The Impact of Training and Development Programme on Employee's Retention

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ARTICLE INFO	ABSTRACT
Publication Online: 31 July 2019 Corresponding Author: **Dr. Habu Bah-yaye Adamu**	Employee retention is considered immensely important for the long-term health and success of business organizations and to represent a source of competitive advantage as a strategic issue. This is due to the global competition for experienced and dedicated employees among businesses. The study aimed to assess the impact of training and development programme on employee's retention. The study adopted a descriptive study design technique. A total of 50 respondents were selected as a sample from the population of a working class. The research instrument used for the study was questionnaire and interview guide. Descriptive statistics such as frequencies, percentages were used to analyze the data. Frequency tables were used to present the findings of the study. The study found that the employees generally had positive perception about the training and development programmes. Thus, they perceived the programmes are responsive to meeting their operational deficiencies. The study recommends that more human resource management programmes should be implemented to complement the training and development programme to motivate the majority of the employees to commit their working career to their Organization.

1. Introduction

Job training and development is one of the most important factors in retaining staff or employees in businesses and organizations (Guest, 2002). In global context, employee retention is considered immensely important for the long-term health and success of business organizations and to represent a source of competitive advantage as a strategic issue. This is because organizations increasingly compete for the best employees in order to achieve their organizational goals (Porter, 2001). Chew (2004) indicates that human capital has, therefore, been considered a key resource of all resources and indispensable to the survival of organizations. According to Cole (2002), training and development focuses on the improvement of the knowledge, skills and abilities of employees. Cole's expectation is that a firm's investments in both technical and non-technical training will have a positive impact on the extent to which the firm actually succeeds in developing the skills or knowledge of its employees. These eventually force an employee to stay in an organization.

Alkandari (2009) defines employee retention as a process in which employees are encouraged to remain with an organization for the maximum period of time or until the completion of a project. Even though employee retention is a difficult task, Alkandari asserts that it is beneficial for organizations as well as employees. Issues of employee retention affect the performance of the entire company. A talented employee will never fall shortage of opportunities. If an employee is not satisfied with the present job, he or she may switch over to another, of his or her choice. The loss or departure of skilled employees can have a significant effect on organizational performance and the execution of business plans which may eventually cause a parallel decline in productivity. Employees stay or leave organizations for many reasons which may be personal or professional. Guest, Michie, Conway and Sheenan (2003) indicate that employee satisfaction plays a key role in ensuring the retention of the staff in an organization. Employees who are satisfied and happy with their jobs are more dedicated and work for organization's growth. The authors explain that job satisfaction is something that working people seek and a key element of employee retention which is possible only by making the employee feel comfortable physically and psychologically.

Human Resource Managers, therefore, have an important task of knowing how to get the organization's employees glued to their organizations. This is especially the case as the inflationary trends seen in the market economy are causing the job market to be more competitive. It is getting more difficult to retain employees, as the pool of talent is

becoming more-and-more tapped-out. Mitchell (2002), therefore, asserts that managers of organizations face a difficult challenge of motivating and retaining high performing employees in an environment of increased uncertainties. However, Alkandari (2009) explains that a good employer or Human Resource Manager should know how to attract and retain his or her employees. In spite of the important relationship between training and development programmes and employee retention, Guest (2002) has argued that the impact of the programmes on employee retention depends upon a worker's response to the programmes. The impact of training and development programmes will also depends on employees' behavior. Both employees and employers encounter some challenges in training and development programmes. Employees have come to believe in the diversification of their talents to understand the various niches of the dynamic pace of global businesses such as the E-commerce-related companies (Guest et al., 2003). Accordingly, modern day employee job mobility trends appear to be more attractive. The greater business competition and economic realities have largely exposed the employee to limitless opportunities and options in the employment market. As a result, Guest et al. explain that some employees terminate their job appointments in due course, while others are retrenched for various reasons.

2. Theoretical Framework

There are several theories underlying employee retention. The study was guided by the theory of organizational equilibrium by March and Simon (1958) and equity theory by Adams (1965). The theory of organizational equilibrium proposes that desirability of movement and ease of movement are the two main drivers of employee turnover. Hence, job satisfaction and lack of alternatives are two important factors in employees' decisions to stay in an organization. Becker (1993) argues that general training, due to the portability of skills acquired leads to an increase in turnover, while specific training, due to the non-transferability of skills acquired leads to less of an impact on turnover. Holding aside the argument of the blending of general and specific training, Becker's ideology appears to directly apply to the role of training in limiting alternative employment options. The study employed the equity theory by Adams (1965) explains the principle of balance or fairness with the major components as inputs and outcomes. The theory suggests a fair balance between individual inputs and outputs in an organization. It also recognizes that employees are concerned not only with the absolute amount of rewards they receive for their efforts, but also in relation to what others receive. That is, employees seek to maintain equity between the input that they bring into a job and the outcome they receive from it against the perceived inputs and outcomes of other employees.

