

EFFECTIVE TRAINING NEEDS ASSESSMENT AND ITS IMPACT ON CAREER DEVELOPMENT AND EMPLOYEE PERFORMANCE IN THE PUBLIC SECTOR

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ABSTRACT

The paper examines the effects of Training needs and Career development on employee Performance. Through Convenient sampling, 100 employees were selected from Sokoto State Judicial Service. Both primary and secondary sources were used to collect data, and a simple percentage was employed to analyze the data. Two hypotheses were framed and tested statistically. The findings show that a positive relationship exists between Training needs, Career Development and employee performance. This result has implications for administrators and policymakers to ensure that a good training policy and Reward packages be provided for workers, as this leads to workers' commitment and enhances their performance.

Keywords: Employee performance, Career Development; Rewards; Incentives; Training

INTRODUCTION

In an ever-growing competitive world, where organizations are always competing regarding goods and services, there should be a link between the organization's business strategy and the training and development it undertakes (Wilson, 1999). Therefore an organization that combines its strategy and training and development is regarded as having good business sense. Recruiting, retaining, training and developing the right and talented people give an organization a competitive edge over its competitors: this is what human resource management is about. It is, therefore, a tremendous strategic concern to the organization how it manages its people to develop their commitment and produce the best out of them for its benefit.

The quality of the human resource of an organization is essential to its Success. Thus, every organization must seek to improve the quality of its workforce. One way of achieving this is through training. The importance of training can only be appreciated with a clear understanding of its direct impact on employee performance. An improvement in employee performance also leads to an improvement in the organization's performance. More so, the core strength of any organization comes from its employees. Developing and strengthening them builds a solid foundation for the organization's future. Therefore, a manager must continue developing himself and commit to helping his employees develop their full potential. The employees depend on the managers, and the organization depends on them for Success. Many researchers believe organizations must focus on enhancing performance through continual learning to maintain a competitive advantage.

For these reasons, organizations are now focusing more on improved productivity from optimal human resources utilization, and thus, investment in training and development is the ultimate goal to improve human productivity at both the macro and micro levels. Thus, employee

training is becoming a necessity for every organization; training enables them to carry out their roles and responsibilities efficiently and also learn new things, which will prepare them to take up higher responsibilities efficiently and also learn new things, which will prepare them to take up higher responsibilities in the future. The amount and quality of training varies enormously from organization to organization due to factors such as the degree of external change, such as new markets or processes. Against this background, this study tends to assess the impacts of training needs on employee performance in the Sokoto State Judicial Service.

Statement of the Problem

The Success of any organization, whether private or public, depends mainly on the caliber of the people who work for the organization. Having the right people in place at the right time, willing and able to work effectively and efficiently at a cost the organization can afford, is something for which all bureaucrats strive. Workforce problems characterize the Nigerian Public Service. Most employees are untrained, while others are under-trained and need more skills, attitudes and intent to develop individuals and the economy in general (Ojo et al., 2006, p. 16). As a result of this dilemma, there is a need for a more skilled workforce in all the sectors of the Public Service. Nakodia (2011:13) maintained that The quality and efficiency of staff are the functions of the level of training and utilization of staff. The staff system may become obsolete if they do not update themselves with new knowledge, skills and new work methods for the progress of the organization in which they work. The entire system may become rustic and obsolete also if it lacks the systematic means of continually developing and renewing the systems.

Busari (2003:12), while emphasizing underutilization, noted that the human resource development effort of the Nigerian state has been of significant waste because those trained cannot put their skills into productive use. It will amount to a waste of scarce resources if human resources are accumulated only to be wasted, left unused or frustrated to emigrate. According to Ubeku (1975:23), many organizations in this country regard workforce training and utilization as expensive ventures and avoid them like the plague. What such organizations are interested in are the immediate returns. However, in some organizations where the need is recognized and enormous wealth is spent on workforce training and utilization, the training is usually either appropriate, haphazard or not directed to the organizational needs.

Moreover, in some cases, the trained staff may be deployed where the skill acquired will be meaningless. In some organizations, management regards training and utilization as optional for growth. As a result, more attention or support should be given to training programs, especially in Nigeria Public Service, where lip service is paid to workforce training and utilization. Therefore, This paper examined the impacts of staff training needs on the performance of Sokoto State Judicial Service employees.

