NEAR EAST UNIVERSITY

INSTITUTE OF GRADUATE STUDIES

DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT IN EDUCATION

THE PARTICIPANTS VIEWS OF TARGETED SKILLS BASE TRAINING ON LOCAL EMPLOYMENT RATE IN SINKOR (LIBERIA)

M.Sc. THESIS

JULIUS WILSON

NICOSIA

JANUARY, 2023

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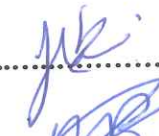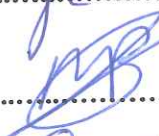
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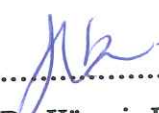**ASSOC. PROF. DR. FATMA KOPRULU**

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APPROVAL

We certify that we have read the thesis submitted by **Julius Wilson** titled **"The Participants Views Of Targeted Skills Base Training On Local Employment Rate In Sinkor (Liberia)"** and that in our combined opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Educational Sciences.

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DECLARATION

I hereby declare that all information, documents, analysis and results in this thesis have been collected and presented according to the academic rules and ethical guidelines of Institute of Graduate Studies, Near East University. I also declare that as required by these rules and conduct, I have fully cited and referenced information and data that are not original to this study.

Julius Wilson

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ABSTRACT

The Participants Views Of Targeted Skills Base Training On Local Employment Rate In Sinkor (Liberia)

Wilson, Julius

MA/PhD, Department of Human Resource Development in Education

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The purpose of this study was to look at **The Participants Views Of Targeted Skills Base Training On Local Employment Rate In Sinkor (Liberia)** and how it affects local employment rates, particularly in Sinkor. It is critical to recognize that organizations feel some abilities should be more created and refined. One of the other aims of this research is to identify what type of talents are largely in demand and how can individuals understand what kind of training they should receive and for which skills. It is crucial to find out the amount of influence this training has on the local employment rate in Liberia since it may be quite useful for those persons who are seeking for work and other employment prospects, This study used a qualitative technique to gather analyse, and interpret data from secondary sources, in this research, the research philosophy followed is "Interpretivism". Interpretivism or interpretivist stands for the concept that through the interpretation of subjective manner any reality can be understood easily, this research topic is very narrowed down Trainings are considered as the integral part to increase the loyalty of employees and decrease the turnover rate. Providing targeted skills training has always been a major advantage to be given to the employees, As it supports in improving their rate of efficiency in the most constructive way, it is stated that those organizations which are able to provide targeted skills to their employees ultimately improves their productivity level, improved ability to speak well.. There are a lot of different paths and fields related to this research topic. Following are some of the recommendations for future researchers who desired of researching such topic; there are various skills which require training such as soft skills, vocational skills, written skills and communication skills etc. Future researchers are recommended to choose different skills for carrying out the study further.

Key Words*: Targeted Skills, Employment, Time Management, Interpersonal Skills, Communication Skills.*

ÖZET

Katılımcıların Sinkor'da (Liberya) Yerel İstihdam Oranına Yönelik Hedeflenen Beceri Temelli Eğitime İlişkin Görüşleri

Wilson, Julius
M.A
Eğitimde İnsan Kaynaklarını Geliştirme Bölümü

Tez Danışmanı: Doç. Dr. Fatma KÖPRÜLÜ

Ocak, 2023 (83 sayfa)

Bu çalışmanın amacı katılımcıların beceri geliştirmeye yönelik eğitiminin özellikle Sinkor'daki (Liberya) yerel isdihtam oranlarını nasıl etkisini incelemektir. Bir çok Kurum ve kuruluşlar bazı yeteneklerin yeniden keşfedilmesi gereğini vurgulamaktadırlar. Bu çalışmanın bir diğer amacı da hangi yeteneklere daha çok ihtiyaç duyulduğunu ve kişilerin hangi beceri için nasıl bir eğitime ihtiyaçları olduğunu belirlemektir. Bu eğitimin ne kadar etkili olduğunu belirlemek iş arayan ve diğer istihdam olasılıklarıyla ilgilenenler için oldukça önemlidir.

