded that Nigeria's business environment will be better off if the employees have the right training programmes packaged for them. Right training and development programmes will enhance the growth and development of the nation's economy.

Keywords: *Employees, Training, Development, Organizations, Environment, Business.*

INTRODUCTION

Human capital input is the most important factor of production given classical theorist like Adam Smith. Interestingly, despite current capital intensive method of production supported by high level technology, scientific revolutions among others, labour or employees are still vital to organizations achieving set goals and dreams. A correlate to this position however is the skill which is what the employees contribute to production efforts. The skill is both mental and physical a function of education, trainings acquired, experience, expertise among others though this paper focused on training.

Training for employees cannot be over emphasized but factors like changes in the environment both (local and international), globalization drives, technological variations, social, economic, political, cultural among others are some of the variables that must always be taking into cognizance on issues of employees training programmes. Nickels et al, (2005) identified development and organizational visions as some of the factors determining employees training programmes in organizations.

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Furthermore, it has been opined that organizations cannot afford to run away from training programmes for their employees simply because it is always with cost implications (expensive) but on cost-benefit analysis bases, it is just primal to keep the employees at par with their contemporaries across the globe to further enhance their productivity, reduce wastages due to available errors and even boost the employees career development.

Nigeria's business environment is currently characterized by a number of features ranging from unfavorable working environment, energy crisis, economic declination, poor purchasing power of the local currency, growing insecurity among others which nonetheless demand fresh orientation and operational skills from the workers. The best way to go about this is through constant employees training and re-training programmes whether in form of "in-house" programmes like workshops, seminars, symposia, conferences among others or "foreign" as the case may be within the nation but other sectors of the economy or out rightly outside the country. Just as mentioned earlier, issues in science and technology, market trends, globalization, governmental policy programmes among others are not left out.

Problem Statement

The consumers' needs are dynamic across the globe, the constant and ever changing world of science and technology coupled with globalization drives with many economic, political, social-cultural and infrastructural challenges of the Nigeria business environment presently has constituted such an hostile working environment for the employees that they need fresh training and re-training programmes not just to cope with, but proffer solutions to in other to achieve economic growth and development not just on economic sectorial bases but for the whole nation at large.

Objectives of the Study

The objectives of this paper are as follows:

- To determine the training needs and training techniques necessary for employees development in Nigeria's business environment.
- To determine the correlate between employees training programmes and organizational growth in Nigeria's business environment.
- To identify and suggest solutions to the problems of employees training programmes in Nigeria's business environment.

Study Hypotheses

The hypotheses tested are stated thus:

Ho₁: There is no significant relationship between training, training techniques and employees development in Nigeria's business environment.

Ho₂: There is no significant correlation between employees training programmes and organizational growth in Nigeria's business environment.

Ho₃: There is no significant correlation between employees training programmes challenges and economic development.

REVIEW OF LITERATURE AND THEORETICAL FRAMEWORK

Fry et al (2001) was of the opinion that both training and development are facing challenges in organizations given the rapidity of changes in technology, environment of operations among others necessitating the employees to overhaul their skills to rectify skill-gaps or acquire fresh skills to continue to be relevant in the schemes of things since this in the long run will determine efficiency, effectiveness and consequently growth and development not just for organizations but the nation at large. Can training be done for its own sake? The answer is yes since some literatures are of the opinion that some organizations do not engage in skill-gap analysis to identify employees needing training while those that do so in form of workshops, seminars and symposium that were organized only do so for monetary rewards. It therefore means that not all training programmes organized by organizations are meant to achieve growth and development; some are simply organized for formality.

Another issue is what training is and what it is not in terms of content and structure. Training is meant to change behavior not desired for the better while at the same time encouraging more of the desired. Actual performance and standardized performance are functionally aligned by training programmes. Training and development are interrelated, that is necessary and sufficient conditions. However, from Monday et al (1999) and Armstrong (2006), not all training programmes will bring about development except the one that is rightly done to achieve specific objectives.

Certain challenges can however affect training programmes. These are financial inadequacies, material problems, incompetent facilitators or resource persons, poor learning content, poorly structured training contents, wrong sets of trainees among others. All these will hinder employees training programmes from achieving growth and development. To Craig (1976) any training programme must focus on "instructional objectives, operational objectives, personal growth objectives, performance objectives and reaction objective". If all these are missing, it is an exercise in nullity.

So far, it is clear that training programmes framework must take into cognizance organizational goals and aspirations, production methods trends and development given technological changes, market dictates given consumer demands and desires, cost-benefit analysis in terms of input and output estimates, governmental policy dictates, globalization features and finally, workers personal interests which sometimes are not considered or relegated completely to the background so that at the end, achieving development may be near impossibility. Nigeria's business environment cannot afford not to take note of all these factors.