Carrel and Dietrich (1978) indicate that the equity theory rests on three main assumptions. First, the theory holds that people develop beliefs about what constitutes a fair and equitable return for their contributions to their jobs. Second, it assumes that people tend to compare what they perceive to be the exchange they have with their employers. Third, when employees believe that their own treatment is not equitable, relative to the exchange they perceive other employees to be making, they will be motivated to take actions they deem appropriate.

2.1. Concept of Training and Development

Understanding the phenomenon of employee training and development requires understanding of all the changes that take place as a result of learning. Goldstein and Ford (2002) refer training to a systematic approach to learning and development to improve individual, team, and organizational effectiveness. Alternatively, they refer development to activities leading to the acquisition of new knowledge or skills for purposes of personal growth. Warr (2002) also defines training as a planned effort by a company to facilitate employees' learning of job-related competencies. These competencies include knowledge, skills, or behaviors that are critical for successful job performance in the immediate term or near future. This is in contrast with development, which Warr defines as training that provides employees with competencies for anticipated future jobs and roles.

Training is the process of teaching skills and imparting knowledge to people for a definite purpose (Aminu, 2014). He recommends that training must be need based, that is, the organization should first conduct the analysis and assessment that whether the training is needed or not. The performance assessments are required to give an idea to the company that whether the training is required and what the areas which need training are.

According to Goldstein and Ford (2002), the goal of training is for employees to master the knowledge, skill, and behaviors emphasized in training programmes and to apply them to their day-to-day activities. It has been acknowledged that to impart a competitive advantage, training has to involve more than just basic skill development. That is, to use training to gain a competitive advantage, companies should view training broadly as a way to create intellectual capital. Intellectual capital includes basic skills (skills needed to perform one's job), advanced skills (such as how to use technology to share information with other employees), an understanding of the customer or manufacturing system, and self-motivated creativity.

2.2. Concept of Employee Retention

Employee retention is often considered to mean the ability to maintain a stable workforce. Employee retention is defined as the ability to hold onto those employees an organization wants to keep, for longer than its competitors (Johnson, 2000). Phillip et al (2002) define employee retention as ways of managing and retaining talented employees using innovative retention programmes. Earl

(2003) describes effective employee retention as a systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having policies and practices in place that address their diverse needs. Chaminade (2007) also defines employee retention as a voluntary move by an organization to create an environment which engages employees for a long term.

2.3. Training and Development Programmes

Growth and development is an integral element of an individual's career graph (Cole, 2002). The scope of training and development within a company can be external or internal opportunities. Employees appreciate the opportunity to develop their knowledge and skills without ever leaving work or the workplace. Internal training and development programmes bring a special plus to the employee and employer. For examples, terminology and opportunities reflect the culture, environment, and needs of one's workplace. Internal training programmes can be handled by a co-worker in an area of their expertise or by an outside presenter or trainer. To develop new skills and ideas, Cole indicates that employee attendance at external training is a must. Attaining degrees and university attendance enhance the knowledge and capabilities of their staff while broadening their experience with diverse people and ideas.

Training and development programmes encompasses of three basic activities: training, education and development.

Training: this activity is both focus upon, and evaluated against the job that an individual currently holds.

Education: This activity focuses upon the jobs that an individual may potentially hold in the future, and is evaluated against those jobs

Development: This activity focuses upon the activities that the organization employing the individual or that the individual is part of, may partake in the future, and is almost impossible to evaluate.

According to Goldstein and Ford (2002), the essential aspects that a worker looks to grow or develop in are job profile (a low or high job profile underrates or overrates an individual's ability and aptitude); personal zeal to develop (the company must focus on helping the employee to reach his or her target goals.); and training for personal development (the company should provide training facilities such as technical and communication improvement programmes, one-on-one sessions and feedback surveys as electives, in order to motivate employees and also help enhance the employee's individual skills). Training is an important part of various human resource management practices, which are used for retention and development of employees, due to these, different kinds of training given to employees, like on-the-job training, vocational training, coaching, general and specific training. Warr (2002) recommends that all organizations employing people need to train and develop their staff. Most organizations are cognizant of this requirement and invest effort and other

resources in training and development. Such investment can take the form of employing specialist training and development staff and paying salaries to staff undergoing training and development. Investment in training and development entails obtaining and maintaining space and equipment.

