

TRAINING AND DEVELOPMENT: A PATHWAY TO QUALITY SERVICE DELIVERY

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Abstract

Most business organizations seem to find it difficult or challenging in delivering quality services to their clients, this is due to the fact that the workers or employees of such organization lack the required skills and knowledge in executing their tasks within the organization. This theoretical study is carried out to ascertain how quality service delivery is influenced by training and development in organizations. From review of related literature, it was concluded that training and development has a positive influence on quality service delivery, business organizations that engage in training and development programs are seen to provide more qualitative services, that organizations' engagement in job orientation, job rotation and workshops can enhance tangibility, reliability and responsiveness. The researcher further recommended that organizations should not neglect the aspect of training and development in their routine organizational operations, organizations should use qualified, skillful and experienced resource persons to train and develop their employees.

Keywords: Training, Development, Service, Delivery

INTRODUCTION

Many business organizations tend to perform poorly in terms of their service delivery. Govender (2017) and Fernandes and Fresly (2017) had stated that the services delivered by most organizations are not qualitative enough. In an article by Mamokhere (2020), he opined that poor, insufficient or a complete lack of quality service delivery is a significant limitation for organizations in a dynamic business environment or economy. When organizations pay less or no concern for training and development, such organization may end up delivering less qualitative services to their clients or customers. Delivering of quality service is very important for the survival of any organization and for them to remain in business (Hogarh, 2012). According to Aboyassin and Sultan (2017), for you to deliver a good and qualitative service, it has to begin with a good recruitment process, you need to recruit workers or employees, and these employees ought to be well trained for them to deliver quality services. Uzoamaka and Innocent, (2017) further explained that workers that are well skilled, knowledgeable and qualified are required in other to properly manage the organization's activities to enhance quality service delivery whether in a small or big business organization. Workers in organizations are not really instilled with the requisite skills or knowledge needed to deliver quality services at organizations during their schooling days, as such, there is a great need for these workers to be trained, retrained and also develop them in areas that would enable them deliver good and quality services to clients or customers of business organizations. Christopher (2016) opined that when service is delivered effectively, it can enhance an organization's chain of supply. When services delivered is perceived to be poor, it can lead to more negative issues than those it was able to solve (Amaemba, 2013). Many scholars have highlighted the contributions and roles played by human resource department in enhancing quality service delivery in organizations. Though there have been little or no much research on the instrumentality of training and development in the enhancement of quality service delivery in organizations (Zakaria, Yaso, Ghazali, Ibrahim & Ismail, 2017; Mehlap, 2017; Hee, Halim, Ping, Kowang & Fei, 2019; Kareem & Hussein, 2019). According to Govender (2017) and Mamokhere (2020) opined that some organizations misuse resources, lack personnel or workers with adequate knowledge or skills about tasks and are not able to give accurate account of their finances.

However, Govender (2016) and Ngobese (2017) stated that most organizations do not like allocating resources into training and development programs enjoined with the lack of engaging employees or workers in job orientation, job rotation and carrying out of periodic workshops which if done may enhance quality service delivery in terms of tangibility (which has to do with the physical appearance of all organization's operational materials, including communication materials), reliability (this has to do with dependably and accurately delivering in your promise) and responsiveness (this has to do with the willingness of organizations to assist their clients in giving quick services). Delivering of quality service to clients may not be achieved when an organization lacks tangibility, reliability and responsiveness and this can also reduce customer or client base of an organization and also reduce the image of such an organization. Mwesigwa (2021) postulated that most business organizations do not possess the required skill in providing quality services to their clients or customers in dynamic conditions.

There are many organizations that are springing up in their numbers, due to this, there exist a strong competition among businesses within same industry i.e businesses or firms that are into production or manufacturing of same goods, products, commodities or rendering of similar services. Businesses are not too comfortable with this trend as they ought to be proactive in other to meet up with the competition and must aim at maintaining a competitive

advantage over their counterparts within the industry. This can be done by improving on the quality of services that is being delivered to their clients. Quality services can be delivered through giving proper orientation to workers, periodically rotating job or task for workers within the organization and engaging in periodic workshops. This is important because it can aid quality service delivery and clients or customers may become satisfied because the quality of service delivered to them must have been improved in terms of tangibility, reliability and responsiveness. As a result of these, this research seeks to examine the influence of training and development in the enhancement of quality service delivery.

