

Training of Employees and Growth of Multinational Companies: Case Study Orange Cameroon, Fako Division, South West Region

Dr. Tanwie Linda Ngewie

Department of Public Law and Public Administration,
Faculty of Laws and Political Science, University of Buea, Cameroon

Abstract: The focus is on employees training and the growth of Multinational Company, case of ORANGE Cameroon, Fako Division, South West Region. Specifically, the study aimed at evaluating the extent to which training design affects the growth of ORANGE Cameroon. The human capital theory and soft human resource management model have been used. Through the adoption of a descriptive survey design, this research uses a sample size base on a survey of forty respondents. A substantial aspect of the study involved collecting primary data through self-administered closed-ended questionnaires. The data collected were classified and analyzed using descriptive statistics and the multiple regression analysis with the help of Statistical Package for Social Sciences (SPSS) software. The hypothesis was tested through a correlation test, and it revealed that there is a moderate positive relationship between the variables ($r = 0.578$). This result showed that employees training affect growth of multinational firms hence, the null hypothesis was rejected and the alternative hypothesis accepted which states that training design, has a significant impact on the growth of ORANGE Cameroon. The study further recommends for policy measure that effective training should be put in place so as to increase the growth of multinational Company like ORANGE Cameroon.

Keywords: Training, Employees, Growth, Multinational, Companies, Orange, Cameroon, Fako Division, South West Region.



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INTRODUCTION

This research work explores employee training and growth of multinational cooperation. Training of employees has been one of the pressing problems that has greatly affected the performance of organizations. Employee training is an essential feature of an organization which aims at achieving an effective performance in an environment that is ever dynamic and volatile. The history of training in business organizations is as old as the entire history of business organizations, Beardwell,(2001:34). This is because the knowledge base or skill of the normal employees in the labour market is not sufficient for the specialized task within the organization.

Training started about centuries ago, when researchers started a branch of research under the name of “Vocational training” Salas et al, (2001:73). The beginning of the twentieth century and especially after World War II saw the wide spread of training programs among organizations, involving more and more employees, Lou,(2000:62).

In the 1910s, only a few large companies such as Westinghouse, General Electric, and International Harvest had factory schools that focused on training technical skills for entry levels workers. By the end of 1990, forty percent of the fortune 500 firms in America had a corporate university or learning centers Meister (1997:10). The history of training in business organizations is as long as the entire history of business organizations. This is because the knowledge base or skills of the normal employees in the labour market is not sufficient for the specialized tasks within the organizations.

Training in Cameroon could be traced back to 1960 when it was discovered that most of the top government and business positions were occupied by expatriates. The departure of the whites after independence gave rise to a big vacuum of capable indigenous human capital. Today, we are witnessing an overwhelming number of research studies from both descriptive and prescriptive traditions, focusing on several characteristics of training programs as well as their costs and benefits for business organizations, Becker et al,(2015:134). Organizations have understood the importance of training for their survival in terms of knowledge-intensive and volatile markets. They have acknowledged the advantages in developing their human resources through various forms of training, Berge,(2001:54). Despite the obvious significance of training, the enormous expansion in the content of training programs over time has largely been taken for granted. Some Human Resource Departments rarely question the necessity and appropriateness of training a particular employee at a particular time. Often times, there are ulterior motives why employees are sent on training. Salas et al (2001:66) found out that some of those organizations that neglect employee training do so because of the huge cost of training and the fear of losing those employees after training them.

Statement of the Problem

It has been noted that training improves employees’ skills, ability, competence and increases their performance and organizational productivity. The importance of training has been recognized due to high competition among organizations. It has been found that technological development has highly influenced the investment of multinationals in human resource through training.

Training is the planned and systematic modification of behavior through learning events, activities and programs which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively, Noe, (2008:38). Training means investing in the people to enable them to perform better and to empower them to make the best use of their natural abilities. It also mean a direct means of providing workers with skills more relevant to the evolving needs of the employees and the economy. Despite the growing documented evidence on the importance of employee training to an organisation, there are some observable lapses in the case of multinational companies.

