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## INVESTIGATING THE SYMBIOSIS BETWEEN TRAINING AND MOTIVATION: A PANACEA FOR ORGANIZATIONAL DEVELOPMENT, GOAL ATTAINMENT AND PROBLEM SOLVING

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### Abstract

*Training is centred on the development of employees in an organization, inasmuch as motivation is central to the development of employees in an organization. That is to say that motivation and training have key roles to play in an organization. However, not every organization, management, and employees take this seriously. Indeed, without proper and effective training, employees could as well become dinosaurs as new techniques and workplace innovations confront old-fashioned ones. Besides the world we are is a place of technological competition between nations. To attain the objective of this study, the paper uses secondary data and a descriptive system of analysis. Among the special goals of training are: improvement of one's capabilities and those of others, enhancement of productivity and performance, elimination of waste, and so on. This paper borrowed a leaf from these conjectural postulations and extra-postulations. Which will be addressed. Keywords: Staff, Training, Motivation, Goals, and Development.*

**Keywords:** Training, Motivation, Organizational Development

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### Introduction

Staff training not only provides motivation for employees but also and development of the employees and the organization from a holistic perspective. This makes training a veritable weapon for human and organizational problem-solving. Through training, staff acquire new management skills, workplace, ethics, and development

which are also beneficial to the organization. In other words: it boosts production managerial efficiency effectiveness goal attainment. The world is fast changing and as both new skills and techniques crop up, the old become too old to deal with the demands of the organization and society to move ahead. Indeed, social change is real and human beings and organizations must deal with the irrefutable truth in as much as mankind will continue to work as staff or employees in social origination, earn a living, be trained and motivated to do their job and contribute effectively to the overall development of organizations society (Ogunna, 2007).

Given this trajectory, a staff is an employee of an organization. Motivation is the act of energizing the employees of the organization by who that is in charge for productivity. Development is the all-round movement a human being or human beings and society from a lower to higher stage. It is a continuous state of existence as man progresses from a simple way life to complex ways of life. Training is the imparting of new ideas, skills and techniques by a trainer or trainers who has/have the wherewithal to other(s) lacking such. Both people and organizations strive to attain that which they have envisaged. Thus, a goal is that which one, a group or people is/are trying to attain. As simple and straight forward these definitions appear, they do provide some information for us.

### Statement of the problem

Ogunna (2007) is of the believe that employees can be motivated through training. This also means that training and

motivation have indisputable connection for the attainment of organizational goals (Ogunna, 2004). This means that Organization needs competent employees to work with and attain its envisaged goals and objectives. However, skills and techniques are needed by staff to attain these fits. And even when training is done, more often than not, such training programmes are done they are academically done in lackadaisical attitude and manner. With the resultant effects have been that trainees are half baked without the requisite skills, corruption, excess bureaucratisation politicization and others. Worrisome as this problem is, it has become imperative to carry out a soul-searching and intense investigation of the subject matter.

### **Objectives of the study**

The major objective of the study is to find out the effect of staff training on the motivation and development of staff and goal attainment in organization. Nevertheless, the sub-objective derived from the major objective include the following:

- i. To establish a symbiotic relationship between staff training motivation and development.
- ii. To find out whether the symbiotic relationship between staff training and motivation and among staff training, motivation and development

As an embodiment of the organization, no wonder, staff stand for all the employees supposedly working together for attaining the organizational goals. Things do not control the staff for they are just things (non-living things). The employees control them to fulfil the perceive goals of the organization. This makes staff/staff training/motivation connected.

### **Training**

The world we are living right now is fast changing. It is indeed a technological one ripped apart by constant innovations,

of high productivity can act as a panacea for high productivity in an organization.

- iii. To find out the effects of training on the motivation and development of the employees of an organization.
- iv. To provide suggestions and proffer solutions to both staff and management on the best approach to take problems and issues concerning staff training, motivation and development

### **Conceptual Review**

#### **Concept of Staff**

A staff is employee of an organization in its singular form. In its second instance, staff means all the employees of the organization as in the ‘staff of UAT, TORU Orua’. The English Dictionary sees it as all the employee of a particular organization, a group of officials or officers or in command of an armed force or administration headquarters.

