
EMPLOYEE TRAINING, DEVELOPMENT, AND ORGANIZATIONAL GROWTH

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Abstract

The focus of this study was on organizational development, worker training, and development. Within the dynamic, competitive market context, the buzzword has evolved to be "training and development." An ethical corporation can be distinguished from a good one by its human capital. Organizations that invest in efficient human resource training and development are likely to reap both immediate and long-term benefits. An overview of the literature on the impact of training and development on organizational growth is included in this paper. Due to organizational, technical, and social dynamics, staff has a tendency to become absolute, necessitating the need to adapt to ongoing learning and change of the talent and knowledge. Therefore, it is crucial to manage training and development programs well in order for firms to get the most returns on their investments. However, in a world of fierce and dynamic competition, an organization's most important asset is its human capital. Human capital can explore their dexterity with the aid of training and growth. Consequently, training and development are crucial to the workforce's efficiency in a firm. According to the study's findings, businesses engage in the growth and training of their staff, but management must carefully consider all available training options. The study counseled amongst others that; organizations ought to begin systematic training, identification of training wants should be done more professionally in conjunction with the road manager likewise because of the people concerned along with the HR/Training manager. Everybody involved should agree specifically to what the trainees are lacking.

Keywords: Employee Training, Development, Growth, Benefits, Human Capital and profitability

Introduction

Organizational growths are a few things several businesses attempt for, no matter their size. It's the potential to provide corporations with a spread of benefits, together with larger ability to resist market fluctuations, enlarged power and greater efficiencies from economies of scale. In order to ensure the lifetime of your business, it is crucial to comprehend the important stages of organizational growth. A company may reach organizational growth when it considers expansion and looks into new options for generating significant amounts of revenue. Organizational expansion typically depends on corporate growth trends, a company's life cycle, and the owners' drive to increase their stock value. There are some ways a company or organization can do growth, including:

Strong emphasis should be placed on human capital as firms struggle to thrive in the tumultuous, dynamic market in order to be both competitive and financially stable. The success of an organization is influenced by a variety of elements, but it is essential that the workforce is productive (i.e., effective and efficient). Additionally, firms that differentiate themselves based on human capital increasingly view it as valuable in order to maintain their position as market leaders thanks to its intangible qualities like knowledge, skills, and employee motivation. As a result, businesses need personnel who can adapt to a fast-paced, dynamic business environment. According to Paradise's research from 2007, approximately \$126 billion is spent yearly on employee coaching and development by U.S. firms alone. The knowledge of business and market intelligence gives firms a dependable competitive advantage over those that do not have such information in a situation where there is considerable uncertainty and tends to provide organizations with high risk (Jelena, 2007). Knowledge is thus emerging as the fundamental capital that sparks development. Organizational performance is largely dependent on their knowledgeable, professional, and experienced employees. Therefore, firms should view ongoing employee training and development as essential to maintaining sustainability. Due to the theory that skills deteriorate and become obsolete over time and should be replaced, coaching and development are extremely important at all staff levels (Nishtha & Amit, 2010).

Employee are considered a crucial input that are required to implement the policies and programmes in a company whereas coaching and retraining of those employees is seen as how of achieving Organizational goals. Through training, the information received is thus advanced and adjusted to new innovative skills and different changes in organization. It additionally creates probabilities for the task fulfilment promotion for employees. The benefits of organizational training are unquestionably immeasurable. Standard "training" is required to conceal crucial knowledge, skills, and abilities relevant to the workplace, and this is far from taking a positive, forward-thinking approach to the current kind of outdated training. Instead of focusing primarily on what is profitable for corporations, coaching and development advice is increasingly centered on what is healthy for individuals. The justification for this is frequently that what is beneficial for employees in terms of training and development is also beneficial for the organizations in which they work—that is, what is beneficial for employee development is also beneficial for organizational growth, quality, client satisfaction, effective management and control, and thus profits.