Therefore, it should be a priority for companies in order to enhance their productivity and growth. However, most employers do not want to invest in the process because they see it as a cost rather than an investment. Some employers even tend to hire the wrong people for particular job because of the demand for those with the necessary background and qualification needed to perform a particular job. And as such, growth, productivity and development of the company suffer in the long run. If employers continue to ignore the actual benefit of training to the growth of the organizations, the multinational companies in Cameroon such as Orange Cameroon might continue to remain reluctant in improving the situation of employees. Hence, this study is being undertaken to generate knowledge on the state of employee training with the purpose of

highlighting the effect of adequate and appropriate employee training on the growth of multinational companies taking the case of ORANGE Cameroon.

Research Question

What is the effect of training design on the growth of ORANGE Cameroon?

Objective of the Study

To analyze the extent to which training design affect the growth of ORANGE Cameroon.

Research Hypothesis

To achieve the objectives of this study, the following hypothesis has been formulated for testing.

H₀: Training of employees has no influence on the growth of ORANGE Cameroon.

H₁: Training of employees has significant effect on the growth of ORANGE Cameroon.

LITERATURE REVIEW

Holden, (2001:241) carried out a quantitative study in Iran that introduce training activity as a key variable which affect the organization as a whole and the organizational performance. The interviewers chosen were the managers and key executive managers of three Iranian oil companies. The results of their study show that training of employees enhances organizational performance. In addition, they brought out six training activities that are introduced as the most important method in this study. These activities are: Case study, Role play, Action Learning, 360-degree feedback, job rotation, and job assessment. They concluded that training activity is an important requirement for enhancing the organizational effectiveness.

Becker et al (2015:36) carried out a study on the extent to which training delivery style affects employee productivity and performance of organizations. The pearson product moment correlation coefficient and the one-sample test were used to test the hypotheses formulated in the study. Findings from the study reveal that the extent to which unsystematic approach of employee training affected organizational productivity was high.

Jones et al,(2000:88) did a survey on impact of training and development on organization performance with mediating role of intention to quit as human resource quality cost. The salary-based employees of the organizations having 5 – 250 employees was selected on the basis of stratified sampling technique for the data collection purposes. The relationship of training, development and organization performance was found to be positively mediated by the intention of employees to quit the organizations. The positive relationship might exist due to the number of other factors like inflation, less job opportunities existing in the Pakistani context.

Kozlowski et al, (2000:78) did a survey on effects of training on organizational performance with special focus to AGGREKO international Nairobi, Kenya. The researcher used a case study design to carry out the study; so as to get sufficient information from the respondents. The instrument of research was the questionnaire that was constructed to capture the objectives of study such as the use of training tools and the relevance of the tools to organizational performance. A sample size of 80 employees was used for the study. Data analysis was done quantitatively with use of statistical methods and presented in the form of pie charts, bar charts, percentages and frequency tables. The findings indicated that 100% of staff agreed that they had benefited from Orange Excellence (OE) training tools and 93.8% managers noticed marked improvement since the initiation of training by use of OE training tools. The study concluded that training in organizations enabled the employees to be equipped to compete effectively in business by offering quality services in minimum time.

Tharenou et al , (2007:56) conducted a study on the impact of employee training on organizational performance, a case study of drilling companies in Geita, Shinyanga and Mara Regions in

Tanzania. The study comprised a sample size of 290 respondents selected using purposive and simple random sampling techniques. Data collection was done through the questionnaire administered to the respondents. Data was analyzed using descriptive statistics and results presented using tables. The study results found that employee training has a significant effect on the performance of drilling companies. However, the study results found that there is lack effective training and development policies in drilling companies.

