

Staff Training: Projects Implementation in Non-Governmental Organizations

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Abstract: Projects implementation remain to be universal in all entities of life more so the policy makers with respect to both local and international development, but then ironically, the poor performance of projects and the disappointment of projects appear to be a commonest scenario. The main purpose of this study was to determine factors affecting successful implementation of projects in non-governmental organizations of Kajiado County. Specific objectives were to find out the effects of staff training, project management on successful implementation of projects in non-governmental organizations of Kajiado County. The study adopted descriptive research design. The study covered a population is 110 employees and used stratified random sampling where 50% of the entire target population formed the sample size 55) of the study. Data was collected from both primary and secondary sources using questionnaires. Study findings, revealed that staff training affect successful implementation of projects in non-governmental organizations of Kajiado County. The researcher recommends that the firm allocate enough money for staff training the non-governmental organizations should be able to improve the competency of personnel. On the other hand, the study recommended efficient project management for better performance. It was highly recommended that the stakeholders should be able to make major decisions relating to the project and determine the outcome of the decisions. Finally, the study recommends monitoring and evaluation of project since it is very essential in improving performance, is also very complex, multidisciplinary and skill intensive processes.

Keywords: Staff training, projects, implementation, non-governmental organizations.

INTRODUCTION

Training is the process of transmitting and receiving information to problem solving. Antill [1] sees training as any process concerned with the development of aptitudes, skills and abilities of employees to perform specific jobs with a view to increase productivity. An organization may have employees with the ability and determination, with the appropriate equipment and managerial support yet productivity falls below expected standards. The missing link in many cases is the lack of adequate skills, and knowledge, which is acquired through training and development. The purpose of training is mainly to improve knowledge and skills, and to change attitudes or behavior. It is one of the most important potential motivators which can lead to many possible benefits it's for both individuals and the organization.

Changing technology requires that employees possess the knowledge, skills and abilities needed to cope with new processes and production techniques. The ultimate aim of every training and development program is to add value to human resource. Any training and development program that would not add value should be abandoned. Organizations should therefore make training and development of their

employees a continuous activity [2]. Without training, it will be very difficult to acquire skills and without skills organizations will not achieve its objectives through people. However, some organizations usually see training as an expensive venture and therefore the management may put embargo on training and utilize the money for other projects in the organization. Most people do remarkably well in managing projects, even though most of them have never thought of themselves as project managers or taken part in any kind of project management training.

Zachrarelli [3] emphasizes that most training in project management still resides within corporate training, consulting, and professional organizations-entirely outside higher education. In project management today, there are a number of largely voluntary certification approaches in project management ranging from knowledge-based assessment to competency standards based on practice. Wayne [4] argues that in 1980s, it was rare that a project manager had any prior formal project management training; all project management training was done on the job. But there is more to running a project successfully than just understanding how to schedule work or prepare progress reports. A project manager needs a whole host

of skills. A project manager must have a strong, active, and continuous interest in teaching, training, and developing subordinates.

McKenna [5] further argued that training brings a sense of security at the workplace which reduces labor turnover and absenteeism is avoided; change management training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations; Provide recognition, enhanced responsibility and the possibility of increased pay and promotion; Give a feeling of personal satisfaction and achievement, and broaden opportunities for career progression; and help to improve the availability and quality of staff.

According to Odekunle [6] no matter how carefully job applicants are screened, typically gap remains between what the employee does know and what they should know. An organization which desires to gain the competitive edge in its respective industry, needs among other things, extensive and effective training of its human resources. Training is therefore a key element for improved organizational performance; it increases the level of individual and organizational competences. 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. Although many employers continue to have reservations about the cost and extent of tangible business returns from training, the development of skills has been identified as a key factor in sharpening competitiveness.

Training is skill oriented and usually is intended for the short run welfare of the organization. If employees are not trained, management will have little success in implementing policies with various kinds of positive reinforcement and other forms of recognition. Well trained worker takes more pride in their work, provide fewer supervision problems and easily accepts new policies. It is also pointed out that it's very important that evaluation of training be regarded as an integral part of the whole real sense. A healthy approach is to adopt a policy that whenever a decision is taken to meet training needs, plans should be drawn up to evaluate the same [7].

To maintain a productive and a motivated workforce, training is of great importance. Burning out and rapid changes in methods of productions and technology rouses the need for continuous training. This will help in updating the workers, improving their working morale and sharpening their working skills. Training is the processes that enables people to acquire new knowledge, learn new skills and perform tasks differently and better than before. Its objectives are to teach employees how to perform particular activities or

a specific job. According to Arasa [8], the smooth and efficient running of any organization depends directly on how all employees are equipped with relevant skills. New employees will need some form of training before taking up their jobs while older employees will need some form of training to keep them abased of technology development. Therefore employees must from time to time be trained to perform better in their present positions and to prepare them for possible transfer, promotion and introduction of new technology and ways of doing things.