Employee training and development in African nation can be derived back to 1960 once it had been discovered that expatriates (Olaire&Adesoji, 2013) occupied the majority of the highest government and business positions. The departure of the whites once independence gave rise to a giant vacuum of capable native human capital. This prompted the national of African nation to line up a work force Board in 1962 following the Ashby Commissions Recommendations (Olaire & Adesoji, 2013). Consequently, the national of Nigeria

established complimentary establishments just like the Centre for Management Development (CMD), body employee's faculty of Nigeria, Industrial coaching Fund (ITF), and Federal coaching Centre to coach and retrain both employees and offer orientation to recent graduates of formal tutorial establishments (Olafer&Adesoji, 2013). Today, we tend to are witnessing an awesome variety of analysis studies from each descriptive and prescriptive traditions, specializing in many characteristics of coaching programs likewise as their prices and advantages for business organizations (Becker & Gerhart, 2016). At an equivalent time, organizations have come back to higher perceive the importance of training for his or her survival in knowledge-intensive and volatile markets of this era, and therefore have progressively acknowledged the profitability of fostering their human resources through varied styles of training (Berge, 2001; Salas & Cannon-Bowers, 2001). Human resource capital of any organization plays important} role, therefore coaching and training facilitates in invigorating employee (Khan *et al.*, 2011).

One of the essential methods for promoting effective organizational growth and, concurrently, for promoting the soundness index of the organization, is employee training and development. If the company wants to achieve its goals in the most cost-effective manner, it must make additional efforts and invest heavily in employee training. A supportive and tributary learning environment for the workforce is created by effective training programs, which also enable the workforce to deal with expected issues quickly and effectively. Higher productivity may result from using coaching as a simple and effective tool to achieve the company's goals and objectives.

Theoretical Review

Human Capital Approach

Consistent with Luo (2000), the human capital approach regards training as investment in human capital. Thus, training is provided only the get pleasure from productivity gains is larger than the price of training. The technology-based approach, on the other hand, views training as a method for developing talent. According to this methodology, the rapid advancement of ever-changing technologies and workplace rearrangement are the driving forces behind the bloated training in the present age. As a result, training is offered since it both serves the purposeful needs of a firm and helps develop talent or human capital. However, the content of employee training, which might be a result of coaching style and training delivery style, was largely ignored by these techniques. Luo (2000) opined that the confusion concerning employee training comes within the following four ways. First, it is not inherently or straight off involving the technical aspects of specific job tasks. Second, previous want analysis is never conducted for such training, despite suggestions to do thus in several coaching handbooks. Third, organizations and trainers rarely conduct analysis of behaviour or outcome changes brought out by such training. Evaluation, once there is one, is usually concerning however one feels about the training or what one has learned. The evaluation form is often known as a "smile sheet," as trainees often respond merrily to the questions. However, the influence of the training remains uncertain. Fourth, the fast enlargement of non-public development training has taken place within being absent scientific proof of any link between such training and improvement in Organizational bottom lines. Raymond Miles developed human Resource Management Theory the idea of human resource management theory in 1965. It directs that labour force has untapped resources. Miles argued that each employee inherit a firm with many very different resources that could be tapped by the management to extend overall production. This comprises the physical stamina, ability, and power to change the company in a way that will maximize employee performance. The manager's primary goal is to focus on controlling and instructing

employees while developing big initiatives to assist the organization's use of human resources in terms of skills and capabilities. The importance of bidirectional communication between the employee and the employer was beginning to become clear. Additionally, it should promote inclusion in higher cognitive processes and activity. It explained more that the majority corporations have untapped human resource and inspired participation to realize Organizational growth and productivity (Miles & Ritchie, 2011).

