THE IMPACT OF TRAINING ON STAFF PERFORMANCE IN AN ORGANIZATION

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ABSTRACT
This paper is predicated on the impact of training on staff development in an organization. The problem that necessitated this paper among others are high labour turnover, damages to the organization through increased costs of recruitment and selection which delays product and or service delivery, low morale amongst employees and inability of management to recognize the type of training that will lead to staff productivity. The objective of this paper is to find out whether there is significant relationship between training and staff development in an organization. The paper covers Power FM, Bida which has a total of 36 staff. Both primary and secondary data were used in this paper. The secondary data were sourced from books and previous work similar to this while the primary data were obtained from structured oral interview of the employees of the establishment before drawing conclusion. In our findings, majority of the respondents agreed that inability of management to provide adequate training resources to cater for its staff needs will hamper development of the staff thereby leading to high employee turnover in the organization. Most of the staff of Power FM Bida also submitted that the management of Power FM Bida is not doing much to support the training of its staff. They also believe that adequate training of employees will lead to high productivity on their jobs. As part of the writers' recommendations, management of establishments especially Power FM Bida, should ensure that their employees are well trained to spur them to greater performance and increased productivity.
Keywords: Impact; Staff Training; Development; Organization

INTRODUCTION
According to Cole (2014), Employees and managers who must adapt to the myriad of changes facing organizations must be trained and developed continually in order to maintain and update their capabilities and for managers to enhance their leadership skills and abilities. After employee recruitment and selection, the next step is training on staff development. There is different between education and training. Education is the background knowledge required and it takes place in the school, college or universities while training takes place in an organization and it is job oriented and has more immediate utilization purpose than education. Training on staff development is one of the vital ingredients that is needed in every organization for its survival and for increase in productivity. Training and development bring out the best and hidden potentials of the staff. The scope of training and staff development activities varies in organization and in commercial field. Some organization carryout minimum number of staff training and development because, as a matter of policy, they prefer to recruit staffs that are already trained or professionally qualified. Those organizations are prepared to pay the top market price for industrial trading board in Britain was precisely to ensure that all organizations in their scope contributed toward training on staff development. According to Armstrong, (2013), Staff training and development are concerned with activities related to the performance of groups and individuals in the organizational setting. Despite the recognition of the importance of training for staff development by management experts

and government as expresses in white papers on various reforms in Nigeria, the experience of manpower training and development in the Nigeria public service has been more of waste. Employee hired under a merit system must be presumed to qualified, that there were already trained for their job, and that if this was not so, it was at fault. Organizations are not interested in providing training and developments that are generalized in nature. They are focusing on specialized trained and which is relevant to a specific task and make the employees unfit for competitors use. Organizations are finding ways to make the employees specialized rather than a generalized one, while other organizations consider training on staff development as an investment on employees and expect a return on the form of commitment and survival.

Statement of the Problem

High labor turnover damages the organization through increased costs of recruitment and selection, delayed. Service delivery and low morale amongst employees. Kabungaidze (2013) argued that such activities greatly affect organizational success to prosper in today's competitive economy due to their inability to retain the right quality of employees. Inability of the management to recognize the type of training that will lead to staff's productivity. For training to have positive or negative effect on staffs or employees, it depends on the extent to which management support staff's training for development of staff in an organization. Some management does not recognize that training of staff will impact on the organization, hence do not see the need to support and encourage their employees.

Research Questions

Is there any significant relationship between training and staff development in an organization?

Objective of the Study

The objective of this study is to find out whether there is significant relationship between training and staff development in an organization

Hypotheses

H_O: There is no significant relationship between training and development on staff and organization

Literature Review

The expectation of every employer is to employ a competent, capable and highly motivational employee to increase the organizational performance and as well enable the organization to attain it goals and objectives. There are gap between actual performance and established performance standard. This leads to low productivity and nonattainment of organization goals. However, this can be resolved through an investment in training and development of skill and talent of employees. This can be sure to transform competent employees into innovative minded.