A variety of methods could be adopted to carry out a training needs analysis. Job analysis, interview with managers and supervisors and performance appraisal are few methods commonly used. Despite the available variety of methods, an organization has to be cautious when selecting training methods for its use. A careful use of training methods can be a very cost-effective investment. Although one of the most important stages in the training process, evaluation and monitoring is often the most neglected or least adequately carried out part. Mentoring is another version of the system whereby a senior or experienced employee takes charge of the training of a new employee. This suggests a much closer association than master/apprentice and elements of a father/son relationship can exist whereby the mentor acts as an advisor and protector to the trainee [9].

Training in an organization involved systematic approach which generally follows a sequence of activities involving the establishment of a training policy, followed by training needs identification, training plans and programs design and implementation, evaluation and training feedback for further action. Rukunga [10] makes a point that to enhance employee performance, companies should have different policies for training depending on the class or level of employment or level of employees to be trained. They pointed out that training policies are necessary for the following reasons: To provide guidelines for those responsible for planning and implementing training; to ensure that a company's training resources are allocated to pre-determined requirements; to provide for equality of opportunity for training throughout the company; and to inform employees of training and development opportunities.

Kagendo [11], define Human Resource Management as the involvement of all management decisions and actions that affect the nature of the relationship between the organization and its employees-the human resources. Organizational management make important decisions daily that affect this relationship, and this leads to a map of human resource management territory, the core of which they refer to as the four Cs and these are; competence of employees: high competence creates a positive attitude

towards learning and development. Commitment of employees: high commitment means that employees was motivated to hear, understand and respond to management’s communication relating to the organization of work. Cost effectiveness of Human Resource Management practices: means that the organization’s human resource cost, that is wages, benefits, training and indirect costs such as strikes, turnover and grievances, have been kept equal to or less than those of competitors.

Statement of the Problem

Most projects failed to be delivered within the expected time frame, quality and budget as noted by Beardwell [12]. This has been observed consistently for the last 10 years among projects in Non-Governmental Organizations (NGOs) in Kajiado County. Just as mirrored by Preston [13] project failure has become a rule coupled with most projects operating under a high level of risks and uncertainties, external threats, ever-growing requirements, varying constraints and inconsistent resource flows, all these have detrimental to project success in Kajiado County. Project teams among NGOs in Kajiado County are confronted daily with difficult tasks related to project implementation. These challenges have been aligned with excessive workload, hectic activities, fragmentation, and superficiality. Therefore, the study sought to examine role of staff training on implementation of projects in non-governmental organizations of Kajiado County.

Specific Objectives

To examine the role of staff training on implementation of projects in non-governmental organizations of Kajiado County Kenya

Significance of the Study

The study will be significant to organization project management department will have a great advantage since the findings will make them be in the position to identify prevailing management problems and how to offer effective and long term solutions to successful implementation of projects in non-

governmental organizations of Kajiado County, Kenya. The study will enable other researchers to find useful information for improved change. The findings will also help unravel critical issues and subsequently enhance scholarly discourse. It will act as a literature review for future researchers

METHODOLOGY

Research design is the conceptual structure within which research is conducted. It constitutes the arrangement of condition for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure [14]. A descriptive research design was used in this study since it enables the researcher to seek new ideas from the respondents and develop an insight to the problems under study. Questionnaires were used to collecting data on the selected population. The study focused mainly on the employees of New Life Mission Mashuuru in the following categories, top management, middle level management and support staff.

Ethical considerations

To ensure that the study complies with the ethical issues pertaining research undertaking, a permission to conduct the research was sought from the respective authorities. A full disclosure of all the activities concerning the study was explained to the authorities and this involved the study intention which was only for learning purposes. A high level of confidentiality and privacy was observed. In respect to informants protection from abuse, resulting from the data they give for the research, data was presented in such a way that it was not linked to individuals who gave it except by the researcher who might have needed to seek clarification during analysis of data.

FINDINGS AND DISCUSSION

The study sought to examine the role of staff training on implementation of projects in non-governmental organizations of New Life Mission Mashuuru Kajiado County Kenya. The study findings were as shown in table-1 and figure-1.