Ulrich et al, (190:211) conducted a study on organizational training on job satisfaction and individual performance of Ahwaz Oil Company Employees. The statistical population of this study consisted of all employees of Ahwaz Oil Company, which according to the data of the sample at the time of the research, were 800 in number. The findings of the research showed that, the quality of organizational education and job satisfaction have a positive effect on employees' performance.

Okanya (2008:45), investigated the impact of training on organizational performance. The study used microfinance bank sub-sector from which three banks were selected. Data was collected from 304 respondents who were drawn using Taro Yamane sample size determination technique through structured questionnaires. The data collected was subjected to both descriptive and inferential techniques to test formulated hypotheses. The study showed that employee skill, knowledge and ability gained from training have significant effects on productivity. Further findings reveal that training has effect on employee commitment to the organization. The conclusion is that training enhances employee performance as well as employee commitment to the organization. It is therefore recommended that, microfinance banks and all organization should take more active interest in the training of its employees.

Thang (2010:45), examined training on organizational performance in Nigeria. The research investigated the impact which training has employee performance bearing in mind that the aggregate of individual performance will culminate to organizational performance. The study showed that employee skill, knowledge and ability gained from training has significant effect on productivity. Further findings reveal that training has effect on employee commitment to the organization.

Salas et al, (2001:56) carried out a study on the effect of employee training on performance of selected multinational corporations in Nigeria. Their study used both primary and secondary data was employed, population of the study was 2774 but the Taro Yamane formula was adopted to trim it to a sizable figure of 359. The study used questionnaire which were distributed in order to realize a quality data and the descriptive survey design was adopted to add value to the study. They concluded that employee training has a positive significant with employers performance. Findings disclosed that there is a significant relationship between coaching and employee performance. They recommended that organizations should evaluate coaching type of training and development programs. It is vital to evaluate coaching in order to assess its effectiveness in learning outcome of employees.

Missing Gap

It is found that previous researchers have concentrated on the importance, benefits of training and impact on organizations but no study has been carried out on the growth of multinational. In order to fill this gap, the researcher is compelled to conduct a study on the effect of employee training and the growth of multinational corporations with focus on ORANGE Cameroon.

Orange Cameroon, a subsidiary of the French multinational Tele-communication Company Orange S.A, has placed a strong emphasis on employee training and development as a key driver of its growth in the Cameroonian market. Despite the abundance of literature on training and the growth of MNCs, there is a research gap in understanding the specific relationship between employee training and the growth of Orange Cameroon. The existing literature does not provide

sufficient insights into the training practices in Orange Cameroon and their impact on its growth. This study aims to fill this gap by conducting a comprehensive analysis of the training practices on Orange Cameroon and exploring their influence on the Company's growth.

Theoretical Framework

Human Capital Theory

This theory was propounded by Schultz in 2015 and further studies were carried out by Becker in 2016. It shows that training increases performance of workers. This goes a long way on imparting useful knowledge and skills on workers, hence raising workers' future income, Becker, (2016:76-79). The human capital theory suggests that, an individual's decision to invest in training is based on an examination of the net present value of the costs and benefits of such an investment. Individuals are assumed to invest in training during an initial period of time and receive returns to the investment in subsequent periods. Human capital is a loose term that refers to the educational attainment, knowledge, experience and skills of an employee. The theory of human capital is relatively new in finance and economics. It state that companies have an incentive to seek productive human capital and to add to the human capital of their existing employees. In other words, human capital is the concept that recognizes labor capital is not homogenous. The human capital theory posits that human beings can increase their productivity capacity through greater education and skills training.

Theory of Chris Agris of 1923-2013 and Schultz in 2015 and developed by Becker in 2016

Christ Agris believes that employees are not lazy but they behave the way they do due to how they are being treated at workplace (as children). He propounded immaturity and maturity theory which sees employees as migrating from immaturity to maturity. He indicates that human personality develops from immaturity to maturity.