Conceptual Framework

This chapter tries to explain what training, development and education is all about. Abafi (2009) said training is a set of activities that provides the opportunity to acquire and improve the job related skills. Ubeku (2013) in Abafi and Haruna (2009) Training is the systematic development of the knowledge. Skills and attitudes required by an individual to perform a given task adequately. Training which is specifically designed to meet designed needs. It is an organized procedure by which people learn knowledge or skill for a definite purpose. Nmadu (2014) defines, training as an organized effort to change behavior as attitude of employees that that they can perform to acceptable standard on the job. The major objective of training therefore, is to achieve a change in the behavior of those that benefits from the training programs that is, it is expected that the trainee shall acquire new and varied skills, customer service skills (Technical skill, safety skills and human relation skill) which when applied on the job will aid the achievement of organizational goals. While the defined development as a systematic process of training and growth by which individuals gain and applied knowledge, skills sight and attitude to manage work and organization effectively. Education will be taken to mean any long term learning activities aimed at preparing individuals for a variety of roles in the society as citizens, workers and members of family groups. Cowling and Malder (2013) referred to a definition given by Malder as the systematic development of the attitude/knowledge skills behavior pattern required by an individual I order to perform adequately a given task or job. In the industrial station, this means that trainees shall acquire new manipulative skills, technical knowledge and problem, solving ability or attitude.

He also states that all new employers regardless of their previous training, education or experience need to be introduced to their employers working environment and to be shown how to perform specific task. One does not just employ a new hand hopping that such person will adapt immediately either through the task or may be similar to the one he has been performing before taking up the new job. One still finds that each job situation possesses its own peculiarities as such, there still the need for such individuals to be introduced by way of training to the way things are done in the organization. Ubel Andrea, Angotte, Brain Zikmund-Fisher (2014), a systematic approach to training and development will generally follow a logical sequence of activities commencing with the establishment of policy and the resources to sustain it followed by assessment of training needs for which appreciate training is provided and ending with some form of evaluation and feedback. This is illustrated in a sequence or cycle or events.

Systematic Training: Basic Training Cycle
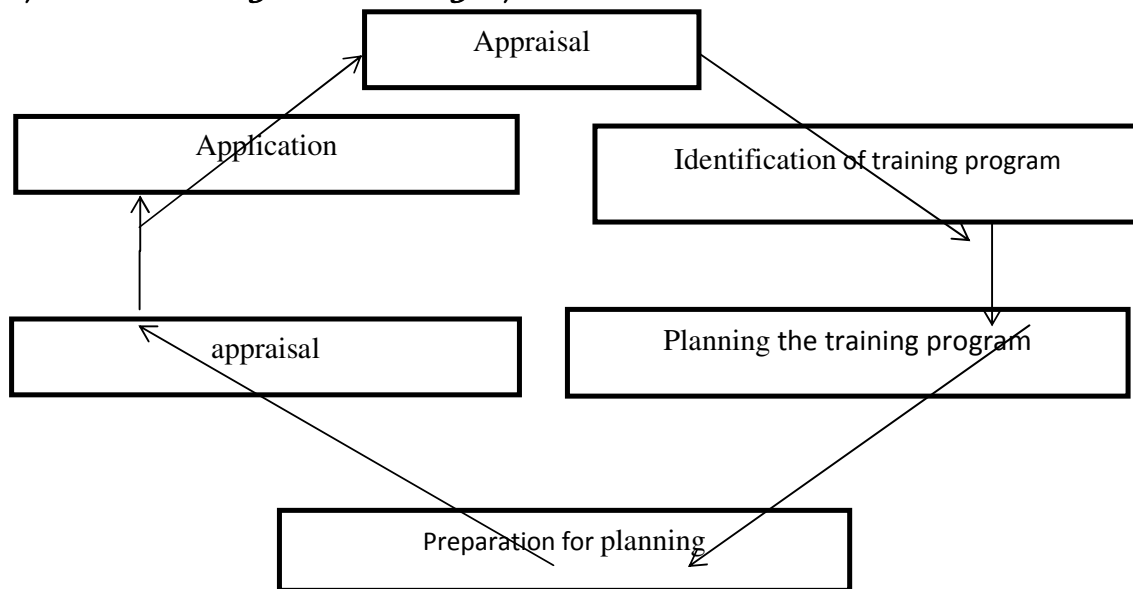
Source; Nwachukwu (2008), Management Theory and Practice

Generally, the benefits are that a well trained work force, the organization with a high standard of goals or services, probably a more cost effective manager than other therefore with a better chance of achieving organizational goals by the profit oriented or service oriented,

i.   Maintenance of a sufficient and suitable range of skill amongst employees
ii. The development of knowledge and skills in the in the work force
iii. The harnessing of work experienced and other forms of, on the job development in a planned way.

