

# An Assessment of Staff Training and Development on Job Performance in Federal Radio Corporation Ibadan

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## ABSTRACT

*The term paper assessed staff training and development on job performance in FRCN. It identified the training and development mechanism, examined the adequacy of staff training and manpower development in the public service and assessed the effect of training and development on staff. This was necessitated by the need to ensure quality training and development on job performance in Nigeria public service. Both primary and secondary sources of data were used. The Primary data is interview method. The sources of data were textbooks, journals, internet sources etc. The paper concluded that scale of salaries of employees should be reviewed as it will improve their job performance, suitable and effective evaluation system should be designed to ensure that there is prompt and effective monitoring of progress by the management and that trainee should be*

*revisited for assessment on how effective the program attended, has enhanced his/her performance.*

## Keywords:

**Staff Training, Job Performance, training and development, development mechanism, manpower development, quality training, organizational skills**

## INTRODUCTION

### 1.1 Background to the Study

Training and development is the framework for helping employees to develop their personal and organizational skills, knowledge and abilities. The focus of all aspects of human resources development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers.

All employees want to be valuable and remain competitive in the labour

market at all times. This can only be achieved through employee training and development. Employees will always want to develop career-enhancing skills, which will always lead to employee motivation and retention. There is no doubt that a well-trained and developed staff will be a valuable asset to the company and thereby increase the chances of his/her efficiency in discharging his or her duties.

Employers of labour should enable employees to pursue training and development in a direction that they choose and are interested in, not just in-company assigned directions. Companies, organizations, media houses should support learning in general and not just in support of knowledge needed for the employee's current or next anticipated job. It should be noted that the key factor is keeping the employee interested, attending, engaged, motivated and retained.

For every employee to perform well especially supervisors and managers, there is need for constant training and development. The right employee training, development and education provides big payoffs for the employer in increased productivity, knowledge, loyalty and contribution to general growth of the firm.

By providing employees with the opportunity to improve themselves, specific training and development programmes help to reduce the number of dead-end jobs in an agency. Reducing the number of such jobs and providing opportunity for advancement can, in many instances, increase motivation. Training helps prepare employees for jobs that are unique to the public sector.

For these reasons, they should look to their agency's employee-development branch as a key ally in their own tasks of employee motivation and programme management.

They should also be aware of the types of training programmes available. The orientation programme is perhaps the most elementary but it is not unimportant. When well conceived, an orientation programme can make employees more productive more quickly.

The mass media is the specialized agency through which information; entertainment and propaganda are transmitted to an audience over a vast area. It plays a crucial role in fostering and promoting a particular direction for social development. In Nigeria, the media consists of the newspaper press, as well as the radio and television stations. The

radio is used mainly to inform people about the latest events and developments within their societies and in the outside world. The mass media therefore is not left out in the act of effectively training its staff in order to achieve the organizational goals and objectives.

### 1.2 Statement of the Problem

Today, the FRCN is a public service broadcaster with its headquarters in Abuja. It has national stations in Enugu, Ibadan, Kaduna and Gwagwalada (FCT) plus a Lagos Operations Office. These national stations and the operations office control all the thirty(30) plus FRCN FM/MW/SW stations spread across the country reaching more than 100 million listeners, uplifting the people and uniting the nation. However, with such a wide coverage of listeners and the day-to-day efforts of the staff to reach them, certain things are still lacking.

Training for the staff is still not as regular as what it should actually be. There are still many staff who are not very well composed in the presentation of radio programmes - their pronunciations, accent and intonation are incorrect. Most of all, in terms of radio broadcasting the staff have not met up to international standard. In view of

this, the study intends to engage in the assessment of training and development in FRCN Ibadan on job performance.

### 1.3 Objectives of the Study

The objectives of this study are to

- (i) identify the training and development mechanism in place in Federal Radio Corporation of Nigeria, Ibadan;
- (ii) examine the adequacy of staff training and manpower development in FRCN, Ibadan;
- (iii) assess the effect of training and development on staff performance in FRCN, Ibadan

## 2.0 LITERATURE REVIEW

### 2.1 Historical Background of Federal Radio Corporation of Ibadan, Oyo State

The Federal Radio Corporation of Nigeria is the pioneer broadcast organization in Nigeria with a rich culture of excellence. The corporation has evolved through different stages to become what it is today - the largest radio network in Africa. Available records reveal that Radio broadcasting was introduced into Nigeria in 1933 by the

then colonial government. It relayed the overseas service of the British Broadcasting Corporation through a wired system with loudspeakers at the listening end. The service was called Radio Diffusion System, (RDS).