Furthermore, the theory relies on the belief that education after all guarantees employee retention whereas taking under consideration the transfer of learning in organizations. This results in queries of “does the length of education and coaching very be assurance of holding the employee within the business ”? Actually this notion is ideal, however questionable in certain things in organizations. An extremely skilled employee may likewise explore for a far more paying job. This theory has relevancy to the study because the organization has to appreciate the very fact that the employee inside their disposal untapped resources who need coaching and development to figure at optimum levels and to satisfy the Organizational requirements. In order to maximize the resources available to them and so enhance the performance of the company, businesses should heavily engage in staff training and development.

LITERATURE REVIEW

Employee coaching: Human resource management's objective is to create accessible to the organization-qualified work force to carryout its activities, so the organization's goal is achieved. Individuals are very important resource and integral half in a company's goal achievement. Of all the resources an organization has to operate properly, human resources is that the solely resource that may be motivated, taught, development and appraised to obtained most performance. According the phrases of Amah (2016), coaching speaks of the teaching of lower level employee a way to perform their current tasks or jobs. It is aimed toward deed specific information and skills for purpose of an occupation or task. As jobs are getting a lot of and more complex, it becomes imperative for employers of labour to coach their employee not like once jobs were straightforward and tiny technical information was needed from the employees. Work force coaching and development are too interconnected methodes whose importance cannot be overemphasized in any discussion of strategic human resource management as this relates to a number of actions, that an enterprise would wish to embark upon to improve the standard of its social control capital. Work force development has been represented because the systematic process, which a company should bear to make sure that it has the effective managers it needs to satisfy its gift and future needs. Consistent with Philips *et al.*, (1964), coaching may be a method once beneath company auspices seek a planned, coordinated and aware manner to develop within the employee those understanding talent and perspective, which is capable of maximizing a person's current and future potential as well as the efficiency of the overall business operations. Coaching is a sort of specialized instruction designed to provide the newbie with the knowledge, skills, and attitude necessary for him to function well in a particular role. Development considers with particular programs made to organize and prepare a worker with particular schooling and coaching for greater duties (Onasanya, 2006). Coaching as outlined by Peretomodeet *al.*, (2001) is that the planned organisational efforts or activities planned with serving to an employee acquire specific and straight off usable skills, information, concepts, altitude and behaviours to alter him or her perform a lot of with efficiency and effectively on his gift job. Obadan (2000) saw training as “a specialised method through that one learns to perform direct tasks of varied quality and acquire expected job behaviours”. These definitions implies that training is an organized procedure by which individuals learn and acquire knowledge and skills for a certain purpose,

and a continuing method of serving to employee to perform at a high level (Donnelly, 1995). Thus, coaching may be a process of accelerating human potency through which individuals are offered the chance to accumulate new talents and current information needed in ending varied specialised tasks in their place of work. According to Beardwell & Helen (2001), development is the process of becoming more complicated, intricate, and differentiating due to learning and maturing.

Coaching is regarded as planned process to change attitude, knowledge or skill behaviour through learning expertise to realize effective performance in an activity or vary of activities (Osborne, 1996). According to Rouda and Kusy (1995), training and development consist of "acquiring knowledge, competencies, and skills, as well as adopting behaviors that improve performance in current jobs, including adult learning theory and applications, educational system design, train-the-trainer programs, and instructional methods and methods." Management development and training has been seen as a method by that employee are recruited designated trained actuated and needed inside an economic system. Obisi (1996) ascertained that the ideas of coaching and development are used interchangeably. However, it is differentiated from the other. Coaching is for specific job purpose whereas development goes on the far side specific. Development includes both tasks that enhance professional performance and those that foster personality development. According to Steinmetz, Lawrence (1996), coaching is a quick strategy that makes use of a systematic and scientific process to help non-managerial staff members develop their technical knowledge and skills for a specific task.