LITERATURE REVIEW

Concept of training

According to Dressler (2008), training means giving new or present employees the skills they need to perform their jobs. This might mean showing a new web designer the intricacies of your site, a new salesperson how to sell your firm's product, or a new supervisor how to fill out the firm's weekly payroll sheets. It might involve simply having the current job-holder explain the job to a new hire or, at the other extreme, a multi-week process, including classroom or Internet classes.

Aiming Process

According to (Armstrong, 1996), expressing an understanding of training emphasizes that training should be developed and operated within an organization by appreciating learning theories and approaches if the training is to be well understood. Therefore training in an organization must have a systematic approach, and here, the organization assesses its objectives and strategies. This is done by asking the following questions; what business are we in? At what level of quality do we wish to provide this product or service? Where do we want to be in the future? Only after answering these related questions must the organization assess the strengths and weaknesses of its human resources.

Training and Development Objectives

(Armstrong 1996) argues that training needs analysis should cover problems to be solved and future demands based on whether the organization must acquire new skills or knowledge or improve existing competencies. Once training needs are assessed, training and development objectives must be established. With clearly set objectives, it is possible to design a training and development program, and after it has been implemented, there will be a way of measuring its effectiveness. Goals must be tangible, verifiable, and measurable.

Determining Training Needs

Training needs analysis answers the question, who, if there is, needs training? Furthermore, what training should be given? There is, therefore, the need for any organization to first identify the training needs of the organization. The need for training should be identified by a well-organized procedure looking at the training needs from the organizational and employee perspective.

According to (Cole, 2002), if an organization has to justify its training expenditure, it must undoubtedly do so based on organizational needs and based on the organizational analysis, the organization can assess the level of growth over a defined period and then determine the shortfalls and problems in order to help determine the required training programs. Also, in identifying the training needs from the employees' perspective, the organization can measure the performances of individual employees. This can be measured by analyzing the efficiency of the individual employees against the required standards set by the organization through frequent performance appraisals.

The difference in the organization and employees' actual results expected, as well as feedback from customers and shareholders, can help identify training needs. Training need arises where there is the need to improve or adapt or adjust to changes and solve problems in order to improve both employee and organizational performance. Therefore, the training needs identification program aims to identify the gap between the required and the actual competencies expected of organizations and employees to determine the kinds of training that can help bridge the gap (Asare-Bediako, 2012).

ON-THE-JOB TRAINING – it is a training that is planned and structured that takes place mainly at the standard workstation of the trainee- although some instruction may be provided in a particular training area on site – and where a manager, supervisor, trainer or peer colleague spends significant time with a trainee to teach a set of skills that have been specified in advance." On-the-job training looks at methods applied in the workplace while the employees work. On-the-job training is the most common and popular training employees get when they first join an organization, and in some cases, that is the only training available.

OFF-THE-JOB TRAINING – this is a form of employee training at the site, away from the actual work environment. It often utilizes lectures, presentations, case studies, role-playing and simulation. Looking at the various definitions by these researchers, it can be found that both on-the-job and off-the-job training is very important in training employees.

Career Development

Career Development is defined by (Kerka, 1998) as an organized approach to achieving employee goals with the organization's business needs. This shows that it is a process that strives to build the capacity to achieve and sustain a new desired state that benefits the organization. It examines the current and present environment and helps people on a team, in a department, and as part of an institution identify effective strategies for improving performance.

Employee Performance

According to Krietner (1995) in the book 'The Good Manager's Guide,' no matter how carefully job applicants are screened, typically, a gap remains between what the employee knows and should know. This means how employees can effectively administer their tasks and assignments and present their assignments to reflect the quality and good service desired by their companies. There is a need to establish a shared workforce understanding of what is to be achieved at an organizational level. Based on the following discussion, this study's hypothesis that

H1: there is a significant relationship between Training Needs Assessment and Employee performance in the Public Sector

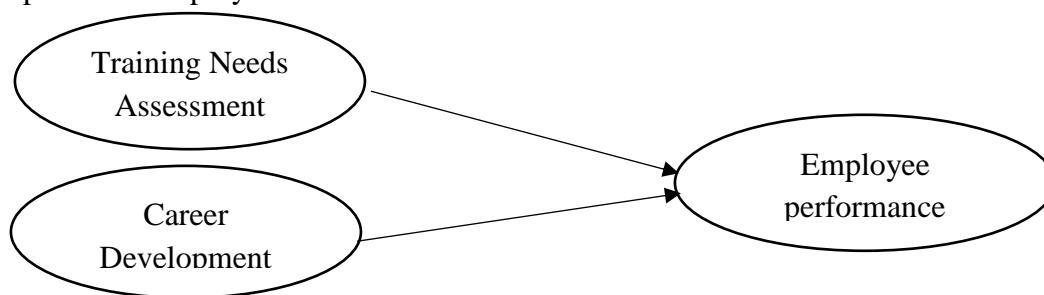
H2: that there is a significant relationship between Career Development and Employee performance in the Public Sector