At this juncture, it should be stated that whether it is on-the-job training, apprenticeship, coaching, internship, job rotation, orientation, in-service or off the job training, vestibule and classroom, appropriate training programmes relevant and suitable for specific goals and employees' category given cost and available resources should be utilized at any given time to achieve the desired level of organizational growth and development. The general and specific objectives of any organizational training programme should have a resultant positive outcome to all the participants or stake-holders involved though the dimension and magnitude of the positivism could differ and vary across the spectrum.

Data Gathering and Sourcing

The study utilized primary and secondary data. The sources of information for the primary data were the use of a questionnaire structured on Likert's 4 rating scale complimented with interview questions. The questionnaire was administered to a population sample taken from one of the sectors of the economy by simple randomization technique. The sector is the telecom industry where 500 workers from Ibadan North Local Government Area of Oyo State were selected based on stratified and randomized sampling technique. Secondary data from literatures were also used where necessary to compliment the primary data. The analysis of data was done using simple percentages and chi-square to test the generated hypotheses for validation or rejection.

METHODOLOGY

In field research works, an important method of data gathering is through qualitative research method which is an analytical induction exercise. In the literatures, the method is derived from Verstehen tradition which is the view that the researcher (scientist) must gain an emphatic understanding of societal phenomena and recognize both the historical dimension of human behavior and the subjective aspects of the human experience. In qualitative researches therefore, the researcher attempts to understand behaviour and institutions by getting to know persons involved and their values, rituals, symbols, beliefs and emotions. These mechanisms were utilized in this research with the research groups being visited right at their working places and work environment to respond to the questionnaire generated and at the same time, compiling other needed pieces of information and data.

RESEARCH FINDINGS, RESULTS AND DISCUSSIONS

Table 1; Distribution of Respondents by Sex

Gender	Frequency	Percentage
Male	412	82.4
Female	88	17.6
Total	500	100

Source: Field survey 2012

Most 82.4% of the respondents were males possibly based on the nature of the job which sometimes is demanding and very tasking however, females can be seen dominating some other units like marketing in the telecom businesses selling re-charge and Sims-cards among others services. Training is however imperative to all the employees regardless of their categories.

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Table 2; Distribution of Respondents by Age

Age Range	Frequency	Percentage
21 – 30	187.5	37.5
31 – 40	200	40.0
41 – 50	100	20.0
51 and above	12.5	2.5
Total	500	100.0

Source: Field Survey 2012

The larger proportion (40%) of the respondents were between the ages of 21 – 40 which agrees with active population estimates (the labour force) as well as the labour force constituent in economic analysis. This is very okay since this population is known to be open to acquire new skills that can improve their outputs on the job through training programmes which can still better their lots.

Table 3; Respondents Marital Status

Categories	Frequency	Percentage
Single	318.75	63.8
Married	181.25	36.2
Total	500	100

Source: Field Survey 2012

Majority (68.8%) of the respondents were single which is a clear reflection of the population of those that dominates the active population of the nation as well as the economy that are majorly young graduates of tertiary institutions just landing their first jobs" mostly. Technically though, since they are singles, marital challenges that can affect their training programmes will none exist.

Table 4; Distribution of Respondents by Educational Qualifications

Categories	Frequency	Percentage
Below first Degree/Equivalent	126.25	21.2
First Degree/Equivalent	356.25	71.2
Higher Degrees/Professional Qualification	37.5	7.5
Total	500	100.0

Source: field survey 2012

The respondents (71.3%) were mainly first degree and its equivalent holders while 7.5% of the respondents have additional qualifications. These shows that they are a well educated group of workers who should be favourably disposed to organized training programmes in their work places to enhance their performances for greater outputs when giving a positive consideration.

Table 5; Distribution of Respondents by Length of Service

Categories	Frequency	Percentage
Under 5 years	343.75	68.8
5 – 10 years	62.5	12.5
10 – 15 years	62.5	12.5
15 years and above	31.25	6.2
Total	500	100.0

Source: Field Survey 2012

Though the telecom business is barely over a decade years old in Nigeria, it is still of note that the larger proportion of the respondents here were under 5 years in the service in the organization (68.88%). This may not be too good enough for training programmes like on-the-job skill acquisition among others where expertise is built over time while doing the job however on the other hand, they may still constitute "willing hands" ready and open to training compare to the "stale" ones who could have become too conservative over time and so difficulty to train regardless of the programmes.

Table 6; Respondents by Managerial Cadre

Categories	Frequency	Percentage
Management/Top level	12.5	2.5
Middle/Senior level	231.25	46.2
Lower/Junior level	256.25	51.2
Total	500	100.0

Source: Field Survey 2012

The majorities (51.1%) of the workers belong to the lower junior cadre possibly to reduce overhead in salary payment and other entitlements or possibly job specifications but the size of the middle and top cadre combined is also very impressive. For instance it is expected that based on academic qualifications as an example, the middle and senior level as well as management and top level workers (48.78% by summation) are expected to be holders of university degrees or its equivalents while the junior workers should have secondary schools leaving certificate at least and other vocational qualifications. In all, it is a fair distribution of the workforce which can be trained for greater productivity regardless of the cadre.