Staff are employed to fulfil that which the organization stands for: accomplishment of the goals of the organization. They do not work in insolation and neither do they work in a chaotic milieu. They work in team spirit and uniformity from human relations perspective (Ogunna, 2007; Ogunna, 2003)

progress and pollutions. To keep up with these demands, staff have to be trained constantly and re-trained. Unlike a normal school environment, training is that which is done to acquire, the ability to perform a certain act competently. Training is the act of improving performance for goal attainment. Julius (1971) has this in mind when he conceive training as the process by which the aptitude, skills and abilities of members to perform a certain job or work is increased.

Training, indeed, provides employees with new skills and abilities it is a process of behaviour modification, a psychology of

change induced by imparting on employees what is required to motivate and energize them to keep up with the new ways of life embraced by the organization. No wonder, Ogunna (2007) said that the primary purpose of training is to achieve a positive change in the behaviour of an employee

Training apart from behaviour modification is done for staff development in all reunifications. Given this, Ogunna (2007) reminded us that training, to be effective has to follow six principles which be turned into benefits. They are

- i. Practice approach rather than being theoretical
- ii. Problem solving approach
- iii. Reconciliation of individual values, attitude and norms with these of the group/organization
- iv. Reduction of labour turnover, absenteeism, aggression, frustration and so on
- v. Enhances job performance and
- vi. For purpose of retraining employees

However, training in Nigeria, staff training is met with serious changes during civilian and military eras in spite of the many training types such as induction course for new employees, on the job training, in-service training, conferences, workshop and seminars. These problems ranges from training being academic, kleptocracy, and redundancy sectionalized and so on.

## **Motivation**

One thing is to have a goal in life which is personal or goals which are collective as in group/workplace and another thing is to accomplish such goals. This means that there has to be some kind of behaviour inducement. Thus, Mathis and Jackson (2006) said that motivation is a combination

of individualize, group and managerial strategies and tactics to attain goals. Indeed, motivating an individual, group or the collective will have to approach with caution. Motivation is the desire to attain a goal according to Mathis and Jackson (2006).

To desire something does not mean that you will have it. It could just be what one wants or wish to have a mare sire. Drive is the urge, the compelling force, for goal attainment. It is the force ambition, determination and motivation which energizes one for goal attainment. This force may be weak or strong according to the level of motivation, desire for wish accomplishment and resources available to do so. Drive propels us into actions for goal attainment. Drive has to be sustained if not it falls.

The psychology of motivation is large and compelling. Thus, Cole (1995) sees it as those processes, instincts and rational ways of life capable of goal attainment. However, not all actions/goals are rational. For, a thief instance that could be motivated to steal and that does not mean that he acted rationally. On the other hand, Ogunna (2007) averred that motivation as that which compels an individual to accomplish a predetermined goal. Onyenwegwe (2008) said that it is that which induces an individual to attain goals or an organization to do so.

It could be intrinsic (coming from inside) or coming from outside extrinsic. In the first instance, motivation is intrinsically done for its own sake:

Performing the action. For example, being a lecturer, student or teacher motivates one to accomplish the desired goals. Extrinsic behaviour comes from outside not the behaviour itself. For example, a sales man in a hotel could be motivated to attend to customers honourably based on the tipping from customers and commission that is received at the end of the day. It is externally induced and once this action diminishes or is

not forth coming, the motivation gradually or immediately stops.

## **Development**

In his work: *Public Administration in Africa, Main Issues and Selected Country Studies* Ademolekun (2011) Argued that one thing is to lead and another is to follow. He argued further that the concept of leadership suggests that it is the price leading people to development but, not everyone or all leaders can do this. Development is both an abstract and practical issue. As an abstract issue, it deals with theoretical constructs, an open gate to practical aspect of problem solving. But in the case of contradiction between theory and practice, there are always dire consequences. This is a serious reason for the failure of development policies and programmes in Africa in spite of many efforts by government to develop the nation.

