

The Effect of Training and Development Program on Employees in case of Jig-Jiga City Administration Council, Somali Regional State, Ethiopia

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Abstract

This paper attempts to assess the status of human resource development, i.e. factors that affecting training and development. Training and development represent a planned effort by an organization to facilitate employer learning of the job related behaviors. The objective of this paper was factors that affecting training and development on employees in case of Jig-Jiga City Administration Council. The study used descriptive methods of the study. Source of data used based on primary and secondary source. As data collection instrument, the researcher was intending to use Questionnaire which both opens ended and closed ended questions. The study used simple random sampling techniques and cluster sampling. Data were analyzed using Statistical Package for Social Sciences with used table, percentage and frequency. The major finding this study is, to find out of the problems related training and development activity, like personal relationship, not gate in promotional opportunity and unfair treatment. The recommended that problem the training section manager to solve this problem and the employers to gate sufficient training and promotional opportunity.

Keywords: *Training and development*

Introduction

Training and development represent a planned effort by an organization to facilitate employee learning of the organization. Training must be directed towards the accomplishment of some organizational objectives, such as more efficient production methods, improved quality of procedures or services and reduced operating costs. This means an organization should commit resources only to those training activities, that can best help achieving its objectives. Need assessment is systematic analysis of the specific training activities the organization to achieve its objective (Abdi; 1997). The study was conducted by allowing those basic aims in to consideration, to help employee activity by achieving their personal goals, on enhancement of the individual contribution to organization. To some extent, the success of training and development depends on proper selection of the person who performs the training tasks. Personal characteristics (such as the ability to speak well, to convince, to organize the work of others to be inventive and to inspire others to greater achievement) are important factors in the selection of a trainer (Jamaal .M. Mustar, 1994). The expansion of training's role reflects the fact that "the game of economic competition has new rules" as one expert says. Surviving and thriving today requires speed and flexibility on the part of an organization. In addition, they require responding to customers' needs with respect to quality, customization, and convenience and time lines. Meeting these new standards requires a workforce that is more than just technically trained. It requires people who are capable of analyzing and solving job related problems, working productively on teams and shifting from job- to job as well (Bashir. Ail, 1998.). Any training program daily consists of four steps: assessment, training objectives, training and evaluation. The purpose of the assessment program is to determine training needs. Then, if one or more needs that can be eliminated through training are identified. They (BYARs 1997.), the study would be conducted by allowing those basic aims in to consideration to help employee activity by achieving their personal goals, on enhancement of the individual contribution to organization employees.

Moreover, this study was plan training and development program that lays foundation for productivity of an organization and for employee motivation. Workers and materials provider need training. However, often in-experienced workers are simply told to go training and this makes for employee ineffective and inefficient. Although; the workers are gain of training and development regarding their profession skill ability and knowledge. There is no much more change is happen. Another problem in the administration of council, when new machine enter from outside, the installer of this new machine enter from outside. So if the machine

damaged no one able to repair the machine unless the person called again. So in order to know the problem that exists because of lack of the proper training and development in Jigjiga town Administration Council, it is important to understand the nature of the training programs that was given to employees. As the main objective of this research find out factors that affect workers training and development in Jigjiga city Administration Council. This was done with a specific objective such as to assess the major factors affecting training and development, to examine the basic challenges encountered during the implementation of the training and development programs and to suggest possible solutions that can solve the problems related with training and development activities of jigjiga city Administrative council.

Theoretical Framework

Training and development represent a planned effort by an organization to facilitate employer learning of the job related behaviors. Some authors to distinguish between training and developments. According to Gray/Starke (1991) training refers to teaching low level or technical employees how to do their present jobs where as development refers to teaching managers and professionals the skills needed for both present and the future jobs. Training improves the specific skill, knowledge, and attitude needed by individual to perform the present Job. According to Hodges's, 1993; training has five major aims to increase knowledge and skill, motivation to succeed, to improve chances for Advancement, to improve moral and the sense of competence and period in performance, and improve Quality and productivity. Smaller organizations seldom were formal development techniques most are informal. However, tend to have collaborated and formal programs which often combine on the job and off the job development. Some of the technique employee in management development is the same basic one used in employee training. The major difference is the emphasis given to certain tools and techniques (Ibrahim 1998). Career development is the ongoing acquisition or refinement of skills and knowledge, including job mastery and professional development, coupled with career planning activities. Job mastery skills are those that are necessary to successfully perform one's job. Professional development skills are the skills and knowledge that go beyond the scope of the employee's job description, although they may indirectly improve job since career development is an ongoing, dynamic process, employees may need encouragement and support in reviewing and re-assessing their goals and activities. You are in a key position to provide valuable feedback and learning activities or resources. Formal training and classes away from the job

are effective in providing new information, but adult learners also need to practice new skills. Therefore, you can contribute significantly to your staff member's career development by supporting career development activities within your department. Stewart 2003.