From the RDS emerged the Nigeria Broadcasting Service, (NBS) in April 1950. Prior to the NBS, the colonial government had commissioned the Nigeria Broadcasting Survey undertaken by Messrs Byron and Turner which recommended the establishment of stations in Lagos, Kaduna, Enugu, Ibadan and Kano. Mr. T.W. Chalmers, a Briton and controller of the BBC Light Entertainment Programme was the first Director – General of the NBS.

The Nigeria Broadcasting Corporation, (NBC) came into being in April 1957 through an Act of Parliament Number 39 of 1956. The Director General was Mr. J.A.C Knott OBE.

In 1978, the Nigerian Broadcasting Corporation was re-organized to become the Federal Radio Corporation of Nigeria, FRCN. The NBC was instructed to handover its stations that broadcast on medium wave frequencies in the states to the state governments and it took over short wave transmitters from the states. The Broadcasting Corporation of

Northern Nigeria (BCNN) was merged with the NBC stations in Lagos, Ibadan and Enugu to become the present day FRCN. The Reverend Victor Badejo was the first indigenous Director – General of Radio Nigeria.

Today, the FRCN as public service broadcaster with its headquarters in Abuja has national stations in Enugu, Ibadan, Kaduna and Gwagwalada FCT plus a Lagos Operations Office. These national stations and the Lagos Operations office control all the 30 plus FRCN FM/MW/SW stations spread across the country reaching more than 100 million listeners, uplifting the people and uniting the nation.

## 2.1 Training and Development

According to Mullins (1996), one major area of the personnel function of particular relevance to the effective use of human resources is training and development. Staff are crucial, but expensive resources. In order to sustain economic and effective performance, it is important to optimize the contribution of employees to the aims and goals of the organization.

He further emphasizes that training is necessary to ensure an adequate supply of staff who are technically and socially competent, and

capable of career advancement into specialist departments or management positions. There is therefore a continual need for the process of staff development, and training fulfils an important part of this process. Training should be viewed, therefore as an integral part of the process of total quality management.

Cole (2004) asserted the scope of training and development activities as in most other activities in an organization depends on the policy and strategies of the organization. There are many organizations in the commercial field that carry out the minimum of staff training and development, because as a matter of policy, they prefer to recruit staff who are already trained or professionally qualified.

James (1962) writes that the underlying objectives of training and development are to provide opportunities for all employees to develop and use their skills and knowledge to achieve organizational objectives as well as to fulfill their life ambition.

Training and development is an organization-orientated process designed to foster learning among its members. It is planned around

organizational objectives mainly but also with the intent of satisfying the employees personal needs. It is obvious that training and development is not restricted to the low calibre employees but touches management as well.

One might wonder why an educated person needs to be trained and developed for effective job performance. At this juncture, it is fundamentally necessary to clarify that training and development is not a substitute to education. In distinguishing education from training and development, Aina (1992) says that education is different from training in that it deals with those human development activities which are designed to improve the overall competence of the employee in specified direction and beyond the job currently held. It goes beyond the present job to the next. It entails preparing people for life. He however sees training as the acquisition of the technology which permits employees to perform according to standard, an experienced discipline or a systematic action which causes people to acquire new skills, knowledge and predetermined behaviour.

## **2.2 Systematic Approach to Training and Development**

Training is viewed as an investment in people. This is important at any times, but particularly so with the increasing pace of technological, structural and social changes. Therefore, training requires the cooperation of line managers, adequate finance, resources, time, skilled staff and a supporting appraisal system. There has to be a genuine commitment - from top management and throughout all levels of the organization.

In view of this, Mullins (1996) puts it forth that in order to secure the full benefits of successful training there must be a planned and systematic approach to effective training and development. According to him, the following factors should be ensured:

- (i) A clear commitment to training throughout all levels of the organization.
- (ii) An objective assessment of training needs related to the organization's aims and goals.
- (iii) The staff should also feel a sense of involvement and know how they can play their part in achieving the goals and objectives of the organization.
- (iv) A clear set of objectives and a defined policy for training

- (v) The training programme should be planned carefully and staggered over a reasonable period of time
- (vi) The most appropriate methods of training should be chosen. That is, the methods must be selected carefully according to the particular needs of the organization and the employees.
- (vii) Consideration should also be given to external courses and training opportunities linked to the educational system.
- (viii) Full regard should be given to the training needs of those groups who are not currently active in the workforce. E.g. married women, ethnic minorities, older members of staff and people with disabilities.
- (ix) An effective system of review and evaluation must be put in place and evaluation should be related to objective, measurable factors like increased output of sales; reduced scrap or wastage; fewer accidents at work; fewer errors or customer complaints etc.

