

An Assessment of Human Capital Development on Employee Performance

(A Study of Kaduna State Media Corporation)

BY

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Abstract

The paper examines human capital development in Kaduna State Media Corporation (KSMC). This is sequel to numerous issues of workers inefficiency arising from poor training. It is against this backdrop that the paper seeks to examine Human capital development as a means of increasing productivity in KSMC. Hence the main objective of this study is to examine Human capital development as a means of increasing productivity in KSMC. Human capital development is mandatory in collaboration with other resources in achieving organizational goals and objectives. In spite of this, human capital development is very insignificant in KSMC. In line with the objectives of the study literature were reviewed in accordance with the objective of this research. The survey research was used as the research design, hence questionnaire constitute the main instrument of data collection. The research indicates that Human Capital development in KSMC aid staff productivity as well as helps to bring various talents into single umbrella objective as well as a very good tool for strategic integration, higher commitment and flexibility of work. Human capital development is constraint with issues arising from improper funding as well as mismanagement of funds voted for human capital development. Hence the following recommendations were made among others that there should be staff training and development to enhance effective human capital development as it is critical to ensuring the actualization of organizational goals.

Keywords: Human Capital, Development, Employee Performance, Efficiency, Productivity

Introduction

Employee performance is a fundamental component that facilitates organizational growth and sustainability, specifically being affected by the reward system employed in an organization,

(Ntagu & Onuorah, 2020). Over the last few decades the world business environment has undergone a radical transformation. The world has become smaller, not physically, but in terms of communications, competition and economics due to globalisation. This has radically changed the way successful organizations do business and how they look at their employees. This transformation has impacted the private sector significantly and is impacting the public sector as well, both direct and indirect ways. Global organizations are becoming more responsive to their customers, reducing costs and improving quality, (Erbasi, 2012). Today's customer demands value in both products as well as services. Even more significantly, customers do not have to tolerate poor performance because they can readily turn to alternative sources that offer faster, cheaper, better and more innovative products and services, (Adebanjo 2014).

The organizations that are succeeding in this global environment are those that have recognized that their people are the greatest factor in their success. New organizations that are evolving place a greater value on employees than organizations had in the past, and they achieve more by creating a process for employees to training and development. Thus, today's successful organizations match their employee human capital development to their strategies, goals and values (Ballentine, 2017). In the light of the above, every establishment engages several techniques in ensuring the human capital development of their employees. Quite a number of steps which includes training and motivation are taken by organizations to ensure that there is a conscious enhancement of their human capital development and this is with the intention that it is going to have a direct positive impact on their performance. This is because when the performance of employees in a given organization is poor, the entire performance of the organization will also be poor. Employee performance is one of the paramount concerns in the overall management of any company or organization. Without employee performance, the performance of the entire organisation would fail to meet its desired aims. In other words, the accomplishment of the mission and vision of an organisation depends primarily on the level of performance of its employees. One of the factors identified in this respect is the extent of training and development given to the staff or members of the organisation (Delic et al., 2014).

Management experts also argue that a major function of a manager is to develop people and to direct, encourage and train subordinates for optimum utilisation. To Stahl (2016), training helps prepare employees for certain jobs that are unique to the public sector. Okoh (2019) emphasized the importance of human capital development: A result-oriented organisation will need to recruit

and train specialised personnel. The new public service will require professionals who possess the requisite skills and knowledge to be trained periodical to meet the ever dynamic public sector. Training should be part of a comprehensive education planning programmes because of all the aspects of personnel management perhaps the most important for us in Nigeria is training. Three decades after, pre colonial public sector reforms on human capital development policies in Nigeria, another reform endeavour (the 1988 civil reforms) emphasised obligatory and periodic training. A fundamental question is “what has happened to this important subject matter between 1974 and 1988?” The answer seems obvious. Little or nothing has been achieved. Despite the recognition of the importance of training by management experts and government as expressed in white papers on various reforms in Nigeria, the experience of Human capital development in the Nigeria public service has been more of ruse and waste, (Ewuim and Onuorah, 2020). It is against this backdrop that the research seeks to examine human capital development and employee performance in Kaduna State Media Corporation (KSMC).