Table-1: Staff Training affects on Implementation of Projects in Non-Governmental Organizations of Kajiado County

Category	Frequency	Percentage
Yes	35	88
No	5	12
Total	40	100

Source: Author (2017)

Table-1 shows the effect of staff training on successful implementation of projects in non-governmental organizations of Kajiado County. Based on this, 88% of the total respondents indicated that staff training had an effect on successful implementation of projects in non-governmental organizations of Kajiado

County while 12% of the total respondents stated that staff training had no effect on successful implementation of projects in non-governmental organizations of Kajiado County this finding agree with Rukunga [10], who pointed out that training policies are necessary for the following reasons: To provide

guidelines for those responsible for planning and implementing training; to ensure that a company's training resources are allocated to pre-determined requirements; to provide for equality of opportunity for training throughout the company; and to inform

employees of training and development opportunities. From the study it can be concluded that staff training had an effect on successful implementation of projects in non-governmental organizations of Kajiado County.

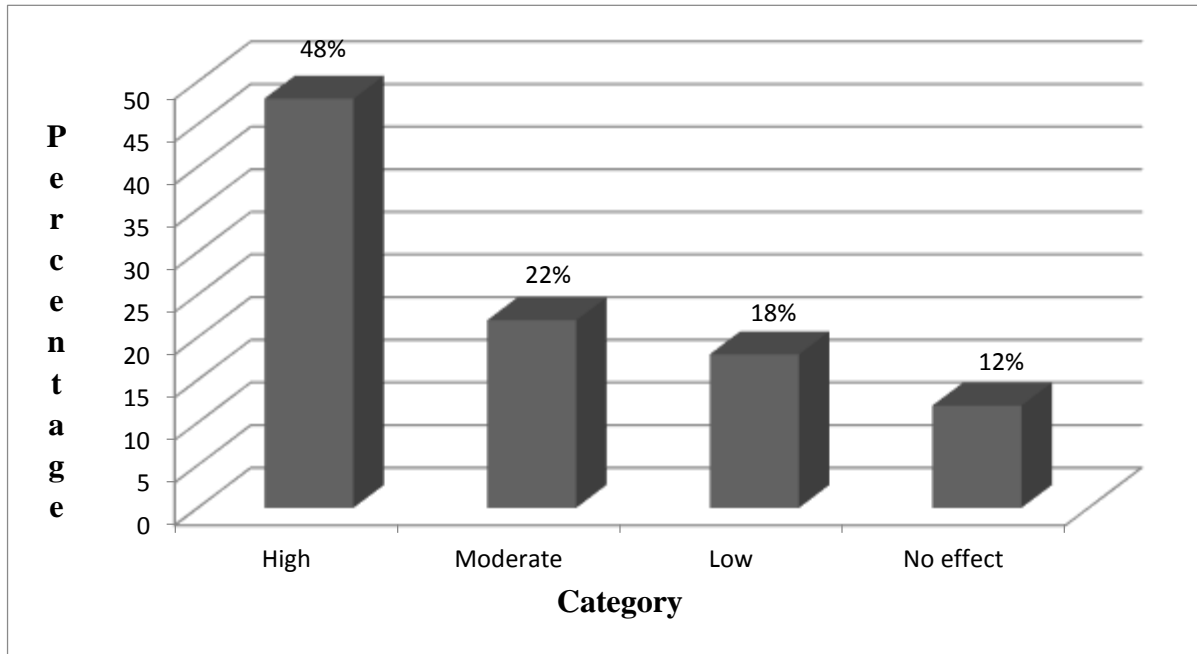


Fig-1: Rating Staff Training on Successful Implementation of Projects in Non-Governmental Organizations of Kajiado County Source: Author (2017)

Figure-1; show how they rated staff training on successful implementation of projects in non-governmental organizations of Kajiado County. Based on the analysis, 48% of the total respondents rated staff training effect as high, 22% as moderate, 18% was low while 12% said had no effect, this concurs with Zachrarelli [3] he agrees that most staff training rating in project management still resides within corporate training, consulting, and professional organizations-entirely outside higher education. In project management today, there are a number of largely voluntary certification approaches in project management ranging from knowledge-based assessment to competency standards based on practice. From the study it can be concluded that majority of the respondents rated staff training as high on successful implementation of projects in non-governmental organizations of Kajiado County.

CONCLUSION

Staff Training is the process that enables people to acquire new knowledge, learn new skills and performs tasks differently and better than before. Its objectives are to teach employees how to perform particular activities or a specific job. The smooth and efficient running of any organization depends directly on how well employees are equipped with relevant skills Stakeholders' participation creates an enabling

environment for sustainability by allowing users, as a group to select the level of services for which they are willing to pay, to guide key investment and management decisions, and also to make choices and commit resources in support of these choices. The study revealed that staff training affects successful implementation of projects in non-governmental organizations of Kajiado County

Policy Implication

It was found out that training is very vital in successful implementation of projects in non-governmental organizations of Kajiado County. Majority of the respondents agreed that training affect successful implementation of projects in non-governmental organizations of Kajiado County and they rated the effect of training on successful implementation of projects in non-governmental organizations hence firm should allocate enough money for staff training for non-governmental organizations to improve the competency of personnel.

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