## 2.6 Types of Training

McCormick (1998) is of the opinion that training programmes in organizations take on many forms, but in broad terms they fall into:

- (a) On the job training
- (b) Off the job training

### **2.6.1 On the job Training**

It is used in helping personnel to learn new jobs; may be on an organized, systematic basis, or on a catch – as catch-can basis.

The most common procedure is for training to be carried out on the job particularly for new employees. The individual becomes accustomed to the machinery and materials that will be used in the subsequent work and learns in the same physical and social environment in which job duties will be carried out later on. Usually, the training is done by an experienced resource person or by a supervisor. On occasion, however, training instructors are assigned for the specific purpose of teaching job skills.

On the job training requires relatively little special attention, no extra equipment is needed, and the employees can do some productive work while learning. On the other hand, there are some difficulties. There is a risk that expensive equipment will be damaged by

an inexperienced employee and the accident rate among the trainee tends to be high. In the absence of specially assigned trainers, the instruction is often haphazard or may be neglected entirely. The pressures of the workplace may in fact leave little time for effective training. Some activities may actually be more difficult to learn on the job because of their complexity or as a result of the regulated speed at which the machinery operates.

On the job training programmes are carried out under the following techniques: - Job rotation and understudy assignments, apprenticeship, assistantship and vestibule training.

### **2.6.2 Off the job Training**

It covers a wide range training activities given by an organization, such as vestibule training (training for specific jobs), supervisory and management training and development, some apprentice training, and job-improvement training. It may be combined with on the job training, as in the case of apprentice training programs.

There are a number of off the job training methods that managers may want to make available to employees. The more popular are classroom lectures, films, and simulation exercises.



Classroom lectures are well suited for conveying specific information. They can be used effectively for developing technical and problem solving skills. Through this, it is possible to handle large group at the same time. Knowledge can be imparted into a large number of people in a single effort. The side effect is that the practical aspect may be missing. Individual educational needs are not taken care of.

### **Advantages of Off the Job Training**

1. It is easy to control and guide the trainees;
2. It is economical for a large number of trainees;
3. Excessive damage of factory tools is minimized and interruption to the production process is avoided;
4. There is less danger of picking up bad working habits which one would have learnt from work-mates while in on the job training;
5. The environment is more conducive to training.

### **Disadvantages of Off the Job Training**

#### **1 Re-entry problem**

#### **2 Resistance**

#### **2.6.3 Benefits of Training**

The purpose of training is to improve knowledge and skills, and to change attitudes. This can lead the many potential benefits for both individuals and the organization. Mullins (1996) clearly observed that training:

- increases the confidence, motivation and commitment of staff;
- provides recognition, enhances responsibility, and the possibility of increased pay and promotion.
- gives a feeling of personal satisfaction and achievement, and broadens opportunities for career progression; and
- helps to improve the availability and quality of staff.

Mullins therefore does not dispute that training is a key element of improved organizational performance. Training increases the level of individual and organizational competence. It helps to reconcile the gap between what should happen and what is happening between desired targets or standards and actual levels of work performance.

#### **2.6.4 Job Performance**

This is 'measured' through what is called performance appraisal. There are several reasons why appraisals are



carried out in organizations. According to Cole (2004) appraisal helps the organization's management to:

- identify the employee's current level of job performance;
- identify employee's strengths and weaknesses;
- enable employees improve their performance;
- provide a basis for rewarding employee in relation to their contribution to organization goods;
- motivate individuals;
- identify training and development needs;
- identify potential performance; and
- provide information for succession planning

## 2.7 Gap in Knowledge

From the review of past works, it has been discovered that the approaches to the study of training and development differ from one researcher (author) to the other. The reason for this may be due to different backgrounds on areas of studies and as a result of a number of factors outside the scope of each of the studies.

Moreover, there seems to be some agreement as to the effects of training and development in an organization as positive. However, there appears to be no study on the role of training and development on job performance in a media organization. The radio is used mainly to inform people about the latest events and developments within their societies and in the outside world. (Iweriebor 1997)

Despite this observation by Iweriebor concerning the importance of radio (media), there is still lack or insufficient research on the role of training on the job performance of staff in 'Radio Houses'. Therefore the need arises for an empirical study of this type. This study therefore intends to make a comprehensive study of the role of staff training and development in job performance in Federal Radio Corporation of Nigeria (FRCN) Ibadan, Oyo State

## 5.1 Summary

This study examined the role of staff training and development in the job performance of staff in Federal Radio Corporation of Nigeria, Ibadan. This study was also carried out with the aim to: identify the training and development mechanisms put in place in FRCN Ibadan,

examine the adequacy of staff training and manpower development, assess the effect of training on staff performance and assess the mode of selection.