LITERATURE REVIEW

Concept of training and development

Cloete and Mokgoro (1995) stated that training and development are changing and not a straightforward concept that has a definition which is widely approved. This has given scholarly researchers to define the concept in relation to the context of the study. Nevertheless, Noe and Kodwani (2018) sees training and development as a strategic educational instrument that contains an outstanding method for learning organizational culture, which changes from job skills and to the understanding of the work skills, innovative thinking and developed leadership. That is to say, training and development is a learning process or learning activity that entails different methods of informing employees of organizations the behavior of people in the organization, the required skills and the need for creativity in other to achieve the goals i.e the main aim or objectives i.e the steps taken to achieve the main aim of an organization.

Naveed (2014) opined that if training and development is systematically handled, it will enhance learning and individual quality development in organizations. He also stated that training acts as a tool for production of quality commodities and services by way of improving the technical know-how of employees. Naidu (2016) sees training and development as a series of activities organizations carry out for talent and knowledge in the empowerment of growth of employees and contributions to the output of the organization. Business organizations according to Al Karim (2019) understand that they ought to bring up diverse features in making their competitive advantages to remain in the dynamic business environs. Chris-Madu (2020) stated that for an organization to engage in training and development programs indicate that such organization sees their employees as an important element in achieving organizational goals and objectives. McNamara (2008) contributed that all employees need good training to improve their abilities and skills so that they can be easily hired by employers (Habib, 2015). Any organization where its workers are used to undergo programs like job orientation, job rotation and partake in workshops regularly, such workers would be more committed and dedicated in carrying out their tasks when compared to their counterparts who felt they are not enjoying such opportunities (Chepkosgey, Namusonge, & Makokha, 2019). According to Alnawfleh (2020) when training and development programs are effectively carried out, it will enhance the skills and knowledge of workers, due to this end, training and development will aid in improving skills and knowledge so that they can attend to their clients in a satisfactory and quality way (Chand & Srivastava, 2020).

Training and development differs a little. Amegayibor (2021) described training as an act of motivating workers by giving them the required knowledge and skills needed by them to achieve organizational goals and objectives. Cheminais, Bayat, Van Der Waladt and Fox (1998) further defined training as a planned activity which can increase the knowledge, skills,

attitude, behavior and value of workers so that they can execute their job in an efficient and effective manner. Training is also described as an endeavor to increase information, skills, or experiences for them to achieve their organizational goals and objectives (Amegayibor, 2021).

Development can be seen as an increasing process of gaining information that is necessary to do a particular task (Amegayibor, 2021). Taylor (2000) described development as a process of widening workers' thinking or mentality on how best to do things. Development is also explained as learning opportunities made to aid workers improve in quality in their present task (Said, Halim, Manaf & Adenan, 2022). Training and Development department is responsible to develop the employees' performances. Hence, the management of Training and Development Department ought to brainstorm on how to utilize diverse methods which they can adopt to aid in increasing employees' performance.

Management should provide avenue for employees to share their insight on a particular task through job orientation, job rotation, workshops, mentoring other teams, doing oral presentations, and giving team assignments. Training and development can be done by using different methods, but we shall discuss on three methods which are job orientation, job rotation and workshops. These methods would be discussed below.

Job orientation

Job orientation that is normally done for employees that are newly employed which has to do with familiarizing the new employees with the rules, policies, regulations and guidelines of the organization (Abba, 2018). However, www. HR Connection blog (2022) recommended that orientation may be in the form of a documentary on things or operational activities of the organization, this can enable the employees to be acclimatized with the organization (Ghalawat, Kiran & Kumari, 2020). Abba (2018) was of the opinion that orientation can be done for a day, two days, three days or even for a week as the case may be depending on how the organization wants it.

Job Rotation

It is said that the success of many trendy organizations depends on the quality of the workforce, and such quality can be achieved and maintained through training (Akbari & Maniei, 2017). Job rotation helps to widen the experiences of employees by rotating them from one task to another task or one unit of the organization to another unit within the same unit (Chepkosgey, Namusonge, Sakataka, Nyaberi, & Nyagechi, 2015). Sree and Basariya (2019) opined that employees should be given requisite and ample training on different operations or activities in the organization, so that whenever they are rotated to do a new task within the organization, there will be no difficulty.

