

# **The Effectiveness Of Training And Development Programs In An Organization :**

## **A case study of the Sierra Leone Agricultural Research Institute.**

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### **Abstract.**

Prior to now, many employers especially in developing countries like Sierra Leone took the issue of training and personnel growth with levity while some thought it is neither cost effective nor can it add value and successfully deal with competitive challenges. However, it's now a truism that farmers, stakeholders in the Agricultural Sector are demanding high quality, low cost production. To meet their requirement, the Institution must continuously improve their overall performance.

Rapid advances in technologies and improved processes have been important actors in helping business meet this challenge. Nevertheless, the most competitive advantage for any form of business is its workforce. Institution that practice innovative tutoring and growth practices are probable to account better performance than those that do not. The need to do a research on the effect of training and personnel progress in organization cannot be over accentuated as personnel development will yield high profit, reduce cost, increase employee motivation, increase effectiveness in processes, consequently resetting to increase in high production

Following the literatures, a research design was done in view to solicit information from personnel at the target institution. Questionnaires were used to collect primary data from 176 personnel via simple random sampling method. The collected data were analyzed and interpreted through the aid of tables, percentages and correlation and regression analysis. The study findings reveal participants' agreement that training provided in the organization is aligned with the organization's objectives. The greater part of those who took part in the survey established that there are understandable guidelines offered during training. They also agreed that training improves employee behavior in the organization. Nevertheless, very little respondents agreed that working conditions in the organization (SLARI) are conducive to allow learning transfer or the transfer of knowledge. The study also revealed that management is always available to give support after employee training.

From the correlation and regression results, all the set of independent variables are positively

correlated with the dependent variable which signifies that the effectiveness of training and development programs significantly influence organizational performance. The regression result further confirm that, among the list of effective training indicators outlined in the research model, Guidelines during training tend to have the most significant impact on organizational performance followed by Successful Succession Planning and feedback after training respectively.

The research concludes that, Organizations whose perception about investment is on human resource management considered training as a factor to increase long-term productivity. To invest in training and development programs is very vital for any organization or institution, which will absolutely appreciate a return on its investment in training and developing its personnel.

### **Introduction**

After a period of coordination of agricultural research under National Agricultural Research Council (NARCC), the government of Sierra Leone entrenched the Sierra Leone Agricultural Research Institute (SLARI) through the 2007 SLARI Act of Parliament. SLARI is now entrusted with the responsibility of conducting agricultural research and became the agricultural technology creating body for the profit of farming, fishing and forestry sector and to provide for other associated matters. SLARI has a key part to play in solving the many challenges undergoing in the agriculture, fishery and forestry sub-sectors in the country. As the countrywide agricultural research institute, it has the legal responsibility to undertake research in order to obtain knowledge, information and technologies needed for sustainable growth of the country’s agricultural sectors. Figure 1 is a diagram of the SLARI centers.