UNDERPINNING THEORY

Theories are simply the foundations upon which explanations or predictions can be made. In many ways, a theory is a guide to action and an aid in the search for the essential meaning of occurrence. Haralambos (1980:521) defined a theory as "a set of ideas which explains something." An elaborate definition is, however, given by Kerlinger (1973:8). He defines theory as a "set of interrelated constructs (concepts), definitions, and propositions that present a systematic view of phenomena by specifying relations among variables to explain and predict the phenomena." Organization exercises. While the PROUT emphasizes advances in monetary independence, cooperatives naturally adjust, and RBV clarifies a craft of using organizations' resources for competitive advantage. AMO also emphasizes certain reciprocal features about how HRM explains the relationship with performance (Paauwe, 2009).

RESEARCH FRAMEWORK

The research framework will be framed to examine the effects of training needs and career development on employee Performance.



Underpinning theory

Theories are simply the foundations upon which explanations or predictions can be made. In many ways, a theory is a guide to action and an aid in the search for the essential meaning of occurrence. Haralambos (1980:521) defined a theory as "a set of ideas which explains something." An elaborate definition is, however, given by Kerlinger (1973:8). He defines theory as a "set of interrelated constructs (concepts), definitions, and propositions that present a systematic view of phenomena by specifying relations among variables to explain and predict the phenomena."

Several theories explain how organizations could use internal resources to attain competitive advantages, for example, organization and administrative theory, progressive utilization theory (PROUT), ability motivation opportunity theory and resource-based view (RBV). The organization and administrative theory concentrate on the legitimization of **organization** exercises. While the PROUT emphasizes advances in monetary independence, cooperatives naturally adjust, and RBV clarifies a craft of using organizations' resources for competitive advantage. AMO also emphasizes certain reciprocal features about how HRM explains the relationship with performance (Paauwe, 2009).

However, organization and administrative theory need to improve, concentrating more on structure and less on resources (Acedo et al., 2006). While the PROUT theory needs practical value and importance, as confirmed by Maheshvarananda and Branch (2010), similarly, AMO considers factors at the individual level rather than the organizational level, like abilities (A) which involve employees' knowledge, skills and competencies, then motivation (M) employees motivation the extent to which employee skills are geared towards activities, and opportunity (O) which is employees opportunity. These ways allow employees to express their capabilities and avoid any condition hindering achieving the set objectives (Boselie et al., 2005). RBV here has an edge over PROUT, AMO, organization and administrative theories because it can gather resources and abilities of the organization to achieve supported competitive advantage and leads to OP. However, OCT will be considered an essential theory in this study as a supporting theory because RBV alone cannot clearly explain the relationship among the variables, including the mediation relationship. Based on this argument, RBV and OCT are underpinning theories in this study.

METHODOLOGY

The research design used for this study is the descriptive survey approach. The study was carried out in the Sokoto State Judicial Service Commission. The descriptive survey approach is used for the research that intends to use mainly questionnaires to collect data, and it specifies who and what are to be measured (Oyer, 1979). The researcher used primary and secondary data sources to collect information for the study. The primary data sources for this study are those collected from the respondents through a designed questionnaire; in this study, close-ended questionnaires were adopted to obtain information from the respondents. The secondary data for this study was collected from already written books, both published and unpublished relevant to this study. These already-written works include textbooks, journals, magazines, newspapers, Government documents, and other published documents, which will supplement the primary data.

The study population could not be verified at the time of this study; as such, the researcher used 100 employees as respondents who were conveniently selected from all the Sokoto State Judicial Service staff. One hundred respondents were chosen for the study by simple random sampling method to make it possible for each person to have an equal chance of being selected, out of which 100 were used for the study. As survey research, the data analysis will be in frequency count to interpret the data; simple frequency and percentages will be used since there are research questions of different responses and ideas. The Pearson Product Moment correlation coefficient was used to test the hypothesis. Out of the 100 questionnaires administered to respondents, all 100 were filled correctly and returned; therefore, the analysis will be based on the 100 returned questionnaires.

