

THE ROLE OF TRAINING AND DEVELOPMENT IN CRISIS

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ABSTRACT

This paper investigated the role of employee training and development (T&D) in an organization. To meet achieve objectives, the paper focused on training and development (T&D) issues in organization. Data were collected qualitative approach research method rapped in a semi structure interview,. The findings reveals that training and development (T&D) provided by an organization to face the economic crises in an effective manner. As the training has provided to the employees of the organizations to marginalize the risk during the crises and given strength to the employees to adapt to the varying strategies of the organizations. It would be better for organizations to provide better workplace in addition to the training and development (T&D) to encourage the employees to be in the organizations for longer periods.

INTRODUCTION

The rapidly changing society in which we live today is forcing a serious and very impossible situation and all possible efforts to remain in touch with changes became very necessary. The current economic crises have had a negative impact on most of organizations around the world. Howard (2009) argued that global economic crises means there are new risks but importantly new opportunities. Now after being hit by the effects of the current economic crises, some organizations still stick to the old, established practice: caring only about the tangibles, most importantly money. They try to cut costs across the board without protecting those assets that could offer hope

for the future, the intangibles: among them human skills, learning capabilities and organization social capital. Those organizations, on the other hand, which use the crises as an opportunity to take stock of what really matters, of what creates lasting value, may emerge from crises well prepared for the new circumstances”.

In the other hand, employees of all types of organization require a high level of training and development (T&D) to give them the skills necessary to perform their work efficiently. According to Smith (2004:64), “change which is occurring at an increasingly rapid pace in our societies, our professions, our organizations and our lives as individuals. In this environment of

increasingly rapid change strategic human resource development is not an option but a strategic imperative. Those that fail to develop risk being left behind...”. Also, Pepper (1984:99) points out that “the more training and development (T&D) are given to an organization's staff, the more readily and effectively will that organization, in the face of economic or other environmental and technological changes, recognize and adapt to deal with its new operational requirements”.

Through the literature survey, the importance and role of training and development (T&D) in modern organizations was amply substantiated with supportive evidence provided by numerous scholars in the field (Kenney and Donnelly, 1972; Rosow and Zager, 1988; Bennett, 1993; Taylor, 1996; Belcourt, 2006; Gandolfi, 2009, Ismail et al, 2011, and others).

For the country like Nigeria, the requirement for trained human resources is especially important at the time when the government trying to implement some control over the entry of the skilled employees into the kingdom. The demands of a developing economy, together with the ever-increasing globalization of the world market, increasing domestic competition and other challenges will provide the training and development (T&D) function a concern of the highest significance for every business organization. The organizational

sector in Nigeria has left with only option that to depend on proficient skilled labored brought from abroad.

PROBLEM STATEMENT

Competition has affected employees performance hence they are not having required needed skills, knowledge, attitude and the technical know-how to enhance their professional performance particularly at the most critical peak of crisis that could result to low level of performance of most staff and thereby having negative effect on the overall performance of the corporate objective of the staff. These are the problem that prompted this research work.

OBJECTIVES

The primary objective of the study is to identify the importance of employees training and development in increasing organizational resilience against economic crises.

The specific objectives are:

- i. To find the benefit of Nigeria organizations achieved through training and development (T&D) taken in the past to face the current economic crises.
- ii. To identify the use of training and development (T&D) in economic crises in an organization.
- iii. To find out future plans of Nigeria organization (after the end of the nation economic crises) towards training and development (T&D) of employees.

LITERATURE REVIEW

Impact of Global Financial Crises On The Nigeria Organizations

The global economic crises shown lot of impact on both the employers and employees and changed their attitudes and behaviors drastically in no time. Even the organizations were using the training as a mode of refreshment to the employees by sending to other sites and also with hike and employees were also ready to go onsite for a while. This attitude took a setback and forced to take training in the organization itself (SHI Meixia, 2010).

The employee used to focus more on the entry into the organization and left to the organization to get him trained. Even the organizations before the crises also were ready to train him and invest on him. But the crises brought a complete change in the attitudes of the both parties. The employees faced the insecurity in job and forced him to take responsibility towards his career. At the same time organizations rather than selecting the candidates more and train them are now showing more care in the selection procedure and became more skeptical about recruitment at the time of crises. As whole economic crises have shown lot of impact on the training and development (T&D) and even change the course of direction and pattern of the training and development (T&D) (Aljored, 2010).