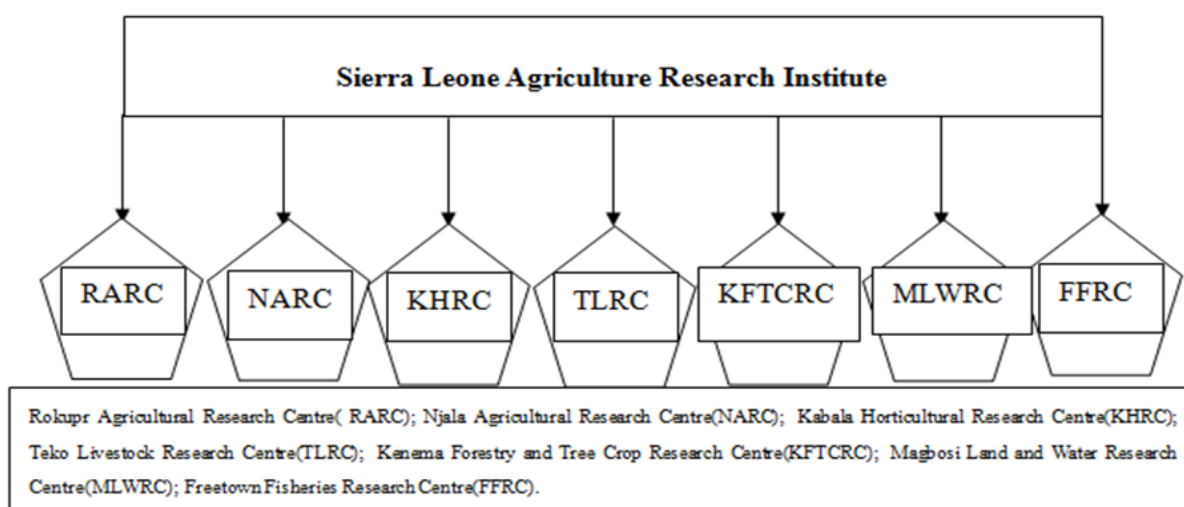


Figure 1: SLARI Centers

### **SLARI Core Functions**

- Provide information that will support the government and other partners in the formulation of Agricultural Policies for Poverty alleviation, Food Security and improved livelihood of the citizens of Sierra Leone.
- Formulate agricultural research policies and programs capturing into account the vision, mission, goal and objective of the farming sector, in relation to government policy and view of stakeholders especially those related to food security and conservation of researchable resources of Sierra Leone.
- Establishment of strong working synergy with extension agents in the community and private sectors in the mobilization of technology.
- Facilitate and offer the relevant training and manpower development to serve the agricultural needs of the nation.
- Establish strong lines with local, regional and world agricultural research organization or agencies involved in science and technology expansion for the transfer and mobilization of human economic and principal resources from donors, private sector and from within the organization for the profit of SLARI.

### **Research Problem Statement**

Regardless of the growing influences on training of administrative personnel by administrations, there is still inadequate literature on human resource growth issues in unindustrialized nations (Debrah & Ofori 2006) and increasing concerns from organizational development towards low quality efficiency. It is more worth perceiving that while considerable is known about the finances of training in the industrialized world, researches of problems associated with educating in less-developed countries are rarely found. The existing researches in this relation (Harvey 2002; Harvey, Matt & Milord 2002; Jackson 2002; Kamoche 2002; Kamoche, Debrah, Hortwiz & Muuka 2004; Kraak 2005) have engaged an overall human resource management (HRM) attention forming a gap on topics such as the effect of training and man power development in an organization. This work will subsidize in curtailing this gap in the literature and thereby creating the source to the considerate of some facets of human resource management in general and training in particular in the Sierra Leone Agricultural Research Institute.

In organization commonly, there are three outstanding resources: financial, material such as machinery, building, land etc. and the human resources. It is obvious that if an organization

should be successful then it has to successfully and resourcefully manage these three critical resources. With man however being social animal Subject to unpredictable tendencies, this fact is Cristal clear that the human supply is the most herculean to grapple within an organization.

Successful society realizes their task through the expansion of the human resources to their fullest potential. People in an administration are the most treasured assets. It is a platitude that no associate of any senior administration team will distress with. Yet the reality or numerous administration is that their folks remain:

- Under trained
- Under value
- Under utilized
- Poorly motivated and consequently
- Perform far below their true capability

Personnel development seems to be grey areas in Institution. There is weak productivity capacity among personnel because of inadequate coaching and effective mechanism for monitoring and management excellent.

### **Research Objectives**

Generally, the study aims at looking into the effect of coaching and personnel progress in organization. Given the general objective, the precise objectives are however geared towards:

- To investigate factors affecting training and development of employees at the Sierra Leone Agricultural Research Institute.
- To study the impact of training and development agendas on employee performance at the Sierra Leone Agricultural Research Institute.
- To investigate the impact of training on organizational productivity

### **Research Methodology**

This section explains in detail methodologies that have been employed to carry out this study. It also shows clearly the techniques that the researcher took in consideration to ensure that the findings of the study in question are valid. It also explains the structure of the study and how the sample has been selected to represent the population by giving data or the variables that has been used as the basis for answering the research questions.

### **Research approach**

Basically, there are two types of research approaches which include qualitative approach and

quantitative approach. The former deals with subjective assessment of opinions, behaviours and attitudes, in this aspect the research deals with a function of researchers' insights and impressions. Therefore, in applying this qualitative approach the research will generate outcomes which are not subjected to exact qualitative analysis or in non-quantitative form. While using these approach researchers embark on group interviews, projective techniques and depth interviews. Qualitative approach is based on production of data in quantitative form which can be subjected to exact quantitative analysis in a formal and rigid fashion (Kivikuru, U., 1990).