Immaturity

Passivity dependence

Behave in few ways

Erratic, shallow interest

Short time perspective

Subordinate position

Lack of awareness of self

Maturity

Activity Relative independence

Behave in many ways

Deeper Interest

Long-time perspective

Superior position

Awareness/self-control

The more we understand employee needs and integrate these needs with that of organization, it will lead to better achievement of organizational goals. Employees will intend co-operate. Training leaders will lead to maturity because all the employees will learn through training and of course increase performance. Eventually, the employees will know that the organization has his/her interest in mind which lead to greater performance for achieving organization objectives.

Soft Human Resource Management (HRM)

This model's emphasis is on treating employees as a means to achieving the organization's strategy. Its assumption is that 'what is good for the organization is equally good for the employee'. According to Devanna et al, (1984:11-15), training and other HRM activities aim to increase individual performance, which is believed to lead to higher organizational performance. Although the Michigan School model acknowledges the importance of motivating and rewarding people, it concentrates most on managing human assets to achieve strategic goals, Pinnington et al, (2000:204).

A second 'soft' HRM theoretical model to show how Human Resource Management (HRM) policies can affect employees and organizational outcomes was developed by Guest. The central hypothesis of Guest's model is that if an integrated set of HRM practices is applied with a view to achieving the established goals, employees' performance will improve. It also assumes that this will translate to increase in organizational performance. The strength of Guest's model is that it is a useful analytical framework for studying the relationship between HRM policies and organizational performance. This is because it expresses pathways for more careful, clear and ease of empirical testing. Guest also saw the goals of linking employees with organizational performance as important to ensure the high quality of products and services. He thus opines that training policy play an important role in HRM and contributes to improved strategic integration, employee commitment, flexibility and quality. He further asserts that HRM outcomes can lead to high job performance, high problem solving activity, high cost effectiveness, and low turnover, reduced absences and fewer grievances.

Similarly, Kozlowski and Klein, (2000:123) offered an excellent analytical framework, which uses a multi-level approach to training. This model bridges the gap between theoretical models of training needs assessment, design, and evaluation, and the higher levels at which training must have an impact if it is to contribute to organizational effectiveness. The model focuses on training transfer. There are two types of training transfer namely horizontal and vertical transfer. Horizontal transfer concentrates on traditional models of training effectiveness, while the vertical transfer examines the link between individual training outcomes and organizational outcomes. The vertical transfer processes are composition and compilation. Composition concentrates on individual contribution at the same content, while compilation focuses on individual contribution at the different or diverse content.

Limitation of the theories

As examined above, many scholars have written on the effect of training on organizational growth but no research has been conducted on the training of employees in multinational companies. The researcher then comes in to fill this gap by examining the training of employees on multinational companies with specific case being Orange Cameroon.

Contribution of the theories to the research

This review of theoretical models linking training to organizational performance explicitly recognized that no organization can attain its goals or organizational strategy without employees that have the right knowledge, skills, abilities, behaviour, and attitudes. Thus, training plays an important role in improving the quality of employees directly and affecting organizational performance through human resource outcomes.

Methodology

Research Design and Approach

The research design which has been adopted for this study is a survey research design, in which a large population is studied by collecting and analyzing information from only sample of the population considered to be representative of the whole and in turn generalizing the results obtained on the entire population. In this case, the researcher used the closed-ended questionnaires to collect data.

The target population of this study was employees working at ORANGE Cameroon in Buea who are more than 50 in number. This included levels of employees such as managers, supervisors, customer service representative, field employees and other staffs and employees. As this research aim to investigate the effect of training of employees and the growth of ORANGE, the study identified areas where existing training programs may improve or new training initiative may be

necessary to improve the skills, knowledge and aptitudes of ORANGE employees, leading to the growth of the organization and competitive advantage

Data Presentation and Analysis

The findings has been analyzed using the regression analysis. Specifically the multiple ordinary least squared regression analysis has been used, the scoring schedule defined, the data coded, scored and then the raw data exported to excel for eventual computation using the Package for the Social Scientist (SPSS) version 25. The results has been illustrated by the use of pie charts, showing total percentages and frequency.

