HUMAN TRAINING AND STRATEGIC MANAGEMENT IN THE 21ST CENTURY

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INTRODUCTION

Human resource is considered by many to be the most important asset of an organization, yet very few employers are able to harness the full potentials of their employees.

As a productive resource consisting of the talents and skills of human beings, human resource contribute to the production of goods and services. But according to Lado and Wilson (1994), human resource as a system is a set of distinct but interrelated activities, functions, and processes that are directed at attracting, developing and maintaining a firm's human resources.

In their views, Gomez-Mejia, Luis R., David, B. Balking and Robbert L. Cardy, (2008), said it is the process of ensuring that the organization has the right kind of people in the right places at the right time. The objective of Human Resources is to maximize the return on investment from the organization's human capital and minimize financial risk. It is the responsibility of human resource managers to conduct these activities in an effective, legal, fair, and consistent manner Huselid (1995).

Training and development is a subsystem of an organization that emanate from two independent yet interdependent words training and development. Often time, training interpreted as the activity when an expert and learner work together to

effectively transfer information from the expert to the learner (to enhance a learner's knowledge, attitudes or skills) so the learner can better perform a current task or job. Training activity is both focused upon, and evaluated against, the job that an individual currently holds.

In another vein, development is often seen as a broad, ongoing multifaceted set of activities (training activities among them) to bring someone or an organization up to another threshold of performance. This development often includes a wide variety of methods, e.g. orienting about a role, training on the job, coaching, mentoring and forms of self-development. Some view development as a life-long goal and experience.

Development focuses upon the activities that the organization employing the individual, or that the future, and is almost impossible to evaluate (Nadler Leonard, 1984). Thus, training and development ensures that randomness is reduced and learning or behavioural change takes place in structured format. In the field of human resource management, training and development is the field responsible with organizational activity aimed at improving the performance of individuals and groups in organizational settings. It has been known by several names, including employee development, human resource development, learning and development (Harrison Rosemary, 2005).

As the developer of new knowledge, employee training and development is placed within a broader strategic context of human resources management, that is global organizational management, as a planned staff education and development, both individual and group with the goal to benefit both the organization and employees. To preserve its obtained positions and increase competitive advantage, the organization needs to be able to create new knowledge, and not only to rely solely on utilization of the existing (Vemic, 2007). Therefore, the continuous employee training and development has a significant role in the development of individual and organizational performance.

The strategic procedure of employee training and development needs to encourage creativity, ensure inventiveness and shape the whole organizational knowledge that provides the organization with uniqueness and differentiates it from the others. The value of training and development:

In their views, Beardwell & Holden (1997) says that human resource management has emerged as a set of prescriptions for managing people at work. Therefore, based on these expert views, training and development is to enhance human capacity, of quality assurance; optimum productivity of multiplicity; and good public perception that guaranteed increased patronage. The training of an organizational workfore, can build a competent, incisive, innovative and impregnable personnel; inadvertently enticing the public to embrace and popularize what the organization's goals and policy stands for with unrival confidence and ease.

Moreso, training and development can lead to purposeful public and private sectors leadership. Thus, right leadership is necessary for every sector of the economy, and the entire nation. However, managers therefore need to ensure, if organizational development would be achieved. The appointment of men and women, well trained, and of sound pedigree to helm of management/administrative affairs should be well considered logically.

Accountability is another factor that can be precipitated in an organization; it training of personnel is a continuum. Give the existence audit department, in an organizational setting, may be reasonable to assume that reducing corruption in private sector would be a simple undertaking; but, however, corruption, particularly in the sector, is on the rise. Crime rate in the private sector, like in the public sector is becoming alarming that today; Nigeria counted among the 40 most corrupt nations of the world (Transparency International, 2012). Therefore, management in the private sector should endeavor to train and restrain its personnel and implement effective private organizational accountability measures to manage finances. It must also provide the required training and information to enable the human resource effectively as watchdogs.

The Training Process: The training programme usually embraces three steps.

1. **Assessment Stage:** This stage involves identifying the training needs, setting training objectives and developing criteria against which to evaluate the results of the training programme. The starting point of the assessment stage is the analysis of the training needs. A Need analysis is an assessment of an organization's training needs that are developed by considering overall-organizational requirements, tasks, associated with jobs for which training is needed and the degree to which individuals are able to perform those tasks effectively.

2. **The next stage is training, development design and implementation:** A lot of methods are available for employee training and development. Determining the training methods, developing training materials and actually conducting the training constitute the bulk of activities involve at this stage. The training method can be grouped into:

   * Information presentation methods – have trainees are taught fact, skills, attitudes or concepts but are not expected to put what they are taught into practice during the training session. Examples are lectures, seminars, reading list etc.

   * Simulation training methods – artificial situations are created and they offer trainees a means of practicing what they learn during the training e.g. vestibule training which is technique e.g. vestibule training which is technique that sets up a simulation of the work environment and allows trainees to perform the actual exercise, as in a classroom.

   * On-the-job training – the trainees learns the job while actually performing a job, usually with the help of a knowledgeable trainer e.g. apprenticeship training.

3. **Evaluation of training and development:** Training and development are very expensive projects. The training itself costs quite a lot of employees most time are not engaged in actual productive activities during training. To

ensure that training and development activities are cost effective, the Human Resource Department should evaluate the company's efforts in training and development periodically. However, the common ways of evaluating training programme is to compare the objective of the training with the actual result after training. Some of the ways to evaluate after training. Some of the ways to evaluate training include:

* Measuring participants reactions to the training to determine how useful they thought it was;

* Assessing actual learning, probably through tests, before and after training;

* To establish the differentials which is the contribution of the training;

* Determine the degree of behavioural change and measuring real or actual results on the job through efficiency measurement.

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