On the other hand, development is a future academic process that makes use of a systematic and organized method by which social control personnel study theoretical and abstract information for general purposes. According to Alao (2010), systematic management development programs first appeared in large organizations between 1940 and the beginning of the 1950s. Since then, the organization and competition of these endeavors have become increasingly sophisticated. The theory and practices of management have been the subject of an increasing amount of research over the last few decades. It is essential to have managers and employees who are equipped to address these changes given the rapid pace of technical and social development. In recent years, industries have engaged with the event of all employees and those in management positions each to enhance performance in their gift job and to produce a solid foundation for people who are growing up. This has been made possible by the ever-increasing technological sophistication, particularly during this age of engineering. Thus, coaching may be a technique for increasing human potential through which people are given the possibility to acquire new skills and up-to-date knowledge required to complete a variety of specialized jobs at their place of employment. According to Beardwell & Helen (2001), development is the process of becoming more complicated, intricate, and differentiating due to learning and maturing. Coaching is viewed as a structured procedure to alter behavior about knowledge, attitude, or skill acquisition in order to achieve effective performance in one or more tasks (Osborne, 1996). Rouda and Kusy view Training and development (1995) as the "acquisition of knowledge, competencies and skills, and adopting behaviors that improve performance in current jobs, including: adult learning theory and applications, educational system design, train-the-trainer programs, and instructional methods and methods." Training and development in management has been viewed as a means of attracting the needed, motivated, and designated employees to an economic system. The concepts of coaching and development are often employed interchangeably, according to Obisi (1996). It is distinguished from the opposite, though. While development is less focused on specific employment purposes, coaching is for specific job purposes.

Development includes both tasks that enhance professional performance and those that foster personality development. According to Lawrence Steinmetz (1996), non-managerial staff can acquire technical knowledge and skills for a specific purpose through training that is quick and uses a systematic process. On the other hand, development is a future academic process that makes use of a systematic and organized technique by which social control personnel study theoretical and abstract information for general purposes. According to Alao (2010), formal management development programs first appeared in large cooperatives between 1940 and the beginning of the 1950s. Since then, the organization and competition of these endeavors have become increasingly sophisticated. The theory and practices of management have been the subject of an increasing amount of research over the last few decades. It is essential to have managers and employees who are equipped to address these changes given the rapid pace of technical and social development. The ever-rising level of technological complexity, particularly in this age of engineering, has paved the way for management coaching to keep up with the always-shifting environment. Industries have recently been active in the event of all employees, including those in management positions, to improve performance within their respective fields and to create a strong foundation for people who are growing up. The analysis of Taylor, who emphasized the ongoing necessity of scientific discoveries of human potentials through training, serves as a catalyst for these developments. Managers started to develop better methods of managing the growing complexity occurring in their organizations during this period of technological and social development in the nineteenth century. Taylor was one of the first to grasp that people are just as important and cost-effective as machines (Alao, 2010). Taylor argued that employees and management set the pace for production, hence, it is important to coach and develop the workforce in order to advance the organization's stated goal. He emphasized, "Scientific management isn't a set of techniques used only to increase productivity, but rather a philosophy that is carried out through employees' training and growth." In Nigeria, the Ashby committee, which was founded in 1959 to look into Nigeria's needs in the fields of higher education and postsecondary certification over the next 20 years, is credited with giving rise to the concept of manpower training and development (Alao, 2010).

Selection Procedure

The selection process involves choosing the best applicant with the necessary skills and competencies to fill the open positions in the business. As there are several processes before making the ultimate decision, the choosing process is both lengthy and complicated. The selection process can differ from sector to sector, company to company, and even department to department. Every firm builds its hiring process with the need to fill the position quickly and the requirements in mind.

The process of matching the right men with the proper jobs is known as employee selection. It is a process for matching organizational needs with people's abilities and credentials. Only when there is effective matching can selection be done. The firm will receive exceptional performance from its workforce by choosing the best candidate for the open position. Additionally, the firm will experience fewer issues with staff turnover and absenteeism. A firm can save time and money by choosing the best candidate for the job. During the selection process, candidates are properly screened. All individuals who apply for the position are put through testing. Although these are two stages of the hiring process, selection and recruitment must be distinguished from one another. Recruitment is regarded as a constructive procedure because it encourages more individuals to apply for the position. It produces a pool of candidates. It is only data sourcing. Although selection is a bad method because here the wrong applicants are dismissed. In the hiring process, recruitment takes

place before selection. Choosing a candidate entails deciding who has the best abilities, skills, and expertise for the open position.