Economic crises have shown impact on all the four areas of Human Resource

Management (HRM) such as reward systems, recruiting and selection, performance appraisal and training and development (T&D). apart from the training and development (T&D) other can downsized but this cannot be stopped. Why because this is inevitable to the smooth functioning the organization and make the organization accept the new challenges and be ready to deliver any type of work and more amount of work technically. The impact of economic crises has provided a great opportunity to the organizations to understand the work practically the old theories of crises management (Vosa, 2010).

Employment in a variety of countries around the world was affected as a vital consequence of global economic crises. The severity of this influence varies from country to country, and even though the world economy initiated to recuperate, majority of the countries are still enduring economic crises more than other countries (Almeri, 2009).

Nigeria is regarded as to be amongst the slightest affected countries by the global financial crises, because of the following reasons:

- i. The boom which the country experienced from the year 2004
- ii. The policies implemented to construct financial excesses and assets, which reinforced the capability of the economy to face challenges

iii. The structural transformation

Economic Impact On Training Investment

Prior to crises the majority of the interviewees had make use of forecasting rather actively, primarily to guess number of staff required to employ depending on the market condition. Later than the crises, though, Human Resource departments have located stronger importance on forecasting. With the help of forecasting interviewees desire to make confident that they are conscious of what is going on within and outer the organization and therefore be capable to better train the business for conflicting potentials upcoming scenarios diffident well known private organizations are implementing appropriate welfare policies to sustain their organizations during the economic crises. The welfare policies are such as: medical insurance, retirement fund assurance and accommodation (Vosa 2010)

Training budgets have been reduced as the consequence of the global economic crises (Aljored, 2010) found that economic crises affected the training investment budgets of the organizations which have been reduced significantly.

RESEARCH METHODOLOGY

The research used in thesis to qualitative research method as the whole thesis on benefit, impacts and future plans of training and development (T&D) in the Nigeria organization (consists of 200 or

more employees) before and after the global financial crises, this research method is appropriate for this thesis in order to get the insight of the scenario. Qualitative method is the research method that provides the comprehension of the problem in different perspectives in a descriptive way so this qualitative research method has been chosen to carry out the research as it more suitable and apt for topic of the thesis. In this paper, primary and secondary data would be collected through interview with 34 HR managers in Nigeria organization, and secondary data would be collected by reviewing the available literature related to the current study.

The Human Resource managers were chosen randomly from 34 large organizations, the list of organizations received from chamber of commerce and industry.

DATA ANALYSIS

The result of interview with Human Resource managers are follows:

Q1. Do the training and development (T&D) has been affected by the crises?

In the present study 21 Human Resource managers (61.8%) stated that the effect of crises on the training and development (T&D) of the Nigeria organizations is moderate. 13 of human resource managers (38.2%) told that there is more impact on training and development (T&D) of organizations due to economic crises.

Q2. If training and development (T&D) has

been impacted, how it has been impacted by the crises?

When 34 Human Resource managers are asked about the impact of the crises on training and development (T&D) 25 human resource managers (73.5%) stated that the impact is more on the budget that is needed for training and development (T&D) of the employees. Of the human resource managers (20.6%) told that the impact of crises is more on competent training of the employees and is resulted for basic training only. But 2 human resource managers (5.9%) told the impact of crises is on intensive evaluation techniques used for assessing the skills of employees.

Q3. What sort programs of training and development (T&D) have you employed in the organizations?

19 human resource managers out of 34 (55.9%) told that they have introduced staff development program that is used for the employee development whereas 15 (44.1) human resource managers have introduced staff training assistance program for the enhancement of the employee performance.

Q4. For what purpose do you use training and development (T&D) practice?

Out of 34 human resource managers 13 (38.2%) human resource managers told that training and development (T&D) programs are very beneficial to the employees to improve their performance. 21 of the human resource managers (61.8%) stated that the training of employees will be helpful for

facing the difficulties of the work in critical situations.

Q5. Do you think employees have benefited from crises? How?

In the present research 26 human resource managers out of 34 (76.5%) stated that there are some benefit to the employees of the organization due to crises as the training provided to them is helpful for facing any critical situations in future. The remaining 8 (23.5%) human resource managers told that the crises is not beneficial to the employees of the organization.

Q6. How human resource practices in Nigeria organizations would emerge in the future particularly training and development (T&D)?