Problem Statement

It is unfortunate that most training programmes that have been embarked upon at the various levels of government in Nigeria have not produced the desired results. Even with the existence of human capital development policy in KSMC, it seems not to have been very effective in recent times as this is not really translated into effective performance of personnel. The implementation of Human capital development in KSMC is characterized by many problems which include lack of strategic integration of compensation and reward plan is another challenge. Similarly, the human capital development strategy mission of the organization is not well spelled out and any organization without strategic integration, the implementation of Human capital development policy will become illusive. Furthermore, it has been observed that human capital development funds are usually inadequate, which have scuffle the human capital development process in KSMC. Also primordial factors plays vital role in the approval process for even staff that are willing to improve their performance by training and development. Sadly enough, even those who poses the capacity to train themselves, getting an approval for self training depends largely on who you know, having a “god father”, tribal affiliation and to a large extent ethnicity. These are issues that are affecting human capital development in KSMC. Corruption has also been identified as one of the big problems affecting the effective use of funds meant for Human Capital Development in KSMC

(KSMC Bulletin, 2014). The challenge before us therefore is to introduce new orientations on training and development that will address training contents; training evaluation; attitudes to training and training utilisation. These should be geared towards improving the employee performance of staff, economic and social growth in the country. It is against these factors that the study seeks to understand the effects of Human Capital Development on Employee Performance in KSMC.

Empirical Review

Ugoji (2012) conducted a research on the effect of human capital development on organizational performance. The study used secondary data. Four hypotheses were developed to see the impact of all the independent variables on the overall Organizational Performance. The results show that human capital development have positive significant effect on organizational performance Presented a report on the impact of human capital development investments on company productivity and other performance indicators using a meta analysis. The study yields a clear result that investment in training have a positive and significant impact on company performance indicators. This result confirms the key role attributed to the investment in skills in the European strategy for smart and sustainable growth, Europe 2020, and the initiative agenda for new skills and jobs. Provide advance understanding of the effects of human capital development on organizational-level outcomes by reviewing the results of previous studies that have investigated the relationship between training and human resource, performance, and financial outcomes (Ugoji, 2012). The results of meta- analysis from 67 studies suggest that human capital development is positively related to human capital development outcomes and organizational performance but is only very weakly related to financial outcomes. Furthermore, human capital development appears to be more strongly related to organizational outcomes when it is matched with key contextual factors such as organization capital intensity and business strategy, in support of the contingency perspective. Richard (2015) conducted a study to determine human capital development in the Banking Industry in Nigeria. The study relied on both qualitative and quantitative analysis of data, using descriptive and inferential statistics. The entire staff of the 25 commercial public corporations as at 2007 in Nigeria was the population of the study and a total of 320 questionnaires were administered. The study found that productivity is really one of the driving forces for investment in human capital development. Anyanwu (2015) studied the effects

of human capital development on employee productivity. The research work provides a review of the current evidence of such a relationship and offers suggestions for further investigation. They reviewed extensive the literature in terms of research findings from studies that had attempted measuring and understood the impact that training have on employee productivity across various sectors. The focal point of their review was on training practices and employee productivity and their relationship. The outcome of their findings varied. While some studies reported a positive association between training and employee productivity, some reported negative and some no association whatsoever.

Other studies also explored if there is a relationship between skills and other organizational outcomes. Haskel (2015) found that higher skill (qualification) levels support innovation and more sophisticated production processes and were associated with the production of higher quality products. Green, Mayhew and Molloy (2013) have also found a strong relationship between different levels of UK workforce skills and the sophistication of products. Colombo (2014) found connections between more training and higher labour productivity across a number of UK sectors; while Adeniji (2014) found that increasing investment in training reduces the chance of firm closure. Grip (2013) found that training of agents had significant effects on the productivity of workers in the organization. In the same vein, Nwachukwu (2014) are of the opinion that labour productivity growth appears to be enhanced by the joint introduction of training and innovation. Harel (2013) attempts to find out whether staff training has any implication in job performance, behaviour, attitudes, skills, knowledge and achievement of the goals of a business organization in Nigeria. The sample size was determined on the basis of three categories of staff namely: general staff, senior staff and management staff. He uses chi-square to test the postulated hypothesis. He shows that effective training leads to acquisition of skill and knowledge required for employee to perform effectively on the job. His result reveals that training has a high positive impact on employee and reduces the nature of hazards on the job in the accomplishment of corporate objectives.