Workshop

This is a method of training which is usually carried out outside the business organization. During workshops, individuals that are experts, professionals and consultants in different areas of endeavor are engaged to train the workers or employees (Saakshi, 2005). It is seen as an informational and working sequence where a niche of individuals meets within a specific period in order to learn new insights and share ideas about a particular area of concern. Workshops are further described as a form of training where skills and knowledge are gotten outside the business environment and those that are trained are taken away from the business environment where they work. Here, the experts, professionals or consultants

teach the employees on specific areas, give answers to questions that may arise in the course of the tutoring and discussions (Amegayibor, 2021). The tutors of the workshop must possess the required skills needed to guide the discussion in the way that would not lose concentration or totally deviate from subject matter of concern (Kibibi, 2011). This method has to do with making presentations to a large audience by more than one person. It's more affordable because a group of employees is instructed simultaneously in huge audiences on a certain topic. However, these methods may not be palatable due to the fact that it may not be easy for all trainees to comprehend the subject matter as a whole because not all trainees may be of the same speed during training sessions because some may have quicker understanding and the resource person may focus on specific trainees who appear to be understanding the subject faster than others (Kumar & Siddika, 2017). Training and development can increase morale of employees, lessen the cost of output, reduces the mobility of labour, provide competency on workers, improves the quality of the workers (Nmadu, Idris, Aidelokhai & Adamu, 2022).

The concept of quality service delivery

Service can be described as an act of rendering assistance to someone, a group of people or an organization. Quality on the other hand, can be explained to be the worth of something. Quality service delivery can therefore be seen as a process or act giving satisfactory assistance to a person, a group of persons or even an organization. In ensuring quality service delivery, Zeithaml, Parasuraman and Berry established the SERVQUAL model in the 1980s. Many businesses engage in their daily activities or operations without putting into consideration the quality of service that is being delivered to their clients or customers. The model was created to ascertain the view of clients or customers in terms of quality service in organizations that are into rendering of services. Zeithaml, Parasuraman and Berry (1990) defined service quality as perceived by customers as the extent of the discrepancy between customers' expectations or desires and their perceptions.

The SERVQUAL model is made up of five dimensions (Naftal, 2018). The dimensions of the SERVQUAL model include tangibility, reliability, responsiveness, assurance and empathy. For the purpose of this study, we would discuss on three of the five dimensions which are tangibility, reliability and responsiveness.

Tangibility

This deals with the appearance of physical facilities, equipment, personnel and communication materials. Customers tend to expect clean and professional facilities and environment, workers who look neat and groomed and well written and designed materials such as menus, websites and signs. Attention to appearance can indicate that your company takes customer comfort seriously. Appearance may not be the most important aspect of service delivery, it goes a long way in telling how clients see your organization, mostly when your organization had promised to deliver.

Reliability

This has to do with the ability of an organization to deliver on what had been promised dependably and accurately. In other to please or satisfy your clients, they should have that believe and confidence in your organization that you are going to do what you had said you would do. An organization can be reliable when periodic training programs are given to the employees to enable them remember what they ought to do and do it well.

Customers see organizations as reliable when they are able to deliver an effective product or service, get help when they need such in a prompt manner.

Responsiveness

This has to do with the willingness of organizations to aid or assist clients and giving them quick services without delay. It is important to give prompt attention and response to clients' needs or complaints. When organizations give quick and swift response to clients' needs and complaints, it will make them have a sense of belongingness and also make them know that your organization listens to their problems or demands and respond swiftly to find solutions to their issues.

CONCLUSION

Drawing from the studies of the literature above, this study made some conclusions that training and development is very vital to enable employees of organizations provide quality services to their customers. Business firms that engages in employee advancement programs like job orientation, job rotation and workshops tend to provide more qualitative services. It was further concluded that organizations' engagement in job orientation, job rotation and workshops can enhance tangibility, reliability and responsiveness. As conveyed by Kamara (2022), this shows that there is a significant influence of training and development on service quality delivery (Tanui & Kwasira, 2019). Organizations that have good training and development programs provide better quality services when compared to organizations that do not have training and development programs (Olala, Kimutai & Ngacho, 2022). Organizations use qualified and experienced persons as trainers of their employees (Ohanyere, Ngige & Jacobs, 2021). The training and development department helps to develop the workers' performances. Due to this, the head of the training and development department should proffer diverse ways in improving the employees' performance.

RECOMMENDATIONS

Drawing from the conclusions above, it is recommended that acquiring of quality training should be made paramount through job orientation, job rotation and workshops in other to improve the creative ability, skills and knowledge of the employees. Also, organizations should have good and quality training and development programs to enable delivery of quality services. It was further recommended that organizations should engage the services of experienced and skillful experts or professionals as resource persons for training and developing their workers. It is also recommended that organizations should not stop training and retraining their employees in other to deliver qualitative services. The researchers also recommended that organizations need to pay much emphasis on training and development programs to their organizations human capital.

Organizations should have training and development department that would be responsible for developing the performance and quality of the workers. The management of training and development department ought to brainstorm on how to utilize diverse methods which they can adopt to aid in increasing employees' performance. Management should provide avenue for employees to share their insight on a particular task through job orientation, job rotation, workshops, mentoring other teams, doing oral presentations, and giving team assignments

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