The process of choosing and shortlisting the best applicants with the required credentials and skill set to fill open positions in an organization is known as the selection procedure. The selection process varies from industry to industry, company to company and even amongst departments of the same company. The selection procedure aims to identify and hire the top applicants for available positions. This method is frequently pictured as a funnel. A job posting may receive 50 applications; five are chosen to participate in an in-person interview; and one is ultimately chosen. Every hiring process begins with a job opening. The function profile for this position should be clearly defined and contain requirements such a minimum number of years of work experience, educational background, and skill proficiency.

Employee Training Design

Designing new training programs, educational materials, and lessons for your current staff is known as training. It identifies training holes and fills them with fresh material for enhanced performance. Additionally, it enables your team to develop as a unit rather than growing stale in its duties. Identification of the learning objectives that when combined with the overall goals found during the needs assessment phase of systematic training design will serve as the purpose of the design phase. In order to accomplish your learning objectives and overall training goals, you will also determine the learning activities (or methods) you must use.

Training design allows a company to assess its needs and present solutions in clearly defined goals. When training current workers to learn a new task, you first have to understand what they already know and how they could improve. Needs can come from an overall organizational and strategic point of view, from departments or teams or from an individual evaluation. The training objectives can be determined by evaluating the needs of the organization. These goals will serve as the cornerstones of your training plan. You can understand where you want the training to go by identifying the gaps in prior staff training or knowledge and addressing business needs; the next stage is figuring out how to get there.

Organizational Development The key to attaining the objectives of the organization is performance. To achieve this, organizational training based on company strategy is necessary (Hussey, 2015). Performance will boost the organization's potency and efficacy, which is crucial for attaining the organization's goals (Mwita, 2000). Positions that are evaluated or measured for their contribution to the organization's goals are referred to as being part of the organizational growth (Cook & Hunsaker, 2001). Using the resources that are available with success and a great deal of ability and competence requires a certain attitude or behavior toward them. In actuality, development and coaching can help with this. Organizations that use these practices have demonstrated superior performance, which is attested to by the fact that they are committed to boosting productivity and efficiency and creating working conditions that encourage employees to identify with the organization's goals and contribute to achieving them (Sweetman, 2001). While training is a formal and systematic alteration of behavior through learning that actually occurs because of education, instruction, development, and planned expertise, coaching has a direct relationship to the performance of the employees (Armstrong, 2009). The discussion of the information, abilities, and attitudes required to accomplish organizational goals and further create competitive advantage is facilitated by training and development (Peteraf, 1993). The management of coaching programs and development should, above all, take into account employees who are motivated to learn if they are to be effective (Forrest & Peterson, 2006). On the one hand, research in

training points to a beneficial impact in achieving high levels of staff retention, and on the other hand, it is known that successful training programs result in a greater return on investment (Becker, 1993). The dedication of the company is considered to be improved by providing coaching to the specific employees' performance (Bartlett & Kang, 2004). The authors Meyer and Allen conducted an organizational commitment study and a dedication test to improve employee performance (1997). They argued that better staff training could simplify employee performance (Meyer & Allen, 1990). Employee happiness and manageability are key factors in good performance, which motivates top performers to achieve company goals (Kinicki & Kreitner, 2007). Performance of employees is improved through coaching and development. Students have illustrated this reality by demonstrating via their study how important training and development are to enhancing organizational performance (Din & Ahmad, 2009). The training actually has some advantages. They have been organized (Ishrat, 2013):