Result and discussion

To analyze the extent to which training design affects the growth of ORANGE Cameroon.

The study assessed training design approach and rated based on the extent of respondents' agreement with the following statement using the scale of 1- 5 where 5=Strongly Agree (SA), 4=Agree (D), 3=Neutral (N) 2=Disagree (D) and 1=Strongly Disagree (SD). The findings are presented on table below

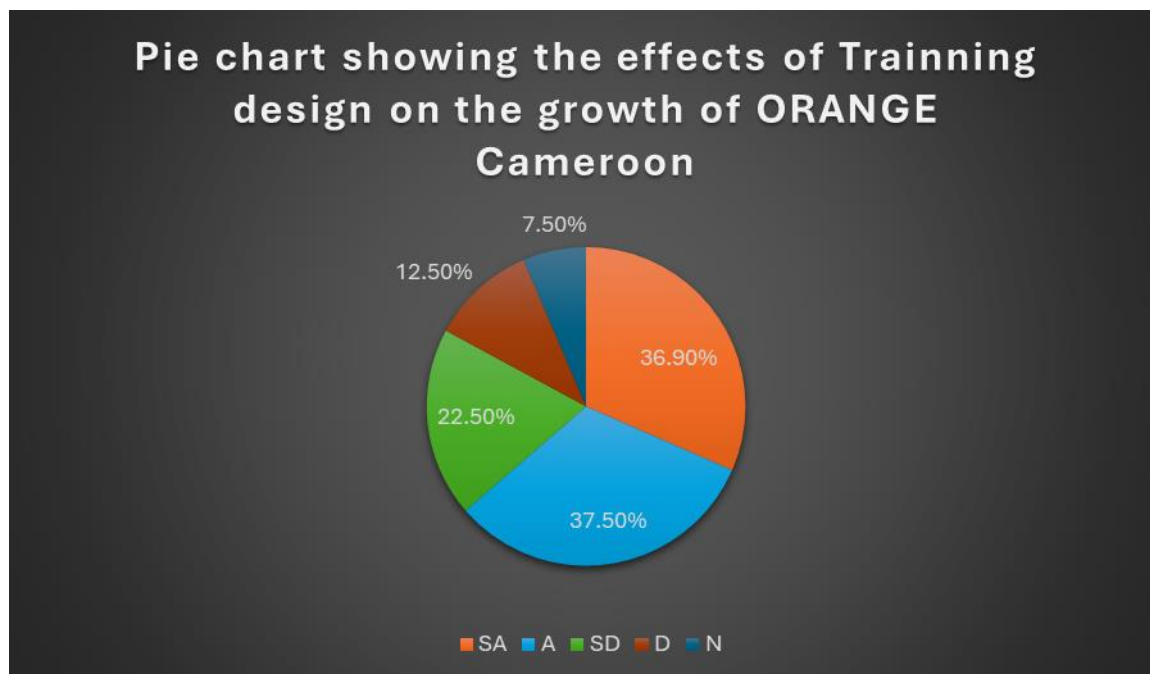
Presentation of the effects of Training Design on the growth of ORANGE Results

Variables	Description	Frequency	Percentage
Training programs offered by your organization are well design and effective.	Strongly Agree	14	35
	Agree	17	42.5
	Neutral	4	10
	Disagree	3	7.5
	Strongly Disagree	2	05
	Total	40	100
To what extent do you agree or disagree that the training programs offered by your company helps you develop new skills and knowledge.	Strongly Agree	13	32.5
	Agree	15	37.5
	Neutral	2	05
	Disagree	7	17.5
	Strongly Disagree	3	7.5
	Total	40	100
The training program offered by your company is tailored to meet the specific needs of employees working in your company.	Strongly Agree	19	47.5
	Agree	13	32.5
	Neutral	4	10
	Disagree	3	07.5
	Strongly Disagree	1	02.5
	Total	40	100
The training program offered by your company contribute to the overall growth and success your company	Strongly Agree	13	32.5
	Agree	15	37.5
	Neutral	2	05
	Disagree	7	17.5
	Strongly Disagree	3	7.5
	Total	40	100