2.4. Benefits of Training and Development Programmes

Training and development play an important role in the effectiveness of organizations and to the experiences of people in work. As the generator of new knowledge, employee training and development is placed within a broader strategic context of human resources management, with the goal to benefit both the organization and employees. Training has implications for productivity, health and safety at work and personal development (Warr, 2002). The continuous employee training and development has a significant role in the development of individual and organizational performance. Training-related changes should result in improved job performance and other positive changes such as the acquisition of new skills that serve as antecedents of job performance Hill et al (2006). Barber (2004) finds that on-the-job training lead to greater innovation and tacit skills. Tacit skills are behaviors acquired through informal learning that are useful for effective performance. According to Kraiger (2002), many workers join their organizations not just to have a job, but also to develop a career. Opportunities for advancement are essential to employee retention and performance.

2.5. Significance of Employee Retention

Employee retention is beneficial for the organization as well as the employee. It is not only to reduce turnover costs incurred by an organization but also the need to retain talented employees from getting poached. To an organization, employee retention is beneficial in eliminating the cost of turnover, loss of company knowledge and information, interruption of customer service, as well as upholding the goodwill of the company, ensuring effective succession planning, and regaining company efficiency (Ramlall, 2004). Samuel et al (2009) indicate that the main purpose of retention is to prevent the loss of competent employees from leaving the organization as it could have adverse effect on productivity, service delivery and profitability. The payoff of focusing on employee retention, in terms of increased performance, productivity, employee morale and quality of work, a reduction in turnover and employee-related problems, is worth the investment of time and financial resources (Warr, 2002). Employers are able to do away with the cost of employee turnover. Employee retention is, thus, important in realizing a full return on investment. Kaye and Jordon-Evans (2002) justify such costs in advertising and recruiting expenses, administrative and paperwork costs, orientation and training of the new employee, decreased productivity until the new employee is up to speed, and loss of customers who were loyal to the

departing employee. The costs mentioned above touch upon another area of concern which is productivity (Armstrong, 2007). The retention of employees helps in the non-interruption or non-disruption of customer service. Customers and clients do business with an organization in part because of the people. Relationships that are developed encourage continued sponsorship of the business. According to Hughes (2004), when an employee leaves, the relationships that the employee built for the organization are severed. This could lead to potential customer loss because when the employee leaves the business, that personal relationship is lost as customers can no longer call that employee for help and information concerning the organization. Samuel et al (2009) report that the employer can motivate potentially-talented employees to join the organization by creating a secured environment. The problem of regaining efficiency is also seen if an employee resigns. The good amount of time is lost in hiring a new employee and then training him/her which indulges loss of the company directly which many a time goes unnoticed. And even after recruiting a new employee, one cannot assure the same efficiency from the new employee as the training imparted to the old employee according to the employers needs go waste.

2.6 Employee Perceptions of Training and Development Programmes

Employee attitudes and behaviors (including performance) reflect their perceptions and expectations, reciprocating the treatment that they receive from the organization in their multi-level model linking training and development programmes and employee reactions. However, Chang (2005) reports that employee attitudes and actions (such as commitment to work, and willingness to stay in a job) are affected not only by training and development programmes, but also by how employees perceive such practices. This implies that employees' work perceptions play a critical role in determining their willingness to stay or leave an organization. Ensuring job satisfaction among employees has been one of the major tasks of employee retention. This is because employee job satisfaction positively affects many organizational outcomes such as performance and retention (Kraiger, 2003). Consequently, many business organizations institute opportunities for employee career development to help retain their staff. According to the Association for Psychological Science (2010), if employees have positive perceptions of their jobs, their organizations benefit through higher employee retention. As a result, Harter, Schmidt, Asplund, Killham and Agrawal (2010) report that one way that managers can help boost job satisfaction and retain their highly-skilled staff may be to clarify expectations of employees by helping employees to see the ultimate outcomes the organization is working to achieve and how they play a role in achieving those outcomes.

Employees are more likely to stay with an organization if they perceive that there are opportunities for career development or professional advancement (Deconinck & Bachmann, 2007). Harter et al. (2010) found that employees perceive training and development programmes to serve as a tool to enhance the commitment with organization. Because from training and development programmes, they get an idea that they are an important asset for the organization. Deconinck and Bachmann (2007) explain that employees' perception of equity is critical in ensuring retention. Harter et al. (2010) indicate that certain background characteristics such as gender, educational level, employee tenure, age, and marital status influence the perceptions of employees on satisfaction with training and development programmes and retention.