The above two approaches have been employed in this study given the nature of the topic and its objectives. Also both primary and secondary sources of data were used. Primary sources were employed through questionnaires to SLARI staff and stakeholders as well as semi-structured interviews with SLARI board members. Various publications on SLARI have been used as secondary sources.

### **Research Design**

Research design is the planning of procedures for the collection and analysis of data in a way that aims to combine importance to research drive with economy in procedure. On the contrary, research design is the conceptual structure within, A., 2004). In this study the case is the management and staff of SLARI, which research is to meet objectives of this dissertation, a case study has been employed. Case study is made up of a detailed and intensive analysis of a single case and it is concerned with the complexity of particular study. The case study can either be communities or organizations (Bryman

### **Results and discussion**

This chapter focuses on the analysis of the research findings and the discussion of the results. The purpose of the study was to determine the Effectiveness of Training and Development Programms at the Sierra Leone Agricultural Research Institute. Frequency distributions and percentages were used to represent the findings of respondents from the questionnaire. However, out of 200 questionnaires distributed 176 were fully filled and returned. This constituted 88% response rate. The high response rate dictates the adequacy of the sample. The empirical data were initially presented in tabular form, and the tabulated data were then illustrated in a graphical form. These presentations are subsequently analyzed and interpreted with reference to the stated research questions and objectives. As such, Sub section 4.2 looks at the demographic information of the respondents, sub section 4.3 targets the first objective

by examining the factors affecting training, sub section 4.4 targets the second objective by focusing on the impact of training and development programs on both employee performance and organizational productivity. The analysis was further enriched with correlation and regression analysis to complement the objectives of the study.

**Demographic Characteristics of Respondents**

**Table 1: Sex Distribution of Respondents**

Sex	Frequency	Percentage
Male	116	66%
Female	60	34%
Total	176	100%

Source: field survey 2021

*Note: Percentage (%)*,  $p$  is defined by  $p = \frac{x}{N} \times 100$ ,

Where  $x$  = Number of items, and  $N$  = Total Number of items under consideration.

The above result in table 1 show that 166 out of 176 respondents are male and this constitutes 66% of the total respondents while 60 out of 176 respondents are female and this constitutes 34% of the total respondents. We can summarize that there are more male than female respondents in the survey outcome. In other words as represented on the chart above men make up sixty six percent of the staff while women make up only thirty four percent. In a bit to reduce crime rate and unemployment level, SLARI’s recruitment.

***Age distribution of the respondents***

The study also sought to determine the age brackets of the respondents. Age was considered to be a key factor influencing training and development decisions. Age distribution of the respondents is presented in table 2

**Table 2: Age Distribution of Respondents**

Age range	Frequency	Percentage
≤20	28	15.9%
21-30	63	35.8%
31-40	72	40.8%
>40	13	7.3%
Total	176	100%

Source: survey outcome 2021

Table 2 summarizes the findings on the age bracket of the respondents. From the findings, most of the respondents (40.8%) were within the age bracket of 31-40 years, 35.8% were between 21-30 years, 15.9% were within the ages of 20 years and below while only 7.3% of the respondents were above 40 years. This clearly shows that the employees and managers are experienced and make informed training and development decisions.

***Marital Status of Respondent***

**Table 3: Marital Status Distribution of Respondents**

<b>Marital Status</b>	<b>Frequency</b>	<b>Percentage</b>
Single	103	58.5%
Married	65	36.9%
Divorced	5	2.8%
Widow	3	1.7%
Separated	0	0 %
Total	176	100%

Source: survey outcome 2021

Table 3 above demonstrates that 103 out of 176 respondents were single and it accounted for 58.5% of the total respondents, 65 out of 176 respondents were married and this accounted for 36.9% the total respondents 5 out of 176 respondents were divorced and this accounted for 2.8% of the total respondents while only 3 out of 176 respondents were widows and as well accounted for 1.7% of the total respondents. We can therefore conclude from our analysis that there are more single than married and divorced respondents in the research outcome.