Achievement of improved product quality. According to Ubel et al (2014), the individual trainees stand to gain the following benefits

i.   increase personal repertoire of skills
ii. Increase the job satisfaction.
iii. Increase the value of improved prospect of internal promotion.

Training Needs

Different organizations set targets to be achieved the ability to achieve this will depend on the performance of certain task, which are assigned to staff. Ability of the staff to perform those tasks having requisite skill and experience, without which they have to undergo training. Training does not provide solution to the overall organizational problem because it is one of many variables that contribute to organizational success. It is however, applied to achieved goals provide satisfaction to workers and bridges the gap that exist between standard and performance. Training has to be systematic and follow a define process for it to be effective else the whole effort would end up being a waste, this processes is to be followed varied from one form to another, but all the time point emphasis should be on the job, the holders of the job and his ability to perform assigned

tasks. In identifying training needs special attention must be given to the goals and objectives of the organization current employees capabilities in task performance future development and competition in the open market and the general need to update the skills of employees. Berlaner and Larrey (2012) suggested that the programs should be based on the following:

a) the need to fill man power gap
b) the need to acquire better equipment and handling skills
c) the need to develop a positive attitude to work
d) the need to prepare lower or middle level cadres to assume leadership roles in future
e) the need to integrate new
f) the need to be current on development in the field and
g) the need to prepare staff for enlarges area of responsibility.

The first major step that must be critically examine in training process is to identify the training needs of the employees and misstate of this point well render the whole process useless Robins (2014) opened that training needs can be identified through a proper knowledge of organizational goals task to be performed and location of the missing links between standards and capabilities. Therefore, for describe adequate training programs for individuals or experienced, it is necessary to conduct an accurate analysis of individual aptitude performance level. this must then be compared with the requirement of the job he is require to perform the objective of the training, to bridge the gap between existing perform ability and desired performance. The access of training program must therefore depend on accuracy with which organization needs has been identified and training objective specified. He also states recommend the following three (3) steps approach to determine training needs.

1. Organizational analysis to determine where training emphasis should be placed within the organization.
2. Operational analysis to decide whether the training should consist of requiring a study of what a person should be taught he is to perform his task with maximum effectiveness.
3. The analysis determines who need to be trained and what skills; knowledge or attitude should improve on. As soon as the training needs are identified the objectives express the gap to be bridge between the present and the expected performance level. A suitable training program can then be developed for the employees concerned.

Conditions Required for Training and Development
Beach, (2013) suggested that training and development has various conditions which make training and development take places in organization.

(a) Lack of interest on one's job; An employee may lose interest in the sense that he/she may have little or no knowledge about the job. Therefore, the employees may be sent on training course so as to boost his/her morale.

(b) Negative attitude to work; This is a situation whereby employee carryout the activities that is not allocated to the him/her that is, doing things that is unpleasant of the high status. It may be exhibiting an "I don't care attitude towards its job". The employee can be sent to an institution for more learning about the job to encourage such an individual

(c) Low productivity; lack of knowledge about the job assigned to an employee can lead to low attitude to work. That is when the employees work output is low, the employee should be given training to improve productivity to the organization

(d) Tardiness; when the employee is too slow in action at work that is when an employee does not have an experience about the work he/she should be sent on training to acquire more knowledge on the area of specialization

(e) Excessive absenteeism rate; In this situation an employee's run out of work all the time without permission he refuses to come to work without a reasonable reason for being absent sometimes gives gouging reasons. In this situation, the employee should be given training for him/her to know the important of that position they have been holding in that situation.

(f) Excessive complaints; This is a situation in which an employee gives too much complain for every little reason for the very job assigned to him/her. The employee's in this situation may lack the knowledge the job assigned to him or her, therefore the employee need to be trained in such area of work assigned to them.

(g) Low quality output; this is a problem where the employees output fall far below the standard that is required of him/her. In situation like this the output produced is always rejected because it is not the required standard and has fallen below expectation.