2.7. Effects of Training and Development Programmes on Employee Retention

Training and development opportunities provide many employees with the incentive to stay with a company. This is especially true when employees become actively involved in their own career development and tailor a personal development plan that meets their particular goals. Organizations who invest in staff training and development do not only reap productivity benefits, but also have a better chance of retaining employees. According to Armstrong (2007), retention strategies such as training and career development opportunities should be viewed by top management as part of its strategic responsibility considering that the long-term loyalty of highly skilled employees to an organization is no longer the norm considering the high mobility rate of skilled employees. Armstrong advises that career development should be encouraged and employees who have potential should be identified and developed. Alkandari (2009) explained that training has a direct relationship with employee retention. When employees are undergoing process of training, they feel that organization is interested in them and want to develop their career. He or she feels that organization consider them so important and capable, that is why the employer is investing on them. This leads to employee retention. Alkandari cautions that employee training and development should be looked upon as an investment, rather than a cost, with planning and budgeting requirements similar to those dedicated to capital improvements to strengthen the bond between the organization and its employees. As an organization's human capital is one of its key sources of differentiation, employees are more likely to remain satisfied if they receive an effective orientation and regular access to technical and non-technical training.

Individual employees feel as though their distinctive talents and abilities will not only be used in the organization, but will be enhanced and strengthened in a way that leads to expanded roles, responsibilities and opportunities. Hill and Lent (2006) believe that organizations need talented employees for maintaining the sustainable competitive advantage and individuals require career opportunities to develop and grow their competencies. The authors cite that

good training can help to strengthen employee loyalty and de-emphasize salaries and benefits, partly by building a positive work environment and by giving employees advancement opportunities.

Creating opportunities for promotion within the company and also proving opportunities for training and skill development will help employee to improve. Earle (2003) found that lack of training and promotion opportunities were the main reason the high performing employees leave the company. More so, Phillips and Connell (2002) found out that training and development programmes help to revitalize employees. Training and development programmes emphasize to the employee that they are valued and respected. This in turn increases loyalty and retention. It entails creating opportunities for promotion within the company and also providing opportunities for training and skill development that let employees to improve their employability on the internal and/or external labor market (Barker, 2007).

2.8. Challenges of Staff Training and Development

As much as employees are the most valuable assets to an organizations success, both employees and organizations face challenges in organizations' effort to retain their employees. In this age when technology is changing so rapidly that any skill becomes obsolete in quick time and to keep pace with the evolving technology, every company who wants to remain competitive need to give training to their employees (Harter et al., 2010). Information technology generates knowledge spreading up at tremendous speed, as well as its quick obsolesce. On the other hand, the increasing complexity, turbulence and uncertainty of the environment require different and greater knowledge. Modern business requires more and more knowledge and skills that are still inadequately present in the formal school education, i.e. the gap between business requirements and the knowledge acquired at school is growing. Employees, therefore, need to develop their employees' skills in order to possess diversity of talents and to ensure future organizational success, sometimes at their own cost (i.e., if the organization fails to take up its role in employee training and career development).

The implementation of an organization's training and development programmes also poses a challenge to employees. For example, insufficient line management commitment, unfairness and inconsistency in the application of the programmes and policies are problems that employees face in their organizations. Phillips and Connell (2002) indicate that this problem can be attributed to the inadequate skills of those responsible for the implementation of the programmes. They are of the view that they could effectively be resolved through the human resource department or division of the organization playing a more central role in the implementation of the programmes in an organization, training of line managers to carry out their responsibilities more effectively and increased consultation

with employees. Employees also suffer from training and development programmes that cannot be sustained. Earle (2003) stresses that employees' face the danger of going through retention practices and strategies that cannot be sustained within moderate or tough times. When organizations are not able to sustain initiatives, such as staff training and development programmes, it affects the motivational level of employees. Employees also expect more in terms of their training and career development programmes from organizations which may be beyond the organizations budget.

3. Methodology

The study used data from both primary and secondary sources. Questionnaires will be used to collect data from the respondents for primary sources. The secondary data is gathered from published and unpublished books, hand out, internet, journal etc. The questionnaire covered the background characteristics of the respondents, perceptions of staffs on training and development programmes, effects of training and development programmes on employee retention, and challenges staffs face in undergoing training and development programmes.