***Educational Qualification of Respondent***

The respondents were asked to indicate their highest level of academic qualification. The findings are presented in Table 4

**Table 4: Education of Respondents**

<b>Education</b>	<b>Frequency</b>	<b>Percentage</b>
Diploma	32	18.2%
First degree	97	55.1%
Masters	41	23.3%
PhD	6	3.4%
Total	176	100%

Source: survey outcome 2021

Table 4 shows the findings of the study on respondents’ level of education. From the table and figure, majority (55.1%) of the respondents have acquired university degree as their highest academic qualification; (23.3%) have masters, 18.2% have a diploma and only 3.4% have PhD as their highest level of education. This indicates that most of the respondents at SLARI are well educated hence are capable of formulating effective and relevant training and development programmes.

**Length of Service**

The respondents were asked to indicate their length of service in the organization. The findings are summarized in Table 5 below.

**Table 5: Respondents Length of Service**

<b>Length of service</b>	<b>Frequency</b>	<b>Percentage</b>
1-3 years	32	18.2%
4-6 years	83	47.2%
7-10 years	48	27.2%
Above 10 years	13	7.4%
Total	176	100%

Source: survey outcome 2021

Table 5 shows that (18.2%) of the employees have worked between 1-3 years in the organization while the majority (47.2%) have worked between four and six years. For the upper level twenty seven percent (27.2%) of the employees have worked between seven to ten years and (7.4%) have worked above ten years.

**Factors affecting training and development at SLARI**

This sub section is to fulfill the first objective of this study. The respondents were asked about their extent of agreement on how training and development conform to the organization’s objectives. Their responses are summarized in table 6

**Table 6: Training and development provided conform to SLARI’s objectives**

<b>Extent</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agrees	8	4.5%
Agree	19	10.8%
Neutral	27	15.3%
Disagree	84	47.7%



Strongly Disagree	38	21.6%
Total	176	100%

Source: survey outcome 2021

In table 6, a total of 10.8% respondents agreed that the training provided is in conformity with the organization’s objectives, 15.3% of the respondents were neutral and a total of 47.7% of the respondents disagreed that training provided is in conformity with the organization’s objectives. In relation to the 10.8% of the respondents who agreed that training provided conformed with organization’s objectives. Fifteen percent of participants were neutral with regards to this issue; it could be that these employees do not see any association between training and the organization’s objectives or might have not attended any training session and are uninformed. 47.7% of the respondents, however, disagreed that training provided is aligned with the organization’s objectives. These employees must have participated in a training session, which was not in conformity with the tasks they were carrying out in the organization.

***There are clear guidelines provided during training***

The respondents were asked about their extent of agreement on directions provided during training in the organization. Their responses are summarized in table 7.

**Table 7: Directions provided during training**

Extent	Frequency	Percentage
Strongly Agree	6	3.4%
Agree	18	10.2%
Neutral	21	11.9%
Disagree	101	57.4%
Strongly Disagree	30	17.1%
Total	176	100%

Source: survey outcome 2021

As illustrated in 7, 10.2% of the respondents agreed that clear directions are provided during training, 11.9% of participants were neutral on the matter and a total of 57.4% disagreed that clear directions are provided during training.

**Opportunities for career development affect training**

The respondents were asked about their extent of agreement on opportunities for career development affect training in the organization. Their responses are summarized in table 8

**Table 8: Opportunities for career development affect training**

Extent	Frequency	Percentage
Strongly Agree	25	14.2%
Agree	109	61.9%
Neutral	18	10.2%
Disagree	17	9.7%
Strongly Disagree	7	4.0%
Total	176	100%

Source: survey outcome 2021

In table 8, 61.9% of those that participated in the survey agreed that a lack of openings for career development have an effect on training, 10.2% were neutral on the issue and only 9.7% disagreed that a lack of opportunities for career development affects training. However, training that is completely supported by the individual (or their families) is on balance expected to be an introduction to job search. In comparison, when employers sponsored a training session a descensions effect on mobilit  is more expected. A ver Small percent (10.2%) of the respondents were neutral about this matter. Those who were neutral were not certain Werther they were satisfimes with their positions in the organization or not. 9.7% of the participants disagreed that training inc rass  opportunities for career avancement in the organization. Employees who are Arcady in a Superior position in the organization do not see the Ned for provident career avancement for the fact that they are protection their on positions.

**Waring conditions in the organization are conduire to the Transfer of Learning**

The respondents were asked about their extent of agreement on the “Waring conditions in the organization are conduire to the Transfer of Learning” in the organization. Their responses are summarized in table 9.