Test of Hypotheses

Ho₁: There is no significant relationship between training techniques and employees development in Nigeria's business environment.

Table 1: Contingency table testing the relationship between training techniques and employees development in Nigeria's business environment.

	Count Row	Low 1.00	High 2.00	Row Total
Low	1.00	55 18.5	242 81.5	299 59.4
High	2.00	52 25.6	151 74.4	203 40.6
	Column Total	107 21.4	393 78.6	500 100.0

$$X^2_{crt} = 0.00393$$

$$X^2_{cal} = 3.61099$$

$$P < 0.05$$

It is observed that chi-square calculated is significantly greater than the P-value ($X^2=3.61099$; $df=1$; $P<0.05$). The stated null hypothesis is therefore rejected in favour of the alternative that there is a significant relationship between training techniques and employees development in Nigeria's business environment.

Ho₂: There is no significant correlation between employees training programmes and organizational growth in Nigeria's business environment.

Table 2: Contingency table testing the relationship between employees training programmes and organizational growth in Nigeria's business environment

	Count Row	Low 1.00	High 2.00	Row Total
Low	1.00	51 23.1	170 76.9	221 44.2
High	2.00	56 20.1	223 79.9	274 55.8
	Column Total	107 21.4	393 78.6	500 100.0

$$X^2_{crt} = 0.00393 \quad Df = 1$$

$$X^2_{cal} = 0.66214 \quad P < 0.05$$

Chi-square calculated is significantly greater than the P-value ($X^2=0.66214$; $df = 1$, $P<0.05$) which made the alternative hypothesis accepted in favour of the null that there is a significant correlation between employees training programmes and organizational growth in Nigeria's business environment.

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Ho₃: There is no significant relationship between employees training programmes challenges and Nigeria's business world and economic development.

Table 3: Contingency table testing the relationship between employees training programmes challenges and Nigeria's business world and economic development.

	Count Row	Low 1.00	High 2.00	Row Total
Low	1.00	64 23.5	208 76.5	272 54.4
High	2.00	43 18.9	185 81.1	228 45.6
	Column Total	107 21.4	393 78.6	500 100.0

$$X^2_{\text{crt}} = 0.00393$$

$$X^2_{\text{cal}} = 1.608$$

$$Df = 1$$

$$P < 0.05$$

From the table, chi-square calculated is significantly greater than P-value ($X^2=1.608$; $df = 1$; $P < 0.05$) which means that the alternative hypothesis is accepted in place of the null hypothesis that there is a significant relationship between employees training programmes challenges and Nigeria's business world and economic development. The implication is that employees training programmes in Nigeria should be well handled not minding the challenges like inadequate finance, personnel shortage, social economic and political crisis among others to achieve a business environment that will promote economic growth and development in the nation.

CONCLUSION

This issue of training for the development of employees is such a critical matter that must be on the priority list of organizations in Nigeria work places if the country is to rank with the developed economies across the globe. For instances, the hypotheses tested shows that training and training techniques are highly correlated to employees development in Nigeria's business environment and that there is a significant relationship between employees' training programs and organizations' growth and development. Again, it is clear that such training program are likely to face all sought of challenges like inadequate finances and manpower, resource materials and many more but all must be overcome in other for the business world in the country to develop like others in the committee of nations and for the country to achieve economic growth and development. No effort should be spared since the nation and her people will be better off at the end of the day. Appropriate techniques of training as a function of goals should be used in training employees at any given time however; such method must be cost effective with adequate human and material imputes to achieve the desired results. The more an organization desired growth and development, the more should be the training of the employees irrespective of the challenges. Inward imputes sourcing mechanisms, improvisations and the right environment to facilitate the exercise should be developed from time to time since employees training and development is of correlated importance to the growth and development of Nigeria's business environment.

Adequately trained employees are assets to achieve growth and development in the economy and Nigeria cannot be an exception.

RECOMMENDATIONS AND POLICY DECISIONS

Employees training and development are highly tangential to organizational growth as well as development in any business environment for instance given Nigeria as a case study. The human capital base of production should be invested in through constant training and retraining programmes which will ensure that the dynamics in the environment are constantly addressed to continually guarantee relevance of meeting expectations whether of the state, shareholders and the consumers of the goods and services locally and internationally.

It behooves all concerned (the government, investors or shareholders as well as the workers or employees themselves) to therefore join hands together to achieve employees training and development since this is the only sure way to business thriving in the business environment and also achieve growth and development in the nation for relevance in the global community.

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