A recent study in the related area also provides some insightful information about the heterogeneity effect on firm performance (Maran, 2018). Undoubtedly, heterogeneity (in the form of human capital) can be a significantly important input to human capital development and enhancement as it makes organizations to be more creative and innovative for long term survival in their

international and global markets (Grossman, 2010). In light of this, the competency of TMT is supported by the input-based international human capital, transformational human capital and output-based international human capital (Huang et al., 2012). However, some even argue that the relationship between innovative human resource practices (though human capital practices are not directly involved) and organizational performance could be described as ‘non-linear’ (Becker & Barry, 1996). Oribabor (2010) submitted that human capital development aim at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organization growth, also Isyaku (2011) postulated that the process of human capital development is a continuous one. Man is dynamic in nature, the need to be current and relevant in all spheres of human endeavor’s make staff development a necessity, to keep track with current event and methods. Adeniyi, (2019) have drawn the attention of the entire sundry to the inestimable value of human capital development. It is an avenue to acquire more and new knowledge and develop further the skills and techniques to function effectively. Scholars, experts, social scientist and school administrators now recognize the fact that training is obviously indispensable not only in the development of the individuals but also facilitate the productive capacity of the workers. Training is not coaxing or persuading people to do what is wanted but rather a process of creating organizational conditions that will cause personnel to strive for better performance.

Robbinson (2013) reiterated that the most significant direct benefits of training and human capital development are clarity in job duties and responsibility as well as increases in employee’s competence among others. According to Graham (2012), the reasons and advantages for embarking on training and human capital development include efficiency in workers performance. Similarly, Aina (2012) argues that training enables an employee to produce efficiently sooner, prepares him for a higher position (advancement), enhances his self respect and increases his feeling of security and economic independence among others. Consistently, Woolcut and Rose (2013) had argued that with training and Human capital development, the organization would recognize the benefits in efficiency, safety, high quality, enhanced job satisfaction and performance. The duo noted a direct relationship between investment in training and human capital development of staff and their attitude to work. It has been observed that some studies reveal that training and Human capital development directly result to job satisfaction and increased performance. This mechanical assumption is a misplacement of what is sometimes, but not always

the case. It evidently neglects the vital role played by ‘motivation’ as an interviewing variable between the polemics of training and human capital development and performance. According to Mitchell (2012), there is consensus amongst theorists that ‘ability to work’ goes hand in glove with ‘motivation’ to produce performance, as ability of the employees to do the job does not mean that they would do it. Although Ibbetson and Whitmore (2010) had indicated that several researches suggest that people must find their work satisfying in order to be motivated to do a satisfactory job, Mitchell (2012) argues that numerous reviews of literature show very little evidence that satisfaction causes increased performance. Many people can be excited with a high remuneration, interpersonally pleasant job and yet lack the requisite skill for effective job performance. In brief, there should be an adequate blend of ability to do a work, job satisfaction and motivation for a satisfactory job performance.

Management experts also argue that a major function of a manager is to develop people and to direct, encourage and train subordinates for optimum utilization. To Stahl (2011), training helps prepare employees for certain jobs that are unique to the public sector. Specifically on Nigeria, the Public Service Review Commission (PSRC) report in 1974 emphasized the importance of human capital development: A result-oriented public service will need to recruit and train specialized personnel. The new public service will require professionals who possess the requisite skills and knowledge. Training should be part of a comprehensive education planning programmes. Of all the aspects of personnel management perhaps the most important for us in Nigeria is training. As a way of summary, the purpose of training is to improve knowledge and skills and to change attitude (Mullins, 2009). Mullins argues further that training is capable of producing the following benefits:

- i. Increase the confidence, motivation and commitment of staff;
- ii. Provide recognition, enhanced responsibility, and the possibility of increased pay and promotion;
- iii. Give feeling of personal satisfaction and achievement, and broaden opportunities for career progression; and iv. Help to improve the availability and quality of staff.