RESULTS

Table 1

Table 1 is the summary of demographic information of the respondents which are as follows
 I. Gender, ii Age. iii. Qualification and Working experience

| S/N | Characteristics | Frequency | Percentage | Valid percentage |
|-----|-----------------|------------------------|------------|------------------|
| 1 | Gender | Male | 65 | 65.00 |
| | | Female | 35 | 35.00 |
| 2 | Age | 18- 25 | 25 | 25.00 |
| | | 26-45. | 15 | 15.00 |
| | | 46-55 years | 35 | 35.00 |
| | | 55 and above | 25 | 25.00 |
| 3 | Qualification | Pri. Cert | 00 | 00 |
| | | Sec Cert | 25 | 25.00 |
| | | Diploma | 30 | 30.00 |
| | | Bsc/HND | 45 | 45.00 |
| 4 | Work Experience | Less than one year | 15 | 15.00 |
| | | One to five -1-5 years | 20 | 20.00 |
| | | Five 5 to Ten 10 years | 25 | 25.00 |
| | | Above Ten years | 40 | 40.00 |

Table 2 summarizes the results

| Questions | Variables | Frequency | Percentage % |
|---|-----------|-----------|--------------|
| Training improve Performance | Agree | 60 | 60 |
| | Disagree | 20 | 20 |
| | Undecided | 20 | 20 |
| Training is necessary for any employee for developing his skills | Agree | 40 | 40 |
| | Disagree | 25 | 25 |
| | Undecided | 35 | 35 |
| Training is a must for enhancing productivity and performance | Agree | 60 | 60 |
| | Disagree | 15 | 15 |
| | Undecided | 25 | 25 |
| Training increase motivation level of employee | Agree | 75 | 25 |
| | Disagree | 10 | 45 |
| | Undecided | 15 | 30 |
| Training bridges the gap between job requirements & competence of an employee | Agree | 50 | 50 |
| | Disagree | 20 | 20 |
| | Undecided | 30 | 30 |
| I am confident that the training brings strong team work so and helps to increase work efficiency | Agree | 70 | 70 |
| | Disagree | 10 | 10 |
| | Undecided | 20 | 20 |
| Training helps to reduces frequency of supervision | Agree | 40 | 40 |
| | Disagree | 25 | 25 |



| | | | |
|---|-----------|----|----|
| | Undecided | 35 | 35 |
| There is adequate assessment on the need for training in your organization | Agree | 20 | 40 |
| | Disagree | 50 | 25 |
| | Undecided | 35 | 35 |
| Lack of adequate training in your organization affects the performance of employees | Agree | 50 | 50 |
| | Disagree | 15 | 15 |
| | Undecided | 35 | 35 |
| Frequent assessment of training needs can go a long way to improve employee's performance in your organization. | Agree | 60 | 60 |
| | Disagree | 15 | 15 |
| | Undecided | 15 | 15 |

Source: Field work, 2023

FINDINGS

In the first place, Respondents were asked to give their responses to this statement so as to make a conclusion whether or not training increases the performance of an employee. Majority of the respondents agreed. Out of 100 respondents, 60 (60%) agreed. Respondents were asked whether Training is necessary for any employee for developing his skills. With changing technologies nothing remains constant, employees need new skills to catch up with the fast-changing working environment. Referring to the Table 2, there is a strong agreement that training increase skills of the employees at work place.

Respondents were asked whether Training is a must for enhancing productivity and performance. This statement aimed at understanding the importance of training in how it can enhance performance and productivity. Table 2 indicates that 60 agreed, 15 disagreed, and 25 were neutral. Respondents were asked whether Training increase motivation level of employee. From the Table 2 respondents agreed that training and development motivate staff, training and development programs at workplace adds skills staff which increase their commitment and motivation towards delivering as per expectations

On whether Training bridges the gap between job requirements & competence of an employee. As can be seen From the Table 2 above, it is being indicating that there is always a gap between what an employee know and what the work or assignment need. Training therefore, plays a great role in bridging what skill an employee lacks and the job requirements.

On the issue of if training brings strong team work so and helps to increase work efficiency. .Majority of the respondents were confident that training brings teamwork and helps Sokoto Judicial Service Commission to increase work efficiency, this is justified by the number of respondents who agreed on the statement. Out of 100 respondents, 38 (69.1%) of the respondents strongly agreed.