3.1. Objectives of the Study

The main objective of the study is to find out the impact of training and development programmes on retention of employees at their organization. Specifically, the study sought to:

1. Examine the perception of employees on training and development programmes.
2. Examine the effects of training and development towards retention of employees.
3. Examine the challenges employees encounter in undergoing training and development programmes.

3.2. Research Questions

The study has the following research questions:

1. What are the perceptions of employees on the training and development programmes?
2. What are the effects of training and development programmes on the retention of employees?
3. What challenges do staff face in undergoing training and development programmes

4. Discussion of Findings

This chapter presents a summary of the major findings to the study. It is organized under subheading which are:- the perceptions of staff on training and development programmes; effects of training and development programmes on the retention of staff and challenges staff face in undergoing training and development programmes.

Perceptions of staff on training and development programmes; The study found out that majority (63%) of the respondents strongly agree with the statement that there is fairness in the selection process for staff training and development programmes at Yobe state investment

Company Limited and this will likely enhance the confidence and commitment of staff in the company. The study found that (89%) of the respondents strongly agree that training and development programmes are important for building their career around the Company. This shows that training programmes has helped in one way or the other at building the workers career and consequently improve the productivity of the staff. More so it was found that training and development programmes were directed at building employees' deficiencies and improved performance. The implication is that the training and development programmes were responsive to meeting the operational deficiencies of the majority of the respondents. This is likely to empower the staff and motivates them to remain loyal to the Company.

Effects of training and development programmes on employee's retention; the training and development programmes have motivated more than half of the respondents to increase their commitment to remain working with their organization. The implication is that organization either needs more training and development programmes or other human resource management programmes to retain the majority of their employees. The study found that quite significant proportion (78%) of the respondents believe that training and development programmes help employees to have better understanding of different job portfolios and as such increase their effectiveness. Furthermore, the study found that 84% of the respondents strongly agree that training and development programmes increases opportunity to advance career. This means that management of Organizations need to send their employees to training programmes, as this will help encourage employees to stay in the organization

Challenges staffs face in undergoing training and development programmes;

From the study, quite significant proportion of the respondents experienced stress in undergoing the training and development programmes. This is likely to affect the effectiveness of their learning as well as morale in undergoing more training and development programmes to increase their capacity for higher order responsibilities .Also, quite significant proportion (58%) of the respondents experienced the problem of poor allowances and refreshment during training and development programmes. The implication is that such respondents were not satisfied with their level of allowances and the kind of refreshment provided for them during the training and development programmes.

5. Conclusion

Employee retention is considered immensely important for the long-term health and success of business organizations and to represent a source of competitive advantage as a strategic issue. This is due to the global competition for experienced and dedicated employees among businesses.

Therefore, organization should adopted job training and development as a human resource management programme to motivate its employees to remain working with the Company. The study found that the employees generally had positive perception about the training and development programmes. Thus, they perceived the programmes responsive to meeting their operational deficiencies. There is documented evidence that training and career development activities have positive impact on employee retention. The right employee training, development and education, at the right time, provides big payoffs for the employer in terms of increased organizational performance (productivity), knowledge, loyalty, contribution to the organization and most importantly a reduction in turnover and employee-related problems (Alkandari,2009). Internal and external training programmes can be implemented by organizations for their employees. However, a successful implementation of training and career programmes assist organizations in retaining their employees. Finally, the management of organizations should continue with the training and development programmes for their employees as this will help them retain their staffs as well as encourages others (employees) to join their company.

6. Recommendations

Based on the findings made from the analysis, presentation and discussion of findings of the study, the following recommendations were made: The study recommends that the management of organizations should continue to ensure fairness in the selection of employees for the training and development programmes. This could be done by setting clear criteria for the qualification of each type of training and development programme. This would help to motivate more employees to commit their working career with the company. The study also recommends that the management of organizations should implement other human resource management practices like proper promotional system, performance appraisal, provide secured and conducive environment to complement the training and development programmes to motivate more employees to remain working with the company. This could be done by improving the job environment through the provision of the necessary job associated technology, increasing staff remuneration through the payment of bonuses, allowances and health benefits, as well as ensuring good supervisor-subordinate relationship. These would further help to motivate employees to remain working with the Organization. It is suggested that the management of Organizations should establish clear and proper promotional system to enable employees rise through the job ranks. This would help to motivate more employees to remain working with the company. This could be done by opening more departments and branches to absorb more employees into leadership positions. The study further recommends that the management of Organizations should relieve employees of

their job duties during the training and development programmes. This would enable them to concentrate fully on the training programmes as well as reduce the stress in attending such programmes. This would help to improve the efficacy of the training and development programmes on increasing staff capacity to guarantee their retention.

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