Human Capital Development in Employee Performance in KSMC

Manpower development and training policies of Kaduna State Media Corporation (KSMC) can be broadly categorized into two types: pre-service training and In-service training. Pre-service training is more academic in nature and is offered by formal institutions following definite curricula and syllabuses for a certain duration to offer a formal degree or diploma. In-service training, on the other hand, is offered by the organization from time to time for the development of skills and knowledge of the incumbents (Abiodun, 2012). Pre-service training is a process through which individuals are made ready to enter a certain kind of professional job such as agriculture, medicine, or engineering. They have to attend regular classes in a formal institution and need to complete a definite curriculum and courses successfully to receive a formal degree or diploma. They are not entitled to get a professional job unless they can earn a certificate, diploma, or degree from the appropriate institution. Pre-service training contents emphasize mostly technical subject matter such as crops, animal husbandry, and fisheries as well as pedagogical skills to prepare the students to work in agriculture (Okoh, 2019).

In general two types of pre-service training are available for agricultural staff. These are (1) degree level (at least a bachelor's degree in agriculture or related field), which is usually offered for four years by a university or agricultural college; and (2) diploma level, which is mostly offered by the schools of agriculture for a period of two to three years. The entry point for the former is normally twelve years of schooling and for the latter ten years of schooling.

Human Capital Development Theory

Theory of Human capital development is the theory that underpinned this study. Theory of Human capital is propounded by Gary Becker in 1964, an economist from the University of Chicago. Human capital is a collection of traits — all the knowledge, talents, skills, abilities, experience, intelligence, training, judgment, and wisdom possessed individually and collectively by individuals in a population. These resources are the total capacity of the people that represents a form of wealth which can be directed to accomplish the goals of the nation or state or a portion thereof. It is an aggregate economic view of the human being acting within economies, which is an attempt to capture the social, biological, cultural and psychological complexity as they interact in explicit and/or economic transactions. Many theories explicitly connect investment in human capital development to education, and the role of human capital in economic development,

productivity growth, and innovation has frequently been cited as a justification for government subsidies for education and job skills training (Garvin, 2011).

"Human capital" has been and continues to be criticized in numerous ways. Michael Spence offers signaling theory as an alternative to human capital. Pierre Bourdieu offers a nuanced conceptual alternative to human capital that includes cultural capital, social capital, economic capital, and symbolic capital (Paula, 2013). These critiques, and other debates, suggest that "human capital" is a reified concept without sufficient explanatory power. According to Woolcut and Rose (2013) it was assumed in early economic theories, reflecting the context, i.e., the secondary sector of the economy was producing much more than the tertiary sector was able to produce at the time in most countries – to be a fungible resource, homogeneous, and easily interchangeable, and it was referred to simply as workforce or labor, one of three factors of production (the others being land, and assumed-interchangeable assets of money and physical equipment). Just as land became recognized as natural capital and an asset in itself, human factors of production were raised from this simple mechanistic analysis to human capital. In modern technical financial analysis, the term "balanced growth" refers to the goal of equal growth of both aggregate human capabilities and physical assets that produce goods and services.

The assumption that labour or workforces could be easily modeled in aggregate began to be challenged in 1950s when the tertiary sector, which demanded creativity, begun to produce more than the secondary sector was producing at the time in the most developed countries in the world (Pitfield, 2011).

Human Capital is the backbone of Human Development in every organisation. Pitfield (2011) suggested that at the macro-level, human capital management is about three key capacities, the capacity to develop talent, the capacity to deploy talent, and the capacity to draw talent from elsewhere. Collectively, these three capacities form the backbone of any country's human capital competitiveness. There is also strong evidence that organizations that possess and cultivate their human capital outperform other organizations lacking human capital. These three key components of human capital development theory i.e. the capacity to develop talent, the capacity to deploy talent, and the capacity to draw talent from elsewhere would be used to evaluate human capital development and employees performance in this study.

Factors that Influence Employees Human capital Development in KSMC

According to KSMC Bulletin (2014) Human capital development in KSMC is affected by both internal and external environment;

- **Internal Environment**

The internal environment factors include the strategy of the organization, organizational goal and organization culture work group and leadership style.

- **External Environment**

These are factors that affect the Human capital development to determine, types of training and human capital development Strategies among others are:

- **The labour market**

Is a place where labour is brought and sold, or an avenue where employment contacts are made it should comprise of the buyers (employer) and the seller (employee) the classical economist believe that labour market should be a prospect competitive area so that the total remuneration (wages) should be true reflection of the forces of demand and supply for labour in the market (however in some situation there is usually imperfection caused by institution among others) the labour market characteristic in term of quality, skills and relationship between demand and supply for labour helps in determining the condition of service in organization.