Source: Field work by Author (2024)

The findings from table above shows that, 31 of the respondents noted that training programs offered by ORANGE are well design and effective giving a percentage of 77.5%, 5 respondents disagreed to the statement giving a percentage of 12.5%, while 4 (10%) were neutral. Also, 70% of the respondents noted that the training programs offered by ORANGE helps them develop new skills and knowledge, 10 respondents disagreed to the statement giving a percentage of 25%,

while 2 (5%) were neutral. Furthermore, 80% of the respondents noted that training program offered by ORANGE is tailored to meet the specific needs of employees working in the company, 4 respondents disagreed to the statement giving a percentage of 10%, while 4 (10%) were neutral. Finally, 70% of the respondents noted that training program offered by ORANGE contribute to the overall growth and success in the company, 10 respondents disagreed to the statement giving a percentage of 25%, while 2 (5%) were neutral. We can therefore conclude that training designs affects the growth of ORANGE.



Evaluating the influence of training of employees on the growth of ORANGE Cameroon

The study assessed training of employees and rated based on the extent of respondents' agreement with the following statement using the scale of 1- 5 where 5=Strongly Agree (SA), 4=Agree (D), 3=Neutral (N) 2=Disagree (D) and 1=Strongly Disagree (SD). The findings are presented on table below

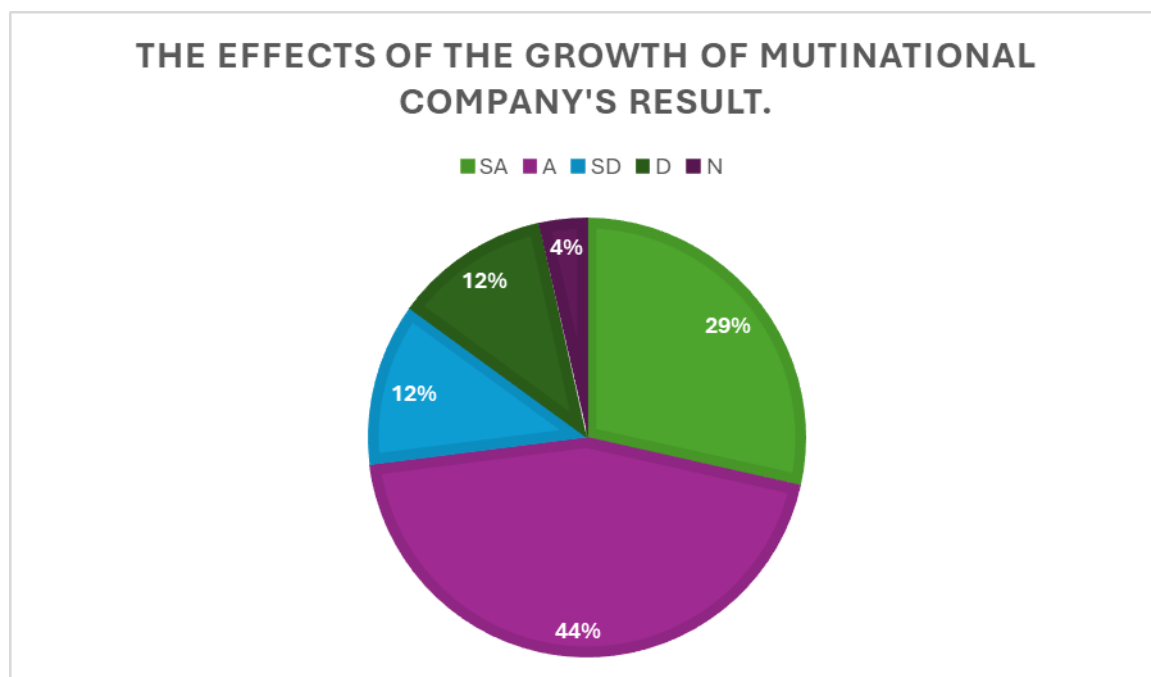
Presentation of the effects of the Growth of multinational Company Results