The study is principally based on the sample size of 40. Well structured questionnaires were administered among the identified sampling unit to collect quantitative data. Qualitative data were also collected from the administrative officers for proper analysis. Two main categories of analyses were carried out. There was the analysis of the percentage distribution of respondents across a number of biodata variables while there was also analysis of responses on actual questions that bordered on training and job performance of the staff.

The major findings of the study are:

First, the training and development mechanism that exists in FRCN Ibadan include internal and external training. Second, the training and manpower development for the staff of FRCN Ibadan is adequate at effecting greater performance of the staff. That is, it has assisted staff to acquire the necessary skills and other relevant knowledge that could make them perform their duties very well.

Thirdly, the major findings of this study is the fact that the mode of selection of staff who go for training in FRCN Ibadan is not an exclusive function of its human resources manager (or Director Administration). Rather, all he has to do is to wait for the heads of various departments to give him a list of those who should go for training. This is quite revealing because unlike in many other organizations, it is the duty of the manager in charge of personnel to determine who goes for training. The training programmes that exist in FRCN training school include Computer Studies, Information Technology, Presentation of Radio Programmes, Production, Engineering etc.

## 5.2 Conclusion

This is based on the findings of chapter four and a review of related literature. The literature review revealed that the various authors who have worked on training and development have agreed that the effects of training and development in an organization are positive.

However, the following conclusions can be drawn from the findings of this study. First, it follows that training and development plays a big role

in improving the job performance of staff in FRCN Ibadan.

Another conclusion that was derived from this study is that staff training and development is an integral part of every organization. Apart from improving job performance, the human resources department of every organization has to organize trainings as often as possible so as to get the employees aware of the new trends in their career. Moreover, training allows for the appropriate courses to be taught. This is because there are different courses for employees in the different departments in FRCN Ibadan.

Thirdly, the FRCN Training school has not been able to totally help the staff who go for training to be able to merge their talents and education. That is, the staff who are talented but not well educated still have to get back to higher institutions. However, the training school provides quality professional education/training as regards each employee's career needs.

Conclusively, it should be noted that the most essential role of training and development programmes is not the mere acquisition of new knowledge but the application of the knowledge acquired in order to bring about

efficiency, effectiveness and improved job performance in the media houses in Nigeria.

### 5.3 Recommendation

In view of the findings of this study and observation made by the researcher in the course of research work, it is necessary to put forth these recommendations.

In order to make training and development and its role in job performance more effective, it is imperative for the management to find solutions to conflicts that usually arise between the staff who rose through the ranks and fresh graduates (intakes). This is because those who are fresh graduates are seen by the senior employees as inexperienced since they have not been through any training sessions before. Whereas, these graduates just need to be given breathing space as they are talented too.

Likewise, bosses who do not allow younger employees to bring in fresh ideas when they return from training should be sanctioned. These bosses are so used to the traditional way of doing things instead of allowing positive changes. Policies have to be put in place

to check the discouraging attitude of such bosses.

Despite the training and development mechanism put in place, there is poor remuneration for workers which should not be so due to the peculiarity and demanding nature of their jobs. The salary scale of these employees should be reviewed as it will also improve their job performance. Buses and/or cars should be provided for reporters in order to enhance their job performance.

The 'brown envelope' syndrome affects the motivation of these staff. The management of FRCN Ibadan does not only have to discourage its staff from taking bribes or 'inducement' but it should agitate at the headquarters that the employees' working conditions should be improved and the necessary incentives should be provided. Also, the promotion of trainees should be done as at when due.

Furthermore, there should a suitable and effective evaluation system designed to ensure that there is prompt and effective monitoring of progress by the management. This could include the submission of report by each trainee stating the effectiveness of the course

taken in relation to his/her job in the organization.

In addition after some months, the trainee should be revisited for assessment on how effective the programme attended, has enhanced his/her performance. With this, the management will be able to know whether the defects are from the trainers of the programmes or from the trainees.

In conclusion, if all the above recommendations are strictly adhered to, I believe that this 'broadcasting house' would be more effective, better results will be achieved and manpower development will gain a boost in Federal Radio Corporation of Nigeria, (FRCN) Ibadan. And indeed the employees would be able to perform very well their general and particular duties as stated in the latter part of the FRCN Act.

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