- **Cost of living**

The cost of living in a country or geographical location influence the pay structure when cost of living is high, employee will amount pressure for wages to be increase but when cost of living is low employers will minimize pay

- **Productivity level**

The Human capital development strategy provides a relationship between the system and productivity, so it stands as grading principles for higher productivity.

- **Comparability**

Most organization adopt comparison with other organization to know the current style of development so as to be able to retain their workers and gain competitive advantage

- **Labor Union Activity**

Most often unions affect pay level by the instrument of collective bargaining. Nigeria in particular, the unions have been able to considerably increase the wage, level of their members through collective bargaining and industrial action like strikes

- **Government regulation**

Government serve as both an employer of labor and the protector of the society, therefore it regulates wages structure and the reward system by its legislation like Pension Act 2001 provides for a contributory pension scheme and insurance policy for the employee and policies like minimum wage and appointment of wages to be paid not giving due consideration to skill or quality of labor force.

Problems of Implementing Human capital Development Policies in KSMC

According to Okoh (2019) Human capital development in Federal Radio Corporation of Nigeria is confronted with a number of problems. Some of the problems include the following:

- **Absence of systematic training**

There is the absence of systematic training despite the various reforms that placed so much emphasis on human capital development. This problem needs to be addressed urgently if training must attain its objectives. By adopting the recommendations that were made by the various public service reforms in Nigeria (Lawal, 2015).

- **Poor funding**

Poor funding is also a problem militating against training and development in KSMC. This is reflected in the difference between budgetary provisions and actual funds released for various years both at the federal and state levels. Concerted efforts must be made by government to address the problems associated with funding training. Most of the training schools and centres established

by government are poorly funded, which render them impotent to effectively perform their functions.

- **Poor staffing**

Poor staffing for most of the training centres. The quality of the staff available in these training schools will to a large extent determine the quality of training given to the personnel that are sent there for training (Adoki, 2015).

- **Inadequate training facilities**

Furthermore, inadequate training facilities in these centres hinder training in no small way. In this regard, the training centres do not have modern training facilities such as computers, laboratories, libraries, vehicles. Government needs to place high priority on the provision of equipment and facilities required for the training schools and centres (Adoki, 2015).

- **The use of quack consultants**

The use of quack consultants by government has grossly affected the quality of training by public servants. In many instances, government prefers to contract training programmes to party loyalists rather than competent and experienced specialists in the higher institutions and consulting firms. High cost of training has been occasioned by lack of honesty and transparency. The cost of bribe is often built into the training costs when signing the contract with consultants. This in a way affects the quality of training (Obodoechi, 2016). Furthermore, Obodoechi (2016) opines that curricula and methods remain insufficiently attuned to job contents due to several factors such as funding, size of the trainees etc.

- **Poor utilisation of trained workers**

Many public servants sent for training are not allowed to utilise their skills and knowledge because of bureaucratic rigidity and unwillingness to change. In line with the recommendation of Chief Jerome Udoji in his report it is reiterated that one training objective is to place “the persons who undergone training back in their organisation so that they can best apply their new skills and knowledge.”

- **Lack of proper consideration for training needs**

Many times, public servants are sent for training without consideration for the relevance to present job or future posting. The training centres are also constraint with lack of coordination among the various training institutions in the country. If the goals and objectives of training institutions in the country must be achieved there ought to be proper and adequate coordination and harmonization of the training programmes. More importantly, there is a need to carry out regular review of the programmes of the training institutions in the country so as to be relevant to the present needs of the public service and the future challenges (Ellah, 2016).

- **Lack of strategic integration of compensation and reward plan**

The Human capital development strategy mission of the organization should be well spelled out. Because any organization without strategic integration, the implementation of Human capital development policy will become illusive

- **Profitability**

When there is little productivity the profit of organization or industry will be very low so therefore it made difficult to implement the available policies within the organization.

- **Poor Human capital development strategy**

When Human capital development strategy do not ensure that added value is obtain from any investment in Human capital development, it affect the implementation of the system policies because the aspect of employee development will not be regard as a strategic issue.

- **Characteristics of the labor market**

Most often the labor market is characterized by excess supply of labor compared to demand for labor, so employers fail to implement policies and programmers that will benefit employer since they can always get cheap labor.

- **Government bias**

Government when acting as an employer of labor, is most often bias so for example the recent pension reform act 2004 (of Nigerians) put employees contribution at 7.5 and the same is to be paid by the employer also which is too high for the employees.