18 human resource managers out of 34 (52.9%) told that the utilization of latest technologies will be helpful for the improvement of training and development (T&D) and 7 (20.6%) human resource managers stated that the training and development (T&D) centers will be helpful for this task. 9 (26.5%) of them told that establishment of suitable systems will improve the training and development (T&D) of the employees.

Q7. How the training and development (T&D) is going to be in your organization in the future?

27 of the human resource manager (79.4%) stated that there will be an increment in the work planning of their organizations. 7 of the human resource managers (20.6%) told

that they will utilize the intellectual potential to improve their training and development (T&D) programs.

FINDINGS

The internal and external training is very important is very significant for all workers and assists in improving career opportunities and preparing workers face challenges in emerging world especially in the economic crises situation. However the training is expensive, why because, employees who work in an organization do not accept external training in the majority of situation. The cost is the most important concept for the lack of training program in Nigeria. However, nowadays, a latest model “trainers through trainees is developed through these trainings. Why training their workers in large numbers, several countries utilize that techniques to decrease their training expenses. training and development (T&D) is the structure for assisting employees to enlarge their personal and managerial skills, understanding and capabilities.

From the past 30 years in Nigeria organization training and development (T&D) as well as recruitment have gone through main renovations in line with going business along with financial and societal climate. At the same time as sustained to uphold a long standing focus and apparent vision for human resources approach, as well as alteration of the approach in Nigeria organization was required by the altering

business atmosphere, demographics and behavior of the new cohort of workers (Al-Hamidy, 2010). Nigeria organizations became choosier in employment practices as of today, and practice rigorous assessment techniques to assure the quality and skills of candidates and the long term return on our huge investment in human resource. Fundamentally, just entry-level training for fresh staff. The weak economic conditions enforce some human resource managers to discover and increase their training and development (T&D) for staff. The outcomes of this programs enormously positive.

Training and development (T&D) is structure for assisting employees to enlarge their personal and managerial skills, understanding and capabilities. Though, there are so many possibilities for the improvement of training and development (T&D) the organization have to strive over the future challenges. Global financial crises covers ways for a distress as the situation is not only declining the confidence of the top organization. It would be better for Nigeria large organizations to provide better work place in addition to the training and development (T&D) to encourage the employees to be in the organization for a longer period. Flexible management of salary and welfare, elaborate management of performance, systematic management of training and development (T&D) and scientific management of human resources

planning are some of the future plans those have to be needed to face the crises conditions.

After a cautions analysis of the training and development (T&D) in Nigeria organizations at the time of crises one can conclude that, first, a lack of proper human resources development program and adequate training are the two key future plan of the Nigeria organizations towards the training and development (T&D) of employees. Human resources would be developed in employing organization via methodical or informal training programs is the they are only reason why the Nigeria organizations have survived in global financial crises while the organization have not (Aljored 2010).

C O N C L U S I O N A N D R E C O M M E N D A T I O N

CONCLUSION

In order to face the growth in globalization and the domestic competition of the world market training and development (T&D) of employees in organization is very essential. It will be more helpful for providing solutions to the problems caused within and outside the organization. The key benefit of training and development (T&D) for the Nigeria organizations is retention of the employees which is very important for any organization success. training and development (T&D) provided by the Nigeria organization in the past has benefited the organizations to face

the economic crises in an effective manner. There are so many benefits with the employees those have taken the training in past to the organizations in Nigeria in Nigeria face all challenges of the economic crises. Where employing were provided with adequate training in the organizations it reduces the challenges during crises because they acquired ability to adjust with the varying strategies of the organizations. The benefits of the training and development (T&D) taken in the past times helps the organizations to enter into the market conditions with enhanced potential.

Training and development (T&D) has experienced difficulties considerably as well, even though organizations have preserved the fundamental level on guidance programs and intense on increasing interior training relatively than paying for exterior training programs. However, the present economic crises has carried latest chances to increase human resource towards a more dynamic task of the organization. They worked strictly with managers to discover the possible ways to decrease the expenses of labour. They were also enforced to discover innovative ways to widen cost competent training and inspiration programs.

RECOMMENDATION

i. There is need for the top management to develop a management style that will be embraced by the subordinates through training and development.

- ii. Develop a budgetary plan for training and development annually
- iii. Ensure trained staff is given preference against the untrained
- iv. Recognize achievements. You may not be able to award big bonuses or significant merit adjustments, but a lot can be gained by saying thank you and encouraging further development and success.

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