Variables	Description	Frequency	Percentage
To what extent does your organization identify opportunities for global business development	Strongly Agree	20	50
	Agree	20	50
	Neutral	00	00
	Disagree	00	00
	Strongly Disagree	00	00
	Total	40	100
The investment in employee training has contributed to the growth and success of your company.	Strongly Agree	04	10
	Agree	04	10
	Neutral	00	00
	Disagree	16	40
	Strongly Disagree	16	40
	Total	40	100
To what extent do you agree that training program help to close gaps and improve the performance of your company?	Strongly Agree	09	22.5
	Agree	13	32.5
	Neutral	03	7.5
	Disagree	07	17.5

	Strongly Disagree	08	20
	Total	40	100
To what extent do agree that the training program offered by your company promote diversity and inclusion within the organization.	Strongly Agree	04	10
	Agree	32	80
	Neutral	04	10
	Disagree	00	00
	Strongly Disagree	00	00
	Total	40	100
To what extent do you agree that employee training encourages employees to innovative, creative and to think outside the box	Strongly Agree	20	50
	Agree	20	50
	Neutral	00	00
	Disagree	00	00
	Strongly Disagree	00	00
	Total	40	100

Source: Field work by Author (2024)

The findings from table above shows that, 100% of the respondents noted that the organization identify opportunities for global business development. Again, 20% of the respondents accepted that the investment in employee training has contributed to the growth and success of ORANGE while 32 (80%) denied to the fact. Also, 55% of the respondents accepted that training program help to close gaps and improve the performance of the company, while 7.5% were uncertain and 37.5% disagreed to the fact. Furthermore, 90% of the respondents accepted that agree that the training program offered by ORANGE promote diversity and inclusion within the organization while 10% were uncertain. Finally, all of the respondents, 40 accepted that employee training encourages employees to innovative, creative and to think outside the box giving a percentage of 100%. We can therefore conclude that training of employees affects the growth of ORANGE Cameroon.



Testing of Hypothesis

The multiple linear regression analysis was carried out to determine how the independent variables affect the dependent variable. The main aim of this research work was to investigate the effect of employee training on the growth of multinational company case of ORANGE Cameroon.

To achieve this, the researcher used regression analysis to identify the general impact of employee training on growth of multinational companies. The linear regression was also used to investigate how training design influence growth of multinationals. The results are shown in table below.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.578	.326	.624	1.76350
a. Predictor: (Constant), Training Design, On-The-Job Training and Off-The-Job Training				

Source: Field work by Author (2024)

The model summary table shows how well the variables are related and the causal effect. The R value represents the Pearson Product Moment Correlation Coefficient between employees training and growth of ORANGE Cameroon. The value of 0.578 as seen on the table above shows a moderate positive relationship employees training and growth of ORANGE. This means that employees' performance predicts growth in ORANGE. Also, the Adjusted R squared is the coefficient of determination which measures the variation in the dependent variable due to changes in the independent or explanatory variables. That is, it indicates how much of the variation or changes in the growth of ORANGE can be explained by employees training. From the findings in the above table the value of adjusted R squared is 0.624 indicating that there is variation of 62.4% on growth of ORANGE, due to changes in training design, at 5% level of significance. This shows that 62.4% changes in growth of ORANGE Cameroon could be accounted for by training design, whereas less than 37.6% variations in the dependent variable is accounted for by the stochastic term that is variables not included in our model. In this case, only 62.4% (0.624) can be explained, which is very significant. Thus, the results presented above are reliable. The Analysis of Variance (ANOVA) was used to check how well the model fits the data. The results are presented in table below.