Respondents were asked if Training helps to reduces frequency of supervision. As shown on Table 2 above, respondents were in a strong agreement that training reduces performance supervision. The reduction in time spent in supervision may be a result of skills that an employee acquires through training empowers him/her to execute the duties as per the expectations. Also, the analysis richly convinces that training gives confidence the staff to follow guidelines thus reducing all the unnecessary supervisions.

Respondents were asked if there is adequate assessment on the need for training in your organization. 50 of the respondent's disagreed that training and development practices have improved their knowledge and skills, 20 agreed, 30 were neutral. The reason to why the majority



disagreed with this statement can be attributed to the role training plays in improving staff ability to do perform their assigned duties.

With regard to lack of adequate training in your organization affects the performance of employees. Table 2 above examines whether lack of training at the Sokoto Judicial Service Commission Adversely affects the performance of employees at the organization. 50 of the respondents agreed, 15 disagreed while 35 of the respondents choose to remain neutral.

On the issue of frequent assessment of training needs can go a long way to improve employees performance in your organization. Table 2 examines whether adequate and frequent assessment of training needs helps in improving employee’s performance at the Sokoto judicial service commission. 60 respondents agreed, 15 disagreed and 15 choose to remain neutral.

Table 3. Test of Hypothesis – Correlations analysis

| | | Training needs | Employee Performance |
|----------------------|---------------------|----------------|----------------------|
| Training needs | Pearson Correlation | 1 | .992** |
| | Sig. (2-tailed) | | .000 |
| | N | 100 | 100 |
| Employee Performance | Pearson Correlation | .992** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 100 | 100 |

** . Correlation is significant at the 0.01 level (2-tailed).

Table 3 displays the results of the co-relational analysis between training needs assessment and employee performance. The result, however, indicates a robust positive co-relation in the value of .992, which is significant at a 0.01 significance level.

Overall, the study found that training and development play an essential role in training increases the performance of employees in the Sokoto State Judicial Service. Only through training will an organization record successes and improvement areas. It equally shows that training serves as an avenue for an employee to improve their skills. It is only when employees get trained that they can see their areas of strengths and weakness and where they need improvement. It also shows that effective staff training helps in improving the level of motivation among employees. The study reveals that there is always a gap between what an employee knows and what the work or assignment needs. Training, therefore, plays a significant role in bridging what skill an employee lacks and the job requirements. For an organization to identify the specific skills required for a particular job, advice is given that the Competency gap of an organization, therefore, needs to be addressed through training to enhance the sustainability of a particular organization. This could be seen when every employee does his duties without appraisal or accountability. The study concluded that there needs to be an adequate assessment of the training needs of Sokoto State Judicial Service, whereby the employees spent a very long time without getting trained on new ideas to improve their performance.



The study focuses on adequate assessment of training needs, practical staff training, and the challenges of staff training. The study started with the Concept of training and the Training Process; it further outlined Training and development objectives and determined training needs. The study further reviews Methods and techniques of training and Evaluation of training programs. It further outlined Measuring Employee Performance and Resource Based View and Two-factor theory. Questionnaires were administered to the Sokoto State Judicial Service staff to solicit further information and a detailed explanation of the actual practice of human resource planning in the organization. The study ended with conclusion recommendations that will help Sokoto State Judicial Service to improve on their assessment of staff training needs.

CONCLUSION

The study examined the impacts of training needs on employee performance at Sokoto State Judicial Service; it concludes that performance evaluation is one of the most important aspects that any organization must adopt in order to measure the areas of strengths and weaknesses of its staff and to realize the areas it needs to improve upon. The study concludes that the Sokoto State Judicial Service needs to put more effort into ensuring that adequate attention is paid to the training needs of its staff for better productivity.

RECOMMENDATION

The study recommends as follows:

- The organization should pay more attention to the timely assessment of training needs to ensure improved productivity.
- The human resource department should develop and implement a comprehensive career development training program for the staff.
- There should be a comprehensive training policy backed by appropriate law. A central administrative and coordinating mechanism with executing units actively linked with departments, with a base in personnel departments, should be established.
- The organization should place workforce training as its number one priority. Every staff should attend training relevant to their areas of specialization at least four times within every decade of their working period, in addition to seminars, workshops, etc.
- The organization should have a human resource plan so that the plans will still be followed, no matter the management changes. These plans should be periodically reviewed to adjust to the dynamic environment.
- Finally, everyone, including management, should be self-disciplined to execute the organization's human resource plans.

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