Nwanchuku (2001) did acknowledge that development is essentially a human issue in that it involve mobilization of all and sundry, all communities working. It is a conscious effort towards solving developmental problems such as illiteracy, hunger and taration, issues of election, misgovernance and so on. He sees administration as the central focus of development (Nwankwu, 2001).

How? Indeed, politicians are concerned with policy making and are superior to administrators. Policy implementation is for administration, and as such they are subject to political control, a true reflection of the top-bottom/top-down connection between the two. Rodney (1978) sees development as the systematic movement of a people from primitive methods in agriculture, education, science and so on to modern aspects in these developmental issues. He argued that every nation, passed through these historical stages.

However, given the harsh realities of modernity: pollution, environmental degradation, flood and loss of biodiversity, the cry for sustainability echoed more and

more for sustainable theories and self-reliance (self-generating or self-centre) approaches. While the advocates of the self-reliant theory including Harrison in Unanka (2001) warned Africa, nations to rely on the abundance of resources in the continent by exterminating corruption, environmental degradation and so on. The call for sustainability was to live for today (now) and live for tomorrow.

Whichever angle we look at it from, development is a human issue but yet a political-economic and science issue. It is the people, the staff of the organization who need training (staff training). This should be motivated for productivity.

## **Goals**

Goals are the resultant effects of something person is pursuing. It is the reason behind the establishment of organization such as schools, those for production, the basics for performance the objects for focussing this way or that way. Ruth, Alfred, Richard and Silvio (2023) conceived them as the pursuit of establishing the organization. Also, the above study is significant to ones understanding of how organizational goals operate and how they work in motivating employees. One thing is to motivate employees with goals another to use the right goals.

The English dictionary define organizational goals as the board, long-term objectives that a company strives to achieve. It is indeed a roadmap to the objective attainment of organizational objective and mission accomplishment

Public goals reflect development objectives organizational goals can been derived from its process, performance and outcome. Special activities performed by the organization as in decision making follows a specific pattern or process. Performance goals follow organizational standard; that which to be attained, given time and resources available for effective disposal.

Outcomes are part of the win-lose effect. They reflect winning (gaining, achievement). However, it is never a win situation. A bad side of goals/outcomes is that a goal can turn to bad outcomes which the organization never expected.

Others have posited for official goals and operative goals. Official goals are part of company's mission/vision statement. They are of top management concern, that which the organization exist for. Goals can be short term and long term. Short term goals are within a short period while long term goals are for a long period.

Amah (2006) declared that goal setting and strategic planning involve managerial focus on problem solving and attainment of development objectives. This involves proper or effective use of resources (Amah, 2006).

### **Symbiosis between Staff Training and Motivation, and Its Effects on Development of Organization**

Ogunna (2007) provides us, first of all, a connection between staff training and motivation and its effects on development. It reflects the symposia that the concept of staff training is interchangeable with motivation as a multi-barrel concept. According to him, when staff are trained, they acquire new skills as well as innovating old ones for productivity. It brings about development and high production. He acknowledged the dynamic nature of organizations and human beings amid technology (Ogunna 2007)

Khan (2012) addressed the problems surrounding the between training and motivation and came to the conclusion that the two are not just interchangeable but influences one another when used appropriately. Comparing factors such as technology, management, behaviour and work environment with training and motivation, it was concluded that training cannot be isolated from motivation. This works hangs on those observations.

Establishing the symbiotic relationship between training and motivation and training, motivation and development, Amah (2001) viewed the concept of training, motivation and development from their close relation and effects they have on organization productivity and development. Indeed, providing training for employees is one thing and another is whether the right type of training was given. This reflects Ogunna (2007) stand that the influence of academic type of training on workplace training has done more harms than good in Nigeria.

Motivation is a key means of fuelling and refuelling an employee's ego in organizational goal attainment. However, it is not one stand thing but a continuous process for goal attainment. As a catalyst, it provides the much more needed ingredients for the employees needed in the organization. It fosters learning and development of workers. Employees' career development and performance are thus one of the key concerns of organization. Ogunna (2007) shared a positive stand that when definitely applied both training and development make for motivation and retention of staff in the organization. He agreed that it makes for employees' recognition by management, access to organization information about employees' evaluation and so on. He argued that training is not a thing only for employees, but also for management. This study provides a synopsis between training and motivation, training, and development, and among the trio: training motivation and development, a practical approach to problem solving and goal attainment in organization.