Development techniques include job rotation. Sending people to professional workshops or seminars, sponsoring memberships in professional associations, paying for an employee's formal education course and granting a person a substantial (leave of absence to pursue for the education or engage in community service. An employee should regard a co-sponsored program as a reward and or a clear statement about his/ her worth to the company (Ibrahim, 1998). On the Job training(OJT) in this approach; an employee learns while performing the job training proceeds through coaching or by the trainee observing proficient performers and then doing the work apprenticeships and internships are on -the job training program. Machine based training: in this technique, trainees interact with a computer, simulator or other type of machine .The environment is usually controlled and the interaction is one-to-one. Job-ration training: program, trainer move from one job to another. The temporary assignments allow them to learn various skills and acquire an awareness of how each relates to others. The success of training program once the training needs have been determined; the next step is to design (or depends on more than the organization's ability to identify training needs. Success hinges on taking the information gained from the needs analysis and utilizing it to design first-rate training programs (Stewart 2003,). Experts believe that training design should focus on at least four related issues: instructional objectives, trainee readiness and motivation, learning principles, and characteristics of instructors (Stewart 2003,).

Training must be directed towards the accomplishment of some organizational objectives. Such as more efficient production methods, improve quality of products or services. Or reduced operating cost Need assessment is systematic analysis of the specific training activities the organization requires to achieve its objectives. In general, four methods can be used to gather needs assessment information survey/ questionnaires, observation, focus groups and document examination (BYARS 1997) In addition to this Stewart, 2003) viewed, managers and HR professionals should stay alert to the kinds of training that are needed where are needed, who needs them, and which methods would best deliver increased abilities to employees. If workers consistently fail to achieve productivity objectives, this might be a signal that training is needed likewise, if organization receives an excessive number of customer complaints, this too might suggest in adequate training.

The aims of training are to shorten learning time so that new recruits reach their peak of efficient as quickly and economically as possible. Training aims at improving the

performance of employees. It also helps people to develop their capacities so that the company can. It also helps people to develop their capacities so that the company can meet most, if not all, its future requirements for managers, supervisors and higher grade. Professional, technical, sales, and production staff from within the enterprise (Rao and Narayana, 1987,). Moreover, as (Stewart 2003,) viewed, the primary reason that organizations train new employees is to bring their KSAs up to the level required for satisfactory performance. As these employees continue on the job, additional training and development provide opportunities for them to acquire new knowledge and skills (Dolan 1987,). Moreover, as (Stewart 2003,) viewed, the primary reason that organizations train new employees is to Bering their KSAs up to the level required for satisfactory performance. As these employees continue on the job, additional training and development provide opportunities for them to acquire new knowledge and skills. Training increases employee productivity. In addition to learning how to complete new, Tasks and take on more responsibility, employees can learn advanced techniques to help them complete everyday tasks more efficiently. For example, sending your bookkeeper to an advanced Excel class may help him or her learn shortcuts to simplify the accounting processes. In addition to this the findings of Yusuf& Rashid (2008,), the intensions of the management of Alfa Laval, find ways how to improve their employees' productivity at all times. The analyses show that training has its effects on the productivity of the workers in Alfa Laval in a number of ways. Those are; on-the-job training increases productivity, but not as an increase of produced units. According to managers, productivity takes other forms that are product driven. Notably, Managers focus on 1) operational efficiency, 2) low worker's stress, 3) product quality, 4) Maintenance reduction 5) increase in wages. Training reduces turnover. Employees who don't receive guidance or have difficulty learning the ropes are much more likely to leave your company. Employees are less likely to leave if they have the opportunity to learn new skills and keep up within their industry. However, this may not be true as turnover is mainly caused by other major determinant factors. There is also a possibility that highly trained and experienced employees leaving the organization in search of better salary or other factors unrelated to training.