- a. Benefit for Organization the subsequent are the advantages for organization growth: results in improved profitability and or a lot of positive perspective towards profits orientation; improves the task information and skills the least bit level of the organization; increases the workforce's morale; helps individuals to identify the organizational goal, helps to make a higher company image; quicker authenticity, openness and trust; and improves the connection between boss and subordinate - aids in understanding and ending Organizational policies.
- b. Benefit to individual: the advantages to people are: helps the individual in creating better call and effective drawback solving; through development and coaching, motivational, variables of recognition, achievement, growth, responsibility and advancement and internalized and operationalized; encourages and supports self-growth and self-confidence; aids in managing stress, tension, frustration, and conflict; boosts job satisfaction and recognition; and advances an individual toward professional goals and skill development.
- c. Benefits for employees and interpersonal relationships: The advantages in employment and interpersonal relationships: improves communication between teams and individual; aids in orientation for brand spanking new employee and people taking new job through transfer and promotion; improves social skills; improves morale; builds cohesiveness; give an honest climate for learning growth and coordination; and makes organization higher place to figure and live

Measures of Organizational Growth

Productivity

In economics, productivity refers to the amount of output produced for every unit of input, such as labor, capital, or another resource. It is typically determined for the economy as a magnitude relationship between hours worked and gross domestic product (GDP). Labour productivity is also further softened by sector to look at trends parturient growth, wage levels, and technological improvement. Company profits and shareowner returns are directly joined to productivity growth. At the company level, productivity may be a live of the potency of a company' production process, it's calculated by measure the quantity of units created relative to employee labor hours or by measuring a company' income relative to employee labor hours.

The main ingredient for economic growth and competitiveness is productivity. A country's ability to enhance its normal of living depends nearly entirely on its ability to lift its output per employee (i.e., manufacturing a lot of goods and services for a given number of hours of

work). Economists use productivity growth to model the productive capability of economies and confirm their capacity utilization rates. Consequently, this is used to anticipate business cycles and project future rates of GDP growth. Additionally, production efficiency and capacity are frequently used to gauge inflationary and demand pressures. Productivity is the quantitative relationship between the quantity produced (output) and the amount of resources used in the manufacturing process (input). It is the size of the relationship between the quantity of goods and services produced and the quantity of resources used in their creation. Productivity means an economic live of output per unit of input. While input refers to all or some of the factors of production used, such as capital, labor, equipment, and so forth, output refers to the complete production in terms of units or revenues. Productivity may serve as a useful barometer of the power with which a mill is running. If a firm has higher productivity, i.e. it produces a lot of with a given quantity of inputs, it means it is utilising the resources properly.

Profitability

Profitability is ability of a corporation to use its resources to get revenues in way over its expenses. In other words, this is often a corporation's capability of generating profits from its operations. One of the four pillars for examining financial statements and overall company performance is profitability. Efficiency, solvency, and market prospects are the other three. Creditors, investors, and managers to assess a company's performance and prospects going forward if operations are managed well use these fundamental concepts. Revenues and expenses are the two essential components of profitability. The income of a business is its revenues. This is frequently the amount of money made by selling goods or rendering services to customers. Nevertheless, making money does not come without cost. Businesses should make use of their resources to offer these goods and services. Resources, like cash, are frequently used to pay for production-related costs like rent, utilities, personnel salaries, and other wants.

Profitability and profit are closely connected, but with one significant exception. Profit is a relative concept while profitability is an absolute one. It is the metric used to assess the extent of a company's profit in light of its market share. Efficiency is measured by profitability, which determines whether an endeavor succeeds or fails. A business's capacity to generate a return on an investment based on its resources in comparison to an alternative investment is another definition of profitability. Although a business may make a profit, this does not imply that the business is profitable.