Government and other Stakeholders in Human Capital Development in KSMC

Some nongovernmental organisations (NGOs) provide full-time leisure education for staff of KSMC (including retirees) with minimum tuition. There are various methods used to carry out these training programmes, including seminars, conferences, symposiums, and mass media campaign on radio, television, and mobile vans. In leisure education programmes the organisers are either churches or volunteer organisations. Programmes take place in the evenings when the participants might have arrived home from their workplaces. (Egbe, 2019).

Tertiary institutions in the country are expected to play a vital role in the provision of facilities for skill acquisition and development. They are set up to provide human viii. Tertiary institutions in the country are expected to play a vital role in the provision of facilities for skill acquisition and development. They are set up to provide human resources for industry. In many of our academic institutions, part-time and full-time courses of study and correspondence or distance learning programmes are offered. The programmes range from intensive training in a specific aspect of professional practice to degree programmes of several years, either in an academic discipline or a professional field (Paula, 2010).

According to Egbe (2019) the Nigerian government has encouraged the establishment of many institutions and organisations for training and development. Such institutions include:

- a. National Manpower Board, which is responsible for the periodic appraisal of requirements for manpower in all occupations and the development of measures for In-service training of, employed manpower both in the public and private sectors.
- b. The Administrative Staff College of Nigeria (ASCON) was established to provide diverse training facilities for senior managers of the economy.
- c. The Nigerian Institute of Management,
- d. The Centre for Management Development (CMD)
- e. The Industrial Training Fund (ITF) was established to promote and encourage the acquisition of skills in industry and commerce with a view to generating a pool of indigenous trained manpower sufficient to meet the needs of the economy. The Nigerian government has also entered into

bilateral agreements with some foreign countries for the training of Nigerians in practical skills. Each year, many scholarships are offered to deserving Nigerians to study in foreign countries.

Findings

The following are the findings of the study:

- i. Training on manpower development in KSMC has a positive effect on the different dimensions of the performance of the KSMC in terms of production, quality, development and growth in sales. This is so because higher investment in training results in higher performance. Hence higher investment in training in KSMC results in a lower degree of staff turnover.
- ii. Government put in place training programmes that have been of assistance to staff of KSMC. Such types of training include: Role playing, university training programme as well as conferences, civic and leisure training /education, Seminars and Workshop.
- iii. Human capital development in KSMC is confronted with the absence of systematic and periodic training, Poor funding, inadequate training facilities, the use of quack consultants by government, high cost of training occasioned by lack of honesty and transparency as well as poor utilisation of trained workers and lack of proper consideration for training needs.

Conclusion and Recommendation

It was found from the study that there is no sufficient staff training in KSMC. Staff training and development is a continuous process. For training policies to be effective, it has to be related both to manpower planning, which indicates the future requirements of different categories of employees, and to job analysis, which gives a clear and accurate description of the job, which people do and for which they need training. It is necessary to keep these job descriptions up-to-date to allow for changes in technology and organization. With these guides, it is possible to estimate the numbers and types of trained personnel required and to decode which parts of the training are best given on the job, in a training department or on outside courses.

Manpower training and development constitute the coordinate future investment of any organization. If an organization wants to keep pace with time especially in this space age of fast

computer and technological speed, it must, as basic necessity, devote a large chunk of its resources to manpower training and development. This is because it is the employees of the organization that encompass and embody the soul and heart of the organization. If, therefore, the human resources are not properly developed, it would pay dearly for it.

The paper therefore made the following recommendations towards improving the organizational productivity;

- i. Government should vote more funds for human capital development. Such fund should be effectively utilized for staff training.
- ii. KSMC should review the current methods of training need. Hence, there is need to document staff performance overtime for which appropriate training could be recommended. Selection of trainees should be based on performance requirements and not motivational achievement. This will balance the issue of age spectrum, disciplines, functions and levels depending on need.
- iii. KSMC should engage knowledgeable consultants to identify training opportunities. These consultants should take a lead and responsibility in identifying training needs of staff and take into consideration training needs and budget for such training. This will help in reduce cost of training.
- iv. There should be Induction programmes as well as periodic workshop training / seminars and should be compulsory on entry into service and on transfer. This will update and upgrade staff in order not to make them outdated and improve their efficiency.

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