Analysis of Variance (ANOVA)

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.045	3	.123	.678	.0025
	Residual	5.102	36	.177		
	Total	6.147	39			
a. Predictors: (Constant), Training Design, On-The-Job Training and Off-The-Job Training						
b. Dependent Variable: Growth of ORANGE						

Source: Field work by Author (2024)

The F statistics on the ANOVA table test whether the model is a good fit for the data. From the Analysis of Variance, the F statistics (Fisher (F) ratio) of 0.678 with a probability value or significance level of 0.0025 which shows that the data is ideal for making a conclusion on the population's parameter as the value of significance (p-value) is less than 5% an indication that training design, significantly influence the growth of ORANGE Cameroon. The significance value was less than 0.05, an indication that the model was statistically significant. The regression output of most interest is the following table of coefficients and associated output illustrated below:

Regression Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.603	0.123		7.367	0.000
	Training Design	0.593	0.028	0.158	2.021	0.045
	On the Job Training	0.527	0.027	0.101	1.157	0.021
	Off the Job Training	0.411	0.030	0.105	1.194	0.023

b. Dependent Variable: Growth of ORANGE

Source: Field work by Author (2024)

The t-statistics in the coefficient table above show the relationship between each of the employees training practices and multinationals growth. From the corresponding p-value for each t-statistics, it can be seen that employees training practices statistically relates with ORANGE growth. The results reveal that both training design, contributes statistically significantly to the model since their p-values (0.045, 0.021 and 0.023) are less than the critical value for a 5% level of significance ($p < 0.05$). Also, the standardized coefficients can be used to produce the regression equation that can be used to predict the Growth of Multinationals from employees training variables as shown below:

$$Y = 0.603 + 0.158X_1 + 0.101X_2 + 0.105X_3 + \varepsilon_t$$

Where,

Y = Growth of Multinationals

X₁ = Training design

X₂ = On-the-job training

X₃ = Off the Job training

ε = Error Term or the Model

Conclusions

The main research objective of the study is to examine the effect of employees training on the growth of multinationals. Among the variable tested, the result shows that both training designs have a positive and significant effect on growth of multinational company with the case of Orange Cameroon. Thus for every policy measure taken by ORANGE Cameroon to improve employees training, the various training designs should be taken into consideration because failure to do so will lead to detrimental effect on their growth.

From the result, the adjusted R square also known as the coefficient of determination was 0.624. This implies that about 62.4% variation in the growth of multinationals is accounted for by the joint variation of training design.

Also, the result shows that the calculated F- statistics which looked at the overall effect of the dependent and independent variable on the dependent variable was 0.678 significant at 0.025 implying that the test was significant. Thus we reject the null hypothesis and accept the alternative hypothesis which states that employees training have a significant effect on growth of multinationals. This is equally tallies with the predictions of the models above.

Therefore, based on the findings, we can reject H_0 and accept H_1 accepting the fact that training of employees has a positive effect on growth of ORANGE Cameroon.

Recommendations

Based on the findings and conclusion of the study, the following recommendations were put forth to address the weakness of the study.

Recommendations for Policy Options

For every policy measure taken by ORANGE Cameroon to improve employees training, training should be taken into consideration because failure to do so will lead to detrimental effect on their growth.

The study recommends that, effective training should put in place so as to increase the growth of multinationals like ORANGE Cameroon.

Also, the management should build a strong relationship with their employee's so as to build positive relationship with the growth and operations of the company.

Finally, the study recommends that the organization should assess" employees need for training and development more often and conduct them as need arises. It is also recommended that the organization should train its employees as soon as they finish evaluating them as a remedy to help them perform better.

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