Employee Training and Development and Organizational Growth

Employees receive skills, knowledge, and an understanding of the company and its objectives through training (Shaw, 2011). Programs that give employees knowledge, new abilities, or opportunities for professional development are referred to as employee training (Olaire & Adesoji, 2013). One of the key methods for enhancing efficient organizational growth and simultaneously boosting the organization's stability index is employee training. If the company wants to accomplish its goals in the most cost-effective manner, it must make extra efforts and significant investments in employee training. Employees that are hired by the company might not have all the necessary skill sets to do their jobs to the fullest extent. The difference between an ideal and an optimal stage of growth is filled in by training. On the workplace, however, needs become apparent when desired and actual work techniques or results are compared. Smit and de Cronje (2010) mention the generic approaches, performance analysis, and competency evaluation as three techniques for determining needs. A survey was conducted on the effects of training and development on organizational

performance by Mansoor, Shah, and Tayyaba (2015), with the desire to leave serving as a mediating factor.

For the objectives of data collection, the salary-based employees of the firms with 5 to 250 employees have been chosen using the stratified sample technique. Out of the 600 surveys that were given out, 290 were returned, and 278 of those were used in the study. The intention of employees to leave the companies was discovered to be a positive mediator of the relationship between training and development and organizational performance. The positive correlation may be caused by a number of additional factors, such as inflation and the dearth of employment possibilities in Pakistan. Karimi and Nejad (2018) conducted a study on the impact of organizational training on Ahwaz Oil Company employees' work satisfaction and individual performance. All of the Ahwaz Oil Company personnel, who at the time of the research were estimated to number 800, made up the statistical population of this study. According to the Krejcie and Morgan tables, at least 260 statistical samples were required for a community of this volume. The stratified random sampling method with proportional volume was used to choose this sample size from the statistical population, and the samples were chosen accordingly. It should be mentioned that the 61-item standard questionnaire used in this study for data collection had responses based on a five-point Likert scale. On the research data, inferential tests like the normal test and path analysis were run. The study's findings demonstrated that job satisfaction and organizational education standards had a favorable and significant impact on employees' performance in the society under investigation.

A study on the impact of training and development on organizational growth in Nigeria was undertaken by Ogohi (2018). Given that the sum of individual performance will ultimately result in organizational performance, the research aims to determine the impact that training has on employee performance. Three banks were chosen from the microfinance bank sub-sector of the study. 304 respondents who were chosen using the Taro Yamane sample size estimation method using an Organizational questionnaire provided the data, which was gathered. To test formulated hypotheses, the acquired data was treated to both descriptive and inferential techniques. The study found a considerable impact of employee skill, knowledge, and ability gained through training on production. Additional research has shown that training affects employees' loyalty to the company. Janes (2018) studied the effects of employee development on organizational growth through a case study of drilling firms in Tanzania's Geita, Shinyanga, and Mara regions. 219 participants were chosen for the study's sample size utilizing basic random sampling methods with a purpose. The questionnaire that was given to the respondents served as the method of data collection. Descriptive statistics were used to examine the data, and tables were used to show the findings. According to the study's findings, employee training significantly affects how well drilling businesses operate. However, the study's findings revealed that drilling businesses lack efficient procedures for training and development.

A survey was conducted by Quadros and Misango (2017) with a particular focus on AGGREKO international Nairobi, Kenya, to determine the effects of training development on organizational growth. In order to get enough data from the respondents for the study, the researcher used a case study design. The research tool was a questionnaire designed to capture the study's goals, including the utilization of training aids and their applicability to organizational performance. For the study, a sample size of 80 workers was used. The statistical methods used to analyze the data were quantitative, and the results were displayed as pie charts, bar graphs, percentages, and frequency tables. The research showed that 93.8%

of managers had seen a noticeable improvement since the start of training using OE training tools, and 100% of employees agreed that they had benefited from Orange Excellence (OE) training tools. The study came to the conclusion that training provided by organizations gave workers the tools they needed to succeed in the workplace by providing high-quality services quickly.