**Table 9: Waring conditions vs. Transfer of Learning**

Extent	Frequency	Percentage
Strongly Agree	29	16.5%
Agree	110	62.5%
Neutral	27	15.3%
Disagree	7	4.1%

Strongly Disagree	3	1.7%
Total	176	100%

Source: survey outcome 2021

From table 9, 62.5% of the respondents in the survey outcome agreed that working conditions at SLARI are conducive to allow the Transfer of Learning, 15.3% of the respondents were neutral on the matter and only 4.1% disagreed and 1.7% strongly disagreed that working conditions in the organization are conducive to allowing the Transfer of Learning via training.

Given the fact that 62.5% of participants agreed that working conditions at SLARI organization are conducive to the Transfer of Learning.. 16% of the respondents were neutral and, this could mean, had no judgement on this matter; these employees might be those who are only doing office works in the organization. A very minimal percent of the respondents (4.1%) disagreed that working conditions at SLARI are conducive to allowing the Transfer of Learning.

**Management is always available to give support after training**

The respondents were asked about their extent of agreement on the “Management is always available to give support after training” in the organization. Their responses are summarized in table 10.

**Table 10: Management availability and support after training**

Extent	Frequency	Percentage
Strongly Agree	16	9.1%
Agree	87	49.4%
Neutral	27	15.4%
Disagree	42	23.8%
Strongly Disagree	4	2.3%
Total	176	100%

Source: survey outcome 2021

Table 10 illustrated that 49.4% of respondents agreed that management is always available to provide assistance after training, 15.4% of the respondents were neutral about the matter and 23.8% disagreed. 15.4% of the surveyed respondents were neutral on the matter, which might be for a reason they were frightened that they could lose their jobs. 23.8% of the respondents agreed that supervisors are not able to help them. Strong interactions between employees and supervisors are essential in order for them to meet organizational objectives..

**Feedback is provided after training**

The respondents were asked about their extent of agreement on whether feedback is provided after training in the organization. Their responses are summarized in table 11.

**Table 11: Management availability and support after training**

<b>Extent</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	21	11.9%
Agree	81	46.0%
Neutral	25	14.2%
Disagree	45	25.6%
Strongly Disagree	4	2.3%
Total	176	100%

Source: survey outcome 2021

Table 11 illustrates that 46% of the surveyed respondents agreed that feedback is provided to them after training; 14.2% of the respondents were indecisive (neutral) and a sum total of 25.6% of the respondents disagreed that feedback is given after training.

14.2% of the respondents were neutral on this issue; these employees might not have attended any training in the organization and they might not be certain whether feedback is provided. 25.6% of the respondents disagreed that feedback is given after training session.

**The level of support from supervisors affects training within the organization**

The respondents were asked about their extent of agreement on the “The level of support from supervisors affects training within the organization”. Their responses are summarized in table 12.

**Table 12: supervisors support within the organization**

<b>Extent</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	20	11.4%
Agree	84	47.7%
Neutral	23	13.1%
Disagree	42	23.8%
Strongly Disagree	7	4.0%
Total	176	100%

Source: survey outcome 2021

In table 12, 47.7% of the respondents agreed that lack of support from supervisors affects training at SLARI, 13.1% were neutral on the and 23.8% disagreed on the fact that if there is no support from supervisors, that can affect training in the organization. 13.1% of participants were neutral on this issue. 23.8% of the respondents, on the contrary, did not agree that the level of support from supervisors affects training in the organization

**Training and development encourage successful succession planning**

The respondents were asked about their extent of agreement on the above in the organization. Their responses are summarized in table13.

**Table 13: Training and development and succession planning**

<b>Extent</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	32	18.2%
Agree	95	53.9%
Neutral	34	19.3%
Disagree	11	6.3%
Strongly Disagree	4	2.3%
Total	176	100%

Source: survey outcome 2021

Table 13 show that 53.9% of the respondents agreed that training improves employees’ performance via reducing insecurity; 19.3% of the respondents were neutral about this matter and a ver Small percent (6.3%) of the respondents disagreed. 19.3% of the respondents were neutral on this matter and it could appear that these employees are not certain if training improves the performance of employee. Furthermore, 6.3% of respondents disagreed that training improves employee performance..

**Impact of Training and Development on employee performance**

*Training improves employees performance and offers more job security*

The respondents were asked about their extent of agreement on the “Training improves employees’ performance and offers more job security”. Their responses are summarized in table 14.