Training improves job satisfaction. Investing time and money in employees' skills makes them feel valued and appreciated, and it challenges them to learn more and get more involved in their jobs. Higher job satisfaction ultimately results in reduced turnover and higher productivity. According to the press released by (e-academy, 2002) staff training plays a key role in increased job satisfaction with 90% of employees and 92% of employers agreeing that

it makes a difference skill. (<http://www.trainingpressreleases.com>) These days' employers expect more from staff and equally employees expect opportunities for personal and professional growth. People thrive on learning something new, something that makes them do their job more quickly, to a higher standard and with less stress and frustration. With the right training, staff would have feel more confident, satisfied, and self-reliant and actively more effectively. Introducing and implement Training programs would have a Ripple effect throughout a company, thus improve morale, retention, efficiency and Production.

When planned training for employee one major factor's to be consider is each employee's abilities, you want to be sure that abilities of the employee appropriately to corresponding business training to there could be a problem. Another factors that needs to be determined airings the planning phase of employee are the area of business that motivate the employee. Focusing on their factors can help you. Make good decisions about the type of training gated money are spent on and developing the skills of an employees for growth within their career ([www. Amzon.du.com](http://www.Amzon.du.com) source: Internet).

Problem related with training and development such as Lack of enough training lays the organization on to different kinds of problems for example Increase customer complaints , Increase wastage of material, Increase employee turnover mistake by employee dissatisfaction and Increase absenteeism from the work place ([www. Amzon.du.com](http://www.Amzon.du.com) source internet). For both factors of training and development and problem related with training and development, source is Internet.

To ensure that training and development is the right answer and the reason for any improvement to ensure that training and development is the right answer and the reason for any improvement argued that evaluation of training and development should be made by comparing the results (the benefits) with the objectives of the training and development program that were set in the assessment phase. Evaluating and development: reactions, learning, behavior, and results. The combination, of these can give the total picture of the training program in order to help managers decide where problem areas lies, what to change about the program, and whether to continue with a program.

Successful implementation of the training program depends on selecting the right programs for the right people under the right conditions. Needs analysis helps identify the right people and the right programs (Dolan, 1987). Despite the importance of needs assessment, instructional objectives, principles of learning, and the like, choices regarding instructional methods are where "the rubber meets the road" in implementing a training program. A major consideration in choosing among various training methods is determining which ones are

appropriate for the KSAs to be learned. For example, if the material is mostly factual, methods such as lecture, classroom, or programmed instruction may be fine. However, if the training involves a large behavioral component other methods such as on-the-job training, simulation or computer based training might work better (Stewart 2003).

Transfer of training, or the implementation (and maintenance) in the work environment of the skills (or behavior) acquired during the training program, has been a long standing subject to organizations that are looking for a better return on their training dollars. Thus it is important that the work environment should help the employees retain and use the skills effectively (Stewart 2003,). Trainers can easily prove that trainees leave the programs with new skills. But if trainees do not apply these newly acquired skills on the job, then most of the resources spent on designing and conducting training courses are wasted (Mohamed 2000). Effective transfer begins with the creation of an organizational culture in which knowledge and skills acquisitions are highly valued and are considered to be the responsibility of every employee; in which job assignments are challenging; in which there are formal mechanisms forwarding the acquisition of new skills; and in which informal networks support learning and its application. Simply put, a learning culture values and its applications (Stewart 2003). The choice of methods is based on such factors as cost, time, implementation difficulty, and learning objectives. The best methods for optimizing transfers are those in which the trainee is highly involved. In addition, the more the training situations resemble the job, the more likely transfer would occur. Training methods that provides job approximations and encourage trainee involvement include on-the-job training, one-on-one training, and simulations followed by role playing, behavior modeling, self-studies, case studies and multimedia. A combination of methods generally works best (Stewart 2003). After Training one way to ensure that trainees do not abandon the new skills and behaviors learned in the training program is to have them apply these techniques on a regular and consistent basis without sing a new skill. It is easy to forget it very quickly. Up on returning to work, trainees would face of stables that frustrate successful transfer. It is too easy to fall in to the same old patterns in the day to day work environment. This is where the supervisor can be extremely helpful and supportive in actively encouraging the employees to use what they learned and to provide feedback when they do so. Also, the organization can use promotions or bonuses to reward and motivation.