(h) High incidents of accidents; this is a situation whereby high rate of mistake and accident keep occurring at frequent basis it is a sure indication that there is the need of training of such employee to be specialized on the area of duty

(i) Insubordination; this is the direct opposite of subordination, in subaudition is the refusal of an employee to show respect or obey orders from somebody who has a higher rank than him, when an organization is faced with such a problem, it need to send such an employee on training on how to behave to superior customers and other colleagues at work place.

METHODOLOGY

In collecting the data for the research work, survey method of research was adopted in which questionnaire and personal interview were used as the major instruments of data collection. The importance of design lies in the use of the sample size which was used to cover the study with focus on Power FM, Bida. The population of this research work includes all the staff of Power FM, Bida. The research population of the study consists of thirty-six (36) staff of the Power FM. Entire staff of the FM station were used since they are reasonable and manageable in size. Judgmental sampling method was used since all the staff are involved. Primary data were sourced through questionnaires and interview while secondary data were obtained from past project works, text books and internet materials. In the course of carrying out this work, descriptive research was used to

describe conditions of staff, correlation analysis was also used to test the study hypothesis. There are various methods of testing research hypothesis, but for the purpose of this work, correlation analysis is used as it is a statistical technique used in testing whether an observed association or link between two or more variables is statistically significant.

Formula for calculating correlation analysis is given as:

$$r = \frac{n\sum xy - \sum x\ (\sum y)}{\sqrt{(n\sum x^2 - (\sum x)^2\ [n\sum y^2 - (\sum y)^2)\ ]}}$$

r = Pearson r correlation coefficient
n = number of values in each data set
$\sum xy$ = sum of products of paired scores
$\sum x$ = sum of x score
$\sum y$ = sum of y score
$\sum y^2$ = sum of squared y score
$\sum x^2$ = sum of squared x score

Decision Rule
i. If the calculated value is greater than tabular value, you accept H_1
ii. If the tabular value is greater than calculated value, you accept H_o

Test of Hypothesis
H_o: There is no significant relationship between training and development of staff in an organization.

Decision Rule: Reject H_o if P-value ≤ 0.05 otherwise do not reject.

* There is significant relationship between training and development of staff in an organization& * Cross tabulation

			there is significant relationship between training and development on workers performance				
			SA	A	D	UD	Total
there is significant relationship between training and development of staff in an organization.	SA	Count	10	0	0	0	10
		Residual	5.0	-2.5	-1.0	-1.5	
	A	Count	0	5	2	3	10
		Residual	-5.0	2.5	1.0	1.5	
Total		Count	10	5	2	3	20

Symmetric Measures

		Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Interval by Interval	Pearson's R	.771	.064	5.129	.000[c]
Ordinal by Ordinal	Spearman Correlation	.937	.039	11.339	.000[c]
N of Valid Cases		20			

a. Not assuming the null hypothesis.
b. Using the asymptotic standard error assuming the null hypothesis.
c. Based on normal approximation.

Interpretation: Since $0.000 < 0.05$ we reject H_o and conclude that there is significant relationship between training and development of staff in an organization

Summary of Findings
The importance of carrying out this research work cannot be over emphasized, because notable and useful findings were drawn from the data analyzed and discussed in chapter four. Among such findings are:
1. The study reveals that there is significant relationship between training and staff development in an organization
2. The study also reveals that inability of management to provide adequate training resources to cater for its staff needs will hamper development of the staff thereby leading to high employee turnover in the organization
3. In the course of this study, a large number of staff of Power FM Radio agreed that adequate training of employee leads to high productivity in the organization
4. Also, the management of Power FM Bida is not doing much to support the training of its staff.

CONCLUSION
Conclusively, from the summary of findings above, the researchers were able to prove that the impact of training on staff development in an organization plays a vital role in enhancing staff development and the lack or, inadequacy of it, is inimical to any organization's survival. Even though there could be challenges affecting training of staff in an organization, it is also important to note that the existence of staff training goes a long way in helping organizations to achieve many of their goals and objectives.

RECOMMENDATIONS
Having drawn in conclusions on the findings of this study, the following:
1. Managements of businesses should provide adequate work equipment to reduce high employee turnover in the organization
2. Management should ensure all employees are well trained to increase their productivity.
3. management contributes to the development of workers in the organization by training them

4. Since workers' productivity contributes to organization's achievement of goals, management should invest in staff training in order to get the best out of their workers.

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