Acknowledging employees as the most valuable assets of the organization, Arulsamy, Singh, Kumar and Panchal (2023) concluded that employee's training and development enhances performance. They mentioned the benefits as enhancement of employee's morale, fostering a sense of security, promoting employee's engagement and so on.

Truth is, these is synoptic and symbiotic postulations presented above remind us the one thing leads to another; however, it does not last any longer, except motivation is sustained.

This study contributes to knowledge both in theory building and practice. Theoretically, it will provide an avenue for addressing the wrong postulations about training, motivation and development and problem on goal attainment and problem solving in organization. The work reminded us that organization are mere abstract entities and depend. It contributes to the advancement of teaching and learning, theory and practice, of organizations.

### **Finding**

In the first place, it was discovered that training had suffered from both human and organizational foibles. There had been paucity of funds, inadequate of materials and toxic environment. Training involves money for payment of officials, procurement of training materials and for the payment of training centres if not owned by government. These problems have appeared perennial whenever training and motivation took place.

Second, it was discovered that there was paucity of trainers. Also, trainers were not competent to do the job. Trainers also need training and retraining to keep up with trends. Actually, interest has been on training which concerns top-ranking officials and not public servants of low grade.

Third, training for motivation and development have been conceived as one. In fact, the concepts are related, but they are different and if care is not taken a quagmire of confusion is created indefinitely. This had been the problem with training, motivation and staff development. Trainers were not trained and re-trained to acquire the requisite potentials for the job.

Fourth, organization goals if/when isolated and disconnected from each other and the

overall organizational objectives lead to failure in all ramifications. Goals are that which an organization wish to accomplish as sets of behaviour accomplishments and they are futuristic. Sometimes management separated the presents from the future. This should not be the case no matter what.

Fifth, problem solving is treated by some authorities as a miracle instead of as something involving patience, commitment and tolerance which can lead to failure. These pitfalls were rampant. Leading to drift of organization goals and objectives to the point of no return.

Sixth, the beliefs cherished and natured by the public is different from the private sector as in merit system, quest for the collective will, goal attainment and so on. However, the long years of stratocracy and the aftermath of the dysfunctions of these regimes had set apart the good will of democracy completely Toto. In this era (Tinubu's time) the political environment is still bedevilled with the elements of stratocracy as in corruption, authoritarian leadership style, inadequate training, and funds for training, sectionalism and so on. These can be addressed; however, government business is nobody's business.

Eight, problem solving is a complex subject. It takes a whole lot of resources to tackle life problem. It involves human dexterity and ingenuity to finding answers to life problems. Nevertheless, the good intensions were traded off for personal gains, group wishes and so on. That was the case with training, motivation and development.

### **Conclusion**

Training and motivation are two sides of the same coin. One thing is to train one is to be trained, and another is to provide the right motivation. In the same vein, for employees to develop means that they should have the and have problem solving attitude development. This was not the case in some staff training exercise the civil service.

In organizations where training is separated from motivation/development, goals attainment from problems solving, chaos is bound to happen. Here, drastic actions should come to play.

### Recommendations

As derived from the findings, here are the recommendations. Training involves both human and non-human resources. Some organizations lack both which is also bad money is not all, yet money runs things, things do not run money. Make training and motivations part of the organization providing the right trainees is necessary and this was not the case. Management should be eager to invest in human resources development which is an investment for the future: It should be prioritized.

We should not confused training with motivation, nor development with goals. This is like turning organizational ends into means. These concepts should not be confused with one another.

Focus on objectives/goals, not praises nor names. A bad name today can kill the organization in future Stop turning the goals of organization into personal goals. The collective will should be pursued at all cost.

Patience and caution should be applied at all cost by the collective will of members of the organization. Patience makes the collective will attainable than not.

Unity is symbolic between/among staff goods and objectives of the organization which is a motivating factor for goal attainment. Unity is directional, focus on the promise land. The dictum that divided we fall, united we succeed holds water tight.

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