Methodology

The aim of the study was find out factors that affect training and development on employees in Jigjiga City Administration Council and to achieve this, study used descriptive methods of the study because, this types of research were commonly conduct to collect detail of existing phenomena with the intent of employing data justify current condition and whatever possible to draw concussion from the facts. Source of data used based on primary and secondary source. As data collection instrument, the researcher was intending to use Questionnaire which both opens ended and closed ended questions. Questioner would be distributing to different employee supervisor. The study used simple random sampling techniques and cluster sampling. Sample of 45% employees for a total 215 employees which is 45 of the population in the administrative city council are themselves cluster of still smaller units and then some of cluster are randomly would be selected for inclusion in the overall Sample. Thus, to improve and identify problem for the training and development section of operational maintenance workshop and human resource departments. Data were analyzed using Statistical Package for Social Sciences (SPSS version 20) with used table, percentage and frequency.

Results

The majority of the employees, who were found in the organization, are male “Jigjig Administrative town council dominantly consists of productive and matured age group concerning educational background of employees of Jigjig Administrative town council, it is proved that workers having a diploma and having degree above is a few. Nevertheless, they are almost found to be good since many of them are those who possess is diploma. The rest of the employees are those who only completed 10th grade with accounts for Regarding work experience of employees, the study as seatrains that the organization is using workers with good experience since the majority of them have 0-6 years, 7-15 years 16-25 years and above 25 years work experiences and the rest who have less than six years’ experience are very few. The type of training being introduced in Jigjig city Administrative council is on the job training machine based training, job rotation training and off-the job training. It is ascertained that they are being benefited from the training and it enabled them to have some awareness about some other rewetted actives. The responsibility body of the training were given by the training deoportment so, for the organization that training were given to all employee were by its training sector. The organization does not give sufficient incentive to the employer’s, while they are during to get enough incentives for training purpose. It is explained that the

training was impact on workers position the respondents replied. According; to their training mode on effective difference between the workers current and previous performance. However, century to this, the worker responses that training does not have any impact on their position. These workers sadist at they were trained but could not still be promotes to higher position and even they are not being paid was even if there is improvement in their performance. Some show bauds are also observed in the training and development program of Jigjig city Administrative council these include, shortage of training duration work over load, lack of adequate training facility and absence of incentive provisions, Unfair treatment personal relationship and corrupted.

Conclusion

The following conclusions was dawning based on the finding of the research The type of training being in Jigjig city Administrative council was the combination of different training types, namely on the job training machine based training, job rotation and off-the job training as it summarizes form the findings so by using the combination of different training types, the organization achieves the quality its operations and productivity of its workers. The training being given by Jigjig city Administrative council doesn't meet with the worker needs underlines. This problem arises from the organizations weakness to provide some workers with promotional opportunities. Unfair treatment and personal relationship is there in selection of trainees. But the response of some employees contradicts with their idea could be summarized from the findings. i.e. some of them said that they are being provided with promotional opportunities, person relationship and unfair treatment. Alternatively, conclusion here is that cement factory is not decentralization the promotional opportunities for workers. His cause of this problem may be due to inappropriate supervision of the workers quality in performance. It is shown in the summary of the finding that the time allocated for training is too short and there is no use now technology related training and development. This may arise from the organization in effectiveness in planning or inability to see the gab of knowledge in line with long-term training benefits for eh employees.

Recommendations

Based up on the problems out lines in the findings of the study the following recommendations are made. Since the numbers of employees were participating in the training are few, it may create some problems in some complex activities in performing it with high quality. Hence, it is recommended the management of the organization should

develop or modify its previous training program to involve those all workers who need training based on their job kind to provide the organization with better qualified employees. There are shortages of adequate training material observed in Jigjiga city Administrative council. Hence, the management is advised to equip the training with the necessary materials to accommodate the training the organization with modern technology. As it is indicated in the findings that trainers are not capable enough to train employers in a well-qualified manner. Therefore, it is recommended that the management body of the organization should provide to trainers themselves the removable career development program by giving training of trainers and as much as possible select the were capable trainers. Based on training and development the employees say serious problem like i.e. personal relationship unfair treatment and corrupted situation. It is advised that the organization change this situation and build in training. It is shown in the summary of the finding that the time allocated for training is too short. Hence, the company is better to allot sufficient time for trainings given based up on giving long-term training and supplies on training material. Another problem is the Administrative city council the employees say has work over load in the work.

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