Effects of Employee Training and Development on Employee Motivation Vis-à-vis Organizational Growth

"Managers and management experts have long felt that organizational goals are unreachable without the persistent commitment of members of the company," state Stoner et al. in their 2017 paper. Without motivation to work hard, there will not be any progress in employees' performance. Motivation has been defined in a variety of ways by various authors. However, based on the many definitions of motivation, it is generally understood that motivation is what prompts behavior (Stoner *et al.*, 2017). Goal-oriented behavior is guided by and maintained by this process. Motivation is a psychological trait unique to humans that affects how committed a person is. According to Eisenbower (2014), "motivation is the skill of persuading people to do what you want them to do out of their own free will." A wonderful way to stay motivated is through training. It is understood that a worker who is sent to training by an employer will be encouraged to work hard. According to the training company Advance Team Concepts, based in the USA, trained personnel are better able to be empowered and perform at a high level, which also encourages them because it increases their sense of ownership, confidence, and willingness.

Success in company depends on having a team of motivated, diligent employees, regardless of the size of the organization. Similar to this, when people lack motivation, they become less productive. They lose some of their originality, productivity, and value to the company (Ezigbo, 2011). Every organization has traditionally viewed training as having a good effect. Employee motivation to perform is increased via employee training, which promotes organizational growth. According to the original Elton Mayo experiment conducted in Chicago between 1927 and 1932, employees perform better on the work just because their employer has paid attention to them. Consider a management trainee who received specific training in abilities to demonstrate their value to the company. The knowledge that they are on the right path to success will inspire them to work more diligently and effectively (Emry, 2015).

According to the reasoning presented so far, training and development play a significant part in inspiring workers to deliver better work. Additionally, it is important to keep personnel motivated in order to maintain production.

Conclusion

Overall, the study aimed to examine how coaching and development affected organizational development. Organizations should take effort to improve their training and development program and make sure the relevant protocols are adhered to on time. The research's findings from the literature study show that different types of training taken by businesses can affect the growth of those firms, but management must look closely at the training program. According to the study's findings, businesses have made investments in their workers' training and development, but management must review the various coaching programs. This study provided factual support for the importance of staff development inside a business.

This study demonstrated and established the significance of training in the long-term success of the organization. This study reaffirmed that. Therefore, staff training and development is essential to the development of the organization. Because of the changes, there is constant demand to expand employee training, which is necessary to realize and achieve the organization's growth. However, preparedness and training programs had a favorable outcome and link with organizational growth in order to coordinate the identification of wants. According to this study, larger firms in Nigeria were more effective at using coaching and development techniques to foster organizational growth.

Recommendations

Organizations should see to it that the following are implemented at work in order to fully benefit from a training and development initiative:

i) **Systematic Training**

The line manager, the personnel concerned, and the HR/Training manager should work together more professionally to identify the training needs. Everyone involved should agree exactly to what the trainees are lacking.

ii) **Well Organized training calendar**

A well-organized training calendar that can be used monthly by firms is necessary to let employees know in advance about trainings that are expected to take place during the month. The training calendar will aid the training manager in maintaining accurate records of the training program.

iii) **Evaluate training for effectiveness**

Evaluation of training is essential to determine where adjustments or changes are needed to increase its efficacy in achieving the learning outcomes established during the planning of the training intervention. At the planning stage, it is important to decide how each type of training will be assessed while also thinking about how the data needed to assess learning events will be gathered and analyzed.

iv) **Provide specific information to employees**

Employees should receive precise information about their performance issues and ways they may improve it through the performance evaluation information system, which is utilized by firms every month to evaluate employee performance. By identifying the reasons of performance disparities and developing action plans to improve employee performance through training and development programs, this assessment should clearly explain the differences between present and expected performance.

v) **Enrich job experience**

The majority of employee development happens on the job. Development is more likely to take place when an employee's abilities and prior experiences fall short of what is needed for the position. There are several ways that job experiences can be used for employee these include the enlargement of current job, job rotation, and promotion to positions with greater challenge.

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