**Table 14: Training and job security**

<b>Extent</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	33	18.7%
Agree	101	57.4%

Neutral	21	11.9%
Disagree	15	8.5%
Strongly Disagree	6	3.4%
Total	176	100%

Source: survey outcome 2021

In table 14, 57.4% of the respondents agreed that training improves their performance and provides them with a higher level of job security; whereas 11.9% were neutral about the issue and 8.5% disagreed that training in essence improves their performance.

Given that 11.9% of the respondents were neutral could have been since these employees are by no means sent for training in the organization. 8.5% of participants disagreed that training influences their performance positively.

### **Employees gain new knowledge after training**

The respondents were asked about their extent of agreement on the “Employees gain new knowledge after training”. Their responses are summarized in table 15.

**Table 15: Employees gain new knowledge after training**

<b>Extent</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	9	5.1%
Agree	18	10.2%
Neutral	23	13.1%
Disagree	87	49.4%
Strongly Disagree	38	21.1%
Total	176	100%

Source: survey outcome 2021

Table 15 illustrate that 10.2% of the respondents in the survey outcome agreed that employees acquire new knowledge after training; 13.1% were neutral with this issue and a sum of 49.4% disagreed that employees gain new knowledge after training. 13.1% of the respondents were neutral on this issue; these employees might not be certain whether training offers employees the opportunity to acquire new knowledge. In contrast, 49.4% of the respondents disagreed that employees acquire new knowledge after training. These employees most likely witnessed a training session which was not related to their job in the organization.

### **Training increases employee confidence when performing Works related task after training**

The respondents were asked about their extent of agreement on the “Employees gain new knowledge after training”. Their responses are summarized in table 16.

**Table 16: Training and employee confidence**

<b>Extent</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	33	18.8%
Agree	90	51.1%
Neutral	21	11.9%
Disagree	26	14.8%
Strongly Disagree	6	3.4%
Total	176	100%

Source: survey outcome 2021

Table 16 show that 51.1% of the respondents in the survey agreed that training increases employee confidence when performing their tasks after training; 11.9% were neutral about the matter and 14.8% disagreed that training enhances employee confidence while performing their jobs. Only 11.9% of respondents were neutral on this matter; these employees do not see any incérasse confidence in employees who go through training. Furthermore, 14.8% of the respondents disagree that training increases employee confidence while d’oing their jobs.

### **Training motivates employees to enhance their performance**

The respondents were asked about their extent of agreement on the “Training motivates employees to enhance their performance”. Their responses are summarized in table 17.

**Table 17: Training and employees performance**

<b>Extent</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	41	23.3%
Agree	84	47.7%
Neutral	31	17.6%
Disagree	16	9.1%
Strongly Disagree	4	2.3%
Total	176	100%

Source: survey outcome 2021

Table 17 show that 47.7% of the respondents agreed that training motivates employees to improve their performance; whereas 17.6% were neutral and 9.1% disagreed. Only 17.6% of the respondents were neutral about the issue.

**Training assists employees to meet organizational targets by effectively managing time**

The respondents were asked about their extent of agreement on the “Training motivates employees to enhance their performance”. Their responses are summarized in table 16.

**Table 18: Training and employees time management**

Extent	Frequency	Percentage
Strongly Agree	37	21.0%
Agree	111	63.1%
Neutral	16	9.1%
Disagree	9	5.1%
Strongly Disagree	3	1.7%
Total	176	100%

Source: survey outcome 2021

Table 18 show that 63.1% of the respondents agreed that training helps employees to meet organizational targets through effective time management, whereas 9.1% of the respondents were neutral on the matter and only 5.1% of the respondents disagreed. In relation to the 9.1% of respondents who were indecisive, it could be that these employees do not know if training plays an important role in meeting targets of the organization. In contrast, 5.1% of the respondents disagreed that training helps employees in meeting the targets of the organization through effective management of time.

**Impact of training on organizational productivity**

**Training improves the quality of organizational productivity**

The respondents were asked about their extent of agreement on the “Training improves the quality of organizational productivity”. Their responses are summarized in table.19.

