

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Improved capabilities, knowledge and skills of the talented workforce proved to be major source of competitive advantage in a global market (Kinsey, 2006). To develop the desired knowledge, skills and abilities of the employees, to perform well on the job, requires effective training programs that may also affect employee motivation and commitment (Meyer and Allen, 1991). In order to prepare their workers to perform their job as desired, organizations provides training as to optimize their employee's potentials. Most of the firms, by applying long term planning, invest in the building of new skills by their workforce, enabling them to cope with the uncertain conditions that they may face in the future, thus, improving the employee performance through superior level of motivation and commitment. When employees recognize their organization interest in them through offering of training programs, they in turn apply their best efforts to achieve organizational goal and show high performance on job.

Employees are the most valuable asset of every company as they can make or break a company's reputation and can adversely affect profitability. Employees are often responsible for the great bulk of necessary work to be done as well as customer satisfaction and the quality of products and events. Without proper training, employees, both new and current do not receive the information and develop the skill sets necessary for accompanying their tasks at their maximum potentials. Employees who undergo proper training tend to keep their jobs longer than those who do not.

Training as a necessity in the workplace, without it, employees do not have a firm grasp on their responsibilities or duties. Employee training refers to programs that provide workers with the information, new skills or professional development opportunities.

In any organization today, its main aim is to achieve its goals, this can only be done through proper training and development of an employee within such organization. Hence, the two major ways through which an organization can enable its personnel to possess that desired traits, skill, as well as abilities are through proper training and development programme (Otokiti, 2002). In Nigeria today, most organizations have their own training and development centers which organize programme for improving the skill and knowledge of their employees. Many other organizations enrol their employees for external training and development programme both within and outside the country in order to improve their effectiveness and efficiency in the productive process (Amao, 2006).

Man power has been identified as the major and critical factor in the country's National Manpower Secretariat. A recent inquiry, however made by secretariat (National Manpower Secretariat) on the stock of manpower employed on various ministries in the country revealed the reality of trained manpower in the country today.

As a result of the growth of an organization, hence improved productivity performance and profitability, there is an upsurge and quick modalities put in place toward enhancing training and development needs of the employees. At this point, an organization beginning to realize the importance role of manpower training and development can eventually lead to realization of an

organizational goal.

At this junctions, one may define "manpower development or human capital formation" as the process of acquiring and increasing the number of persons who have education, skill and experience, which are critical for economic and social development of an organization.

Manpower development calls for the investment of the society in education, by the employee in training and development.

1.2 Statements of the Problem

The study begins from the realization of the need to effectively administer the effects of training on employed performance. Training is a systematic to enhance employee's skill, knowledge and competency, necessary to perform effectively on job. Overall, training impacts organizational competitiveness, revenue and performance. Unfortunately, the majority of governmental, private organization and international organizations are not recognizing the importance of training to increase their employee's productivity and when the economy shows or when profits decline, many organizations first seek cuts in their training budgets. This will lead to high job turnover then increase the cost to hire new employees which slow down the organizational profitability. Past researches proved a positive link between training and employee performance through the enhancement of employee's competencies and behaviour. A firm that focuses on shareholders and customer satisfaction realizes the importance of interest in training, and thus recognizes the worth of employee development (Evangs and Liradsay, 1999).

Keeping above discussion in mind, the significant function of this study is to answer the following research questions.

1.3 Research Questions

- i. To what extent can job rotation affects employees' satisfaction?
- ii. To what extent can workshops affects work quality?
- iii. To what extent can coaching affects employees' productivity?

1.4 Objectives of the Study

The main objective of this study is to examine the impact of training and development on workers' performance. The specific objectives were to:

- i. To determine the impact of job rotation on employees' satisfaction
- ii. To examine the impact of workshops on work quality
- iii. To investigate the impact of coaching on employees' productivity

1.5 Research Hypotheses

H01: Job rotation has no significant effects on employee satisfaction

H02: Workshop has no significant effects on work quality

H03: Coaching has no significant effects on employees' productivity

1.6 Significance of the Study

The significant of this research work on training and development on employee's performance in an organization cannot be over-emphasized. This will be due to the fact that human training and development is central to management decision on how best they set goal will be accomplished within an organization.

This work will be significant to the following categories:

Nigeria financial industry, government parastatals and the general public.

Training and development will also be useful to the individual in the sense that it will help him / her to poses useful skill which will enhance his / her value to the employees and will increase his / her job security. It will also qualify employees for promotion, which will increase the pay. More so, training and development will lead to increased productivity and thereby serving as tools for economic development in the country.

Therefore, it will contribute to the increase standard of training of the people.

1.7 Scope of the Study

This research work will focus on the concept of training and development program of Guaranty Trust Bank Plc; and their impacts on employees in the organization. The study will specially cover the top management and their employees of the said Bank. It will also cover training and training process, method training development ,evolution of training programme tip for assessing organization training.

1.8 Definition of Terms

- Human Resources Management: Is the way organizations manage their staff and help them to develop (MC Court and Eldrige, 2003) in order to be able to execute organization mission and goals successfully.
- Human Resources Development: Is the integration of individual career organization development roles in order to achieve maximum productivity, quality, opportunity and fulfillment of organization member as they work to accomplish the goal of the organization (Pace, Smith, and Mill 1991, 6).
- Training: is a type of activity which his planned, systematic and it result in enhance level of skill, knowledge and competency that are necessary to perform work effectively (Gordan, 1992).
- Development: Is a board ongoing multi-faceted set of activities (training activities among them) aimed at bringing someone or an organization up to another threshold of performance, often to perform some job or a new role in the future (MC- Namara, 2008).
- Employee Performance: Is defined as the outcome or contribution of employee to make them attain goals (Herbert, John and Lee 2000) while performance may be used to define what an organization has accomplished with respect to the process results, relevance and success Viganda National Development Programmes (1995). Afshanet (2012) define performance as the achievement of specific tasks measure against predetermined or identified standard of accuracy, completeness, costs and speed. Employees' performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers.