Employee Training and Development in Nigeria: A Study of Local Content, Bayelsa State, Nigeria

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ABSTRACT
The study examines Employee Training and Development in Nigeria with special focus on Local Content in Yenagoa, Bayelsa State, Nigeria. The study adopted the system theory. A sample size of 340 was drawn using Taro Yamen's formula for determining sample size. Primary and secondary data were used in the collection of data. Three research questions were raised that corresponded with the specific objectives which were derived from the aim of the study. The data was analyzed with the use of simple table percentages and descriptive method. The study made some basic findings; it revealed that there is training and development policy in Local Content. It was also found out that training programmes are relevant to the organization, the responses gathered show that training is very vital at Local Content and any other organization. This is because with training in organization, employees and employers would achieve adequate job satisfaction which in turn would lead to development in the organization. The study made some recommendations: Training and development should be seen not only as the thread that ties together all human resource practices, but also as the instrument for establishing and signaling when and how work practices should change. Again management should empower various departments so as to put Local Content in the forefront of training programmes, staff should also be encouraged to build on their personal development. This would strengthen competitiveness, the workforce should also be renewed regularly, management and human resource personnel should invest in policies that are progressive in nature etc.
Keywords: Employee, Training, Development, Local Content

I.   INTRODUCTION
In every organization, there is the need to have well trained and experienced workforce or employees to execute the required jobs in the organization. For that reason, it is very vital to build up the skill level and increase the creativity of employee in all organizations. When there is decline or poor job performance in organizations, it means that such organization needs adequate training to regain or get breakthrough for proper functioning. As the job becomes more complex, the importance of employee development also increases. In a fast changing society, employee training and development are not only an activity that is desirable but also an activity that an organization must commit resources to if it is to preserve a significant and well-informed labor force (Dessler, 2008).

There is a Chinese saying that "if one wishes to plan for a year sow seed" "if you wish to plan for ten years plants trees, if you wish to plan for a lifetime develop men". So without training there will not be any development. Therefore, the importance of training in any organization cannot be overemphasis because it is a major instrument for development. For that reason, every organization should embrace the training and development needs of its workforce. The absence of training in organization affects the performance and productivity of an organization adversely. Training of employees must be regular and adequate, this will make organizations compete favourably with the challenges of the modern times (Alshuwairekh, 2016).

Due to how vital human resource is such as to sustain and maintain the resources of an organization, and to achieve effective performance

of this resource, it is imperative to improve on their contribution to the achievement of the vision and mission of the organization through training and development. For that reason, training is crucial to guarantee satisfactory contribution of employees that are competent for both departmental and management positions (Mullins, 2007).

Heathfield (2012) assert that when employees are given the right training, education and learning, it promote for proper development and productivity of the organization. In turn, this would build confidence, loyalty, and respect for the organization by the staff. Training is a process of learning a sequence of programmed behaviour. Training and education cannot be separated because in every training there is education and in every education there is training.

Training is the application to knowledge which tries to improve employees' performance on the current job or prepare them for a future job. Training is the cornerstone of sound management, for it makes employees more effective and productive. It is an integral part of the whole management programme. Development is a related process. It covers not only those activities which improve job performance but also those which bring about growth to personality, help individuals in the progress towards maturity and actualization of their potential capacities so that they become not only good employees but better human and hold greater responsibilities. Training a person for a higher job is development

In human resource management, training is one of the most significant components. At every level in an organization, employee need to be developed to perform their duties effectively and also to grow in responsibility. Training and development is a vital part of the human resources development. With the advancement of technology, training of employee has become very necessary to meet and compete with the advancement of technological knowhow and also to meet with the global standard. Without training it will be difficult for any organization to develop and satisfy its customers.

It is a well-known fact that training and development enhances worker performance and productivity in organizations (Cole, 2002). Many organizations in Nigeria and indeed the public sector engage in training and development of staff and have departments, units and sectors in charge of training and development. Local Content is one such organization that has been practicing training and development since its beginning.

However, for some years it appears training in Local Content in Bayelsa State is chaotic, not planned and haphazard, and most employees like the machine operators, junior and middle level engineers, accounts clerks, computer operators, secretaries, drivers and other category of workers, have not qualified for any form of training.

In the absence of training of employees in the organization, the employees sponsored themselves in furtherance of their education to obtain professional or higher level certificates. Unfortunately, employees that showed interest to pursue higher degree were not assisted to pursue that dream. Their applications for study leave were turned down, for those persisted were advised to resign. Those who sought for part-time programs were disengaged after their studies as management claimed their programs were not relevant to the job. The few who were retained had no promotion to match their added skills and competencies. This is believed to have led to high labour turnover in the organization.

This research, focused on the emerging need for training and development, it's implications upon individual and the employees and development of the organization.

Statement of the Problem

Training is a vital tool for development but it is seen to be lacking in most organizations in recent times. Most management of organizations sees training of their staff as waste of time and resources. This is a very wrong idea because an untrained staff is an unskilled staff. Therefore, any organization whose staff are not given adequate training can hardly perform well in the contemporary times.

Absence of training in most organizations has led to closure of most organizations. When an organization fails to train its staff the tendency is that such organization cannot remain in business for long because of new ways of doing things in organizations which the particular organization that fails to train its staff may be lacking.

The lack of training of staff will lead to retrenchment of staff. This is because when a staff is not train and lacks the requisite skills or knowledge to carry out the required function the management of the organization will not want to know whether the staff has been sent for training or not but will conclude that the staff should know the job and if the staff does not know the job the next alternative is to layoff the staff.

Without training it will be difficult for any organization to develop and satisfy its customers. Without adequate training of the staff, customers will not have confidence with the organization where the staff are not trained or receive regular training because training leads to development.

Due to the absence of training and development of employees by the organization, some employees sponsored themselves to further their education to enable them obtain professional or higher level of education. Most employees that expressed their desire to pursue university education were not given any form of assistance such as study leave with pay. Their applications for study leave were turned down. For those who persisted were advised to resign. Management went further to disengage those who went through part-time programmes to acquire their degree, with the claim that their degrees were of no relevance to the management and the job they do.

The study is focused on the need for training and development in Local Content, Bayelsa State, Nigeria.

Aim and Objectives of the Study
The aim of this study is to examine how training result to development on employee of Local Content in Bayelsa State, Nigeria.

The specific objectives are as follows:
1. to investigate the existence of training and development in Local Content, Bayelsa State, Nigeria
2. to examine the impact of training on development of staff in Local Content, Bayelsa Sate, Nigeria.
3. to identify the causes of lack of training in Local Content in Delta State, Nigeria.

Research Questions
1. Are there training programmes in Local Content, Bayelsa State, Nigeria?
1. What are the impacts of training on the development of employee in Local Content in Bayesla State, Nigeria?
3. What are the causes of lack of training in Local Content in Bayelsa State, Nigeria?

Significance of the Study
The study has both theoretical and practical significances

Theoretical Significance:
This study added to existing literatures on topics related to training and development of employees in organizations. Before this study, many other works had been done on Training and Development in organization. Unfortunately, none has actually focused on Local Content in Bayelsa State, Nigeria. Most of the works on Employees Training and Development looked at it in general. This study, have therefore filled this gap and expands the knowledge on Employee Training and Development, in Local Content, Bayelsa State, Nigeria.

Practical/ Policy Significance
The result of this study shall be of good benefit to various groups such as, policy makers that are in charge for employment/recruitment in work organizations. Such groups include the Managing Directors of various organizations, Labour Unions, Employment Agencies, Personnel Managers, Human Resource Managers and Owners/Directors of Organization etc. The study provides a foundation for further studies in Sociology, Industrial Sociology, Management, etc. by providing students with a new vocabulary for discussing not just training and development of employee, but the entire aspect of organizational life.

Scope of the Study
The scope of this work is Employees Training and Development in Local Content, Bayelsa State, Nigeria.

Theoretical framework
System Theory
The system theory was adopted for this work. The system theory is an outgrowth of the functionalism theory, and is normally seen as the foundation of organizational development. This theory viewed the organization as an open system made up of interrelated and interdependent parts that interact as a subsystem. The organization which comprises a unified singular system made up of subsystems. For example the Local Content is composed of sub-systems such as Finance, Logistic, Training and Development etc. As such, the various sub systems should be studied in their interrelationships rather than in isolation from each other. The system as a whole is affected by internal elements. It is responsive to forces from the external environment. The system is considered open, as organizations receives varied forms of inputs from other systems, these inputs are converted to outputs that affect other systems. Generally, the systems approach assesses the overall effectiveness of the system rather than the

effectiveness of the sub-systems. These allows for the application of system concepts across organizational levels in the organization rather than only focusing upon the objectives and performance of different departments.

The systems approach implies that decisions and actions in one area of the organization will affect other areas. So is the case with the Local Content in Bayelsa State, Nigeria in which the decisions reached by the Training and Development Department affects the overall performance of the organization.

Research Method

This various methods adopted for this study was examined here and these includes the research design, population of the study, sample size, sources of data, sampling technique, method of data collection, and procedure for gathering data etc.

Study Design

Survey research design was used for the study. This design was important because it allows the researcher to gather information from the respondents widely.

Population of the Study

The population of the study consists of all the employee of Local Content in Bayelsa State, Nigeria. The total population of the employees' amount to two thousand five hundred and seventy-three (2573), Male employees' amount to one thousand seven hundred and thirty one (1,731) and female employee's population is eight hundred and forty-two (842). The respondents were chosen from the different departments that make up the organization.

Sample Size

The sample includes 346 (employees) respondents in the study area. In calculating the sample size the researcher adopted the Taro Yamane's formula which is expressed as

$$n = \frac{N}{(1+N e^2)}$$

Where: n = Desired Sample Size N = Total Population e = Accepted error limit (0.05 on the basis of 95% confidence level)
Thus applying formula such that
=
Therefore, Sample Size = 346.2 approximately 346 employees

Sampling Techniques

Sampling means selecting a given number of subjects from a target population as representatives of that population. According to Mugenda and Mugenda (2003), sampling is the process of selecting a few cases in order to provide information that can be used to make judgment about a much larger number of cases. A sample is a smaller part of a statistical population where properties are studied to gain information about the whole (Kombo, 2006).

Sources of Data

Usually in an academic study, the researcher does not rely on his or her own or personal information. Empirical materials from previous authors either from achieve; such as the newspaper, library, internet and interviews etc. are consulted. Data for this work was acquired from primary and secondary sources. The primary source of data consists of information acquired directly from the respondents for the study. This source was essential because of the intensity of information needed for this work. Whereas the secondary source of data collection involves collection of existing data. This method of data includes information from newspapers, magazines, journals, internet etc.

Methods of Data Collection

The instrument for data collection was a self-style close ended questionnaire that was developed after an intensive review of relevant publications that reflects on the research problem. The primary instrument through questionnaire administration to sample employees' opinions was exploited. Primary data was collected through structured questionnaire. The instrument was divided into two sections, A and B. Section A sought the bio data of the respondents. Section B contained items used to generate data bothering on research objectives.

Method of Data Analysis

Data gathered from the study were analyzed using both descriptive and inferential statistics. The descriptive methods include frequency distribution percentage tables, charts. The table, percentage and charts were used for the descriptive statistics adopted in this research. They were used to carry out situational analysis and description of the data obtained from the field.

Presentation of Data and Analysis

In line with the research objectives and research questions which were derived from the aim of the study. A total of 346 questionnaires were administered to the respondents, out of this number, 340 questionnaires were properly filled and returned. This number is significantly good enough to be used for the analysis of the study. Descriptive method and percentage statistics were used to analyze the results of the findings. The statistical method used here was basically the tables, charts and percentage to describe and explain how the respondents responded to the data collected from the field to make the research findings more meaningful. The following analysis shows the responses received from employees within Local Content administration.

Demographic Characteristics of Respondents
Sex of Respondents

Sex	Frequency	Percentage
Male	238	70
Female	102	30
Total	**340**	**100**

Source: Field Research, August, 2022

The results from the table above shows that 70% of the employees of Local Content are male and 30% are female. This analysis indicates that there are more men in the population of staff that works in this organization than that of women.

Marital Status of Respondents

Sex	Frequency	Percentage
Single	51	15
Married	230	67.6
Divorced	14	4.2
Widow/Widower	35	10.3
Separated	10	2.9
Total	**340**	**100**

Source: Field Research, August, 2022

The table on marital status of respondents above shows that 51 respondents representing 15% of the population of workers in local Content are single, 230 respondents representing 67.6% are married, 14 respondents representing 4.2% are divorced, 35 respondents representing 10.3% of the population are either widows or widowers and the last category which is referred as separated constitute 2.9% of the population of this organization.

Departments

Type of Department	Frequency	Percentage
Human Resource	68	20
Monitoring and Evaluation	34	10
Content Development	32	10
Planning, Research and Statistics	70	20
Others	102	30
Total	**340**	**100**

Source: Field Research, August, 2022

The table above represents the various departments where employees work. 68 respondents representing 20% works in the human resource department, 34 respondents representing 10% works in the monitoring and evaluation department, 32 respondents representing 10% works in the content development, 70 respondents representing 20% works in the planning, research and statistic department, whereas a large proportion of the staff of 102 constitute other sections in the organization.

Current Position at Local Content

Current Position	Frequency	Percentage
Principal. Asst. Administrators	150	44.2
Senior Finance Assistants	50	14.6
Senior Asst. Administrators	40	11.8
Assistant Administrators	100	29.4
Total	**340**	**100**

Source: Field Research, August, 2022

With regards to the current position of respondents the table above shows that 150 respondents were Principal Assistant Administrators, this population represents 44.2%, while 50 were senior finance assistance, 40 senior assistant. Administrators and 100 assistant administrators. The percentage of these respondents are equally demonstrated on the percentage column.

Length of service with Local content

Length of Service	Frequency	Percentage
Less than 3 year	20	5.9
Between 3 and 5 years	170	50
More than 5 years	150	44.1
Total	**340**	**100**

Source: Field Research, August, 2022

The table above shows the responses received from the employees regarding the number of years they have worked with Local Content, 20 respondents representing 5.9% indicates that they have worked less than 3 years, 170 respondents representing 50% said they have worked with Local Content between 3 and 5 years and the final category of 150 respondents said they have worked with Local Content for more than 5 years and this represents 44.1%.

Knowledge of training and development policy of the Local Content

Knowledge of Training Policy	Frequency	Percentage
YES	75	22.1
NO	204	60
Not Sure	61	17.9
Total	**340**	**100**

Source: Field Research, August, 2022

The table showing the response rate of knowledge of training and development policy in Local Contents indicates that 75 respondents representing 22.1% acclaimed that there is training and development policy in this organization, while 204 respondents representing 60% said No, that there is no training and development policy in Local Contents and the last category of respondents of said they are not sure of any training and development policy in this organization and this represents 17.9%

Forms of training received since joining the Organization

Forms of training	Frequency	Percentage
In-house	50	14.7
External	120	35.3
No Training	170	50
Total	**340**	**100**

Source: Field Research, August, 2022

The table above shows that 50 respondents representing 14.7% of respondents at Local Content ascertained that they had received in-house training since they joined Local Content, while 120 respondents representing 35.3% said they had received external training since they joined Local Content and 170 respondents representing 50% were of the negative side that they have never received any training since they join Local Content. The majority of the respondents that acclaimed they have never received any training in this organization is a clear evidence that there is the lack of sufficient training in Local Content. Again, even though a fair percentage claimed they have received training, this percentage cannot represent an accurate or positive notion on the presence of training in the organization.

Impact of Training on work performance in local content

Impact of training	Frequency	Percentage
Excellent	50	14.7
Very Good	30	8.8
Good	40	11.8
Not good enough	220	64.7
Total	**340**	**100**

Source: Field Research, August, 2022

The above table indicates that 50 respondents representing 14.7% of agreed that the impact of training on their work performance was excellent, 30 respondents representing 8.8% said the impact of training was very good while, 40 respondents representing 11.8% acclaimed that the impact was good and 220 respondents said the impact of training was not good enough. This high percentage that said the impact was not good enough indicate that the organization needs to improve on their training policy.

Relevant of training in local content to achieve development

Relevance of Training	Frequency	Percentage
Very Relevant	211	62.1
Relevant	68	20
Not Relevant	55	16.2
Undecided	6	1.7
Total	**340**	**100**

Source: Field Research, August, 2022

With regards to the question of whether training content was relevant to achieving personal needs, goals and self-development, 211 representing 62.1% agreed that training content was very relevant to achieving their personal needs, goals and self-development. 68 respondents representing 20% said content was relevant, 55 respondents said not relevant, this rate represent 16.2% of the population of workers and the last category of 6 respondents representing 1.7% were undecided on the on the matter.

Contribution of training and development to effectiveness at Local Content goals

Development to Effectiveness	Frequency	Percentage
Agree	280	82.3
Disagree	50	14.7
Undecided	10	2.9
Total	**340**	**100**

Source: Field Research, August, 2022

The above data made an illustration on whether training and development at Local content would contribute to achieving effectiveness and efficiency of Local content goals. 280 respondents representing 82.3% agreed, 50 respondents representing 14.7% disagree and 10 respondents

representing 2.9% had no decision or input to make. With the majority of the employees who agreed shows that training and development is highly needed in local content for this would contribute significantly to the effectiveness and performance of job in local content, which in turn would lead to development of the organization.

II. DISCUSSION OF FINDINGS

As a result of this study some findings were made.

It revealed that there is the knowledge of training and development policy in Local Content. The response rate indicates that 75 respondents representing 22.1% acclaimed that there is training and development policy in this organization, while 204 respondents representing 60% said No. this high percentage of respondents who are of the affirmative indicate that even if there is such policy in the organization, the policy may not be effective and efficient to lead to development in the organization. Again, further inquiries made to ascertain the forms of training which take place at local content, very low percentage of the population of 14.7% acclaimed that they had received in-house training since they joined Local Content, while 120 respondents representing 35.3% said they had received external training since they joined Local Content. The high percentage of 50 were of the negative side that they have never received any form of training since they join Local Content. The majority of the respondents that acclaimed they have never received any training in this organization is a clear evidence that there is the lack of sufficient training in Local Content. Again, even though a fair percentage claimed they have received training, this percentage cannot represent an accurate or positive notion on the presence of training in the organization. Also on the question which seeks to know how relevant training is to this organization, the responses gathered show that training is very vital at Local Content and any other organization. This is because with training in organization, employees and employers would achieve adequate job satisfaction which in turn would lead to development in the organization.

III. SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary

The study examine how training result to development on employee of Local Content in Bayelsa State, Nigeria.

Most organizations are faced with problem of untrained staff. Local Content, Bayelsa State, Nigeria is not exempted from this menace.

Organizations where there is lack of or adequate training for staff can hardly develop to optimal level. Local Content Bayelsa State and all other organizations in Nigeria need to have regular training for its staff to be able to measure with global standard. The lack of training for staff in organization is a major problem that most organizations face in recent times.

When staff are denied of or deprived from organizational training, such staff usually look for organizations where training is available and look for every opportunity to move to such organization. The lack of training of staff leads to frequent labour turnover which is not good for any organization. In this work, vital contributions were made in both practical and political/practical and theoretical significances. The method of data collection was basically through questionnaire and interviews. The result of the study was analyzed using frequency distribution table.

An over view of respondents supports that training and development will contribute to achieving effectiveness and efficiency if staff are properly trained in Local Content. In terms of organizational issues constraining training and development at Local Content huge percentage of respondent agreed that there is organizational issues constraining training and development in Local Content.

Conclusion

In line with the findings and result got from the study, it is very obvious that training and development programmes are not properly carried out in Local Content. Although from the responses some respondents claimed there are some form of training and development in the organization. Additionally, it is clear that human resource management in general, and training and development in particular at Local Content, should be a core programme in Local Content. This will improve the effectiveness and productivity in the organization.

Recommendations

Some recommendations were made in conjunction with the findings of this work.

1. Training and development should be seen not only as the thread that ties together all human resource practices, but also as the instrument for establishing and signaling when and how work practices should change. To be effective in this role, the HR manager will need to create a

framework for making HR decisions based on Local Content vision and strategic plan.

2. In order to position Local Content for success, m anagement must empower

various departments to engage in training and devel opment. Additionally, some

key directions have been identified toassist manage ment in managing the workforce.These are Building potential, Strengthening Competitiveness and Renewing Workplace.

Essentially, this is to ensure that employees of Local Content are strategically placed to align with the objectives to guarantee the delivery and services to the public. Through a collaborative process, each depar tment

should develop its own training and development pl an, which outlines its critical strategic issues.

3. There should be certain examples of how departments can plan for the future training and development must be outlined in a document and should be used to help

lessen any negative impacts as a result of demograp hics. The documents should also ensure

Local Content departments have what they need to get the job done, and that there is efficient matching of skills and competencies to departmental tasks, requirements and outcomes.

4. There should be a serious investment project to improve on Human Resource policies and programs with the aim of building a high-performing organization that engage employees and also fosters creativity at work environment.

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