**Table 19: Training and employees time management**

Extent	Frequency	Percentage
Strongly Agree	27	15.3%
Agree	92	52.3%



Neutral	34	19.3%
Disagree	17	9.7%
Strongly Disagree	6	3.4%
Total	176	100%

Source: survey outcome 2021

In table 19, 52.3% of the respondents agreed that training improves the quality of the organization’s productivity via employees’ performance, whereas 19.3% of the respondents were neutral on the issue and 9.7% disagreed. In addition to the underlining results of this research (19.3% of respondents neutral and 9.7% disagreeing that training improves the quality of productivity of employees),.

**Training helps employees to adapt to new developments in order to improve productivity**

The respondents were asked about their extent of agreement on the “Training helps employees to adapt to new developments in order to improve productivity”. Their responses are summarized in table.20.

**Table 20: Training and new developments**

Extent	Frequency	Percentage
Strongly Agree	31	17.6%
Agree	104	59.1%
Neutral	18	10.2%
Disagree	15	8.5%
Strongly Disagree	8	4.6%
Total	176	100%

Source: survey outcome 2021

Table 20 show that 59.1% of the respondents agreed that training helps employees to adapt to new developments in order to improve productivity in the organization; 10.2% were neutral in this issue; and 8.5% disagreed that training helps employees to adapt to new developments. Only 10.2% of the respondents were neutral: these employees were not certain whether training causes employees to adapt to new development or their individual intelligence. 8.5% of the respondents disagreed that training helps employees to adapt to new developments and that familiarizing to new developments depends on employees’ level of intelligence.

**Training improves the productivity of the organization, as supervisors are able to spend a reduced amount of time supervising employees after training**

The respondents were asked about their extent of agreement on the “Training improves the productivity of the organization, as supervisors are able to spend a reduced amount of time supervising employees after training” in the organization. Their responses are summarized in table 21.

**Table 21: Training and productivity of the organization**

<b>Extent</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	46	26.1%
Agree	85	48.3%
Neutral	27	15.3%
Disagree	11	6.3%
Strongly Disagree	7	4.0%
Total	176	100%

Source: survey outcome 2021

Table 21 show that 48.3% of the respondents agreed that training improves the productivity of the institution because supervisors spend minimal time supervising employees after training; whereas 15.3% were indecisive on this issue and 6.3% disagreed. 48.3% of the respondents agreed and 26.1% agreed that training improves the productivity of the organization due to the fact that supervisors have to spend few time supervising employees after training.. 15.3% of the respondents were indecisive on this issue, which could indicate that these employees were not sure whether supervision is required by employees after training. On the contrary, 6.3% of the respondents disagreed that training improves productivity of the organization because supervisors do not spend much time on supervising employees after training

**Conclusions**

Organizations whose investment perspective is on human resource management view training as an opportunity to increase long-term productivity. Investing in training and development is ver important for any company, which will definitely realize a return on its investment in training and developing its personnel. Workers are essentially assets to an organization and should therefore be treated as human capital. The more that is invested in them, the more that can be expected from them in terms of performance behavior which can given the

organization its competitive edge.

The evaluation process that follows training is ver important as there may be deficiencies in the training programme; therefore feedback is essential if management is to address issues that may have to be revised and/or enhanced. Effective employee training leads to an increase in quality as a result of potentially fewer mistakes. Furthermore, successful training and development programmes create a way for the organization to preserve a workforce that can adequately substitute workers who may leave the organization or who are moved to other areas. On the individual level, the employee must carry out self-assessment, where he/she is expected to identify his/her opportunities and needs for improvement.

### **Recommendations**

In terms of the findings of the study, the following recommendations are made:

- Working conditions in the organization should be improved so that they become conducive to the transfer of learning.
- The provision of feedback to employees after training is recommended in order for employees to become aware of areas where they can improve their performance.
- The organization should provide sufficient resources for training so as to improve the training programmes provided.
- The organization should improve training programmes so that employees acquire new knowledge during training.
- The organization should have compulsory training programmes for all employees in order to improve the knowledge and understanding of annual organizational strategy and objectives.
- Employees should be provided with effective training in order to reduce the time spent by managers on supervising employees.
- Employees should be provided with more training programmes in order to reduce the cost of recruiting and training new staff members.
- If training is provided effectively in the organization there will be a reduction in staff turnover.
- The organization should apply bi-annual performance appraisal for employees in order to identify their areas of weakness so as to be able to design the appropriate for them with regards to their job description.

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