Veri tolpamak, bu verileri analiz etmek ve ikinci bir kaynaktan yorumlamak için bu çalışmada nitel yöntem kullanılmıştır. Bu araştrmada "yorumculuk" felsefesi uygulanmıştır. "Yorumculuk" ve "Yorumcu" subjektif bir yolla gerçeklerin kolayca anlaşılması fikridir.

Bu çalışma oldukça sınırlıdır. Eğitim safhaları çalışanların kuruma bağlılığını artıracak ve çalışanların değişim oranlarını azaltacak bütünsel uygulamalardır. Beceri geliştirme eğitimini sağlamak çalışanlar için her zaman bir avantajdır. Bu uygulama etkinlik oranının yükseltilmesinde en yapıcı bir faktördür. Çalışanlarına beceri geliştirmeye yönelik hizmeti sağlayan kuruluşlar üretim seviyelerini yükseltmekte ve kendilerini daha iyi ifade edebilmektedirler.

Bu konu çok farklı yollarla da araştırılabilir. Bununla ilgili çalısma yapmak isteyen araştırmacılar için çeşitli konular olabilir; örneğin sosyal beceri, mesleki beceri, yazma becerisi, ve iletişim becerisi v.s. Bu konuyu ileri boyutlarda çalışacak araştırmacılara bu tür farklı becerileri ele almaları önerilebilir.

Anahtar kelimeler: hedefe yönelik beceriler, istihdam, zamanı iyi yönetmek, kişilerarası iletişim becerisi, iletişim becerisi

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LIST OF ABBREVIATIONS

GOL: Government of Liberia

LAMCO: Liberian-American-Swedish Mining Company

RUF: Revolutionary United Front

EPAG: Economic Empowerment for adolescent Girl

MOGD: Ministry of Gender and Child Development

BDS: Business Development Services

JS Training: Job Skills Training

SWTS: School-to-work transition survey

LDES: The Labour Need Enterprise Poll/Survey

TVET: Technical and Vocational Education and Training

IPS: Integrated policy strategies

MOYS: Ministry of Youth and Sports

NYVS: National Youth Volunteer Service

UNDP: United Nation Development Program

CHAPTER I

INTRODUCTION

1.1. Background

Every successful business is fully aware as to how experienced and proficient employees are important for the firm and its success. The competency of the employees must be assessed to make sure proficiency is the main area of performance (Palmer, 2019). Competency can be defined as the skill area which is particular for the business. Every company target certain skills within the employees which they believe can benefit the business. These are later on termed as the targeted skills. Sometimes it can be communication skills, sometimes it can be vocational and writing skills and sometimes it can be the skill of skilfully closing a deal and convincing the client, time management skills or interpersonal skills (The World Bank, 2015). Mostly all the big companies and multinational firms opt for targeted skills based training as it helps them in moulding the employees as per their needs and demands. When some companies train their employees, it helps them in moving further ahead and indirectly decreases the rate of unemployment. Even people can opt for certain courses which can help them in targeting their own skills that are in demand in the market so that they can easily ace certain jobs. Some of these skills are communication skills, leadership and automation skills, and report writing skills. In the field of customer service, the employees are required to have great listening skills as well as the skills of convincing the customers. It has indeed a great impact on the rate of employment when employees or fresh graduates are trained through targeting their skills (Hirshleifer et al., 2014). Companies mostly prefer doing this kind of training because it helps them in preparing their employees for work as per their own requirements without wasting their time, cost and resources. Training is now considered a very important part within any job (Jay, n.d.). It has also been studied that it makes the employees a lot more loyal to the company because these employees realise that the company is doing all of this for the professional development of employees (Bausch et al., 2017). Once the employees feel that the organisations are working on their professional development and polishing their skills, they happily invest all of their knowledge and skills for increasing the productivity of the organisation in general. In a similar manner, when companies look at employees who have certain skills much

more polished and others, it is realised that they have received training for targeted skills (Alcocer, 2018). It helps the company in recruiting those individuals that fit best on the criteria for the company. Indeed it has a great impact on the employment rate. When individuals receive target skills based training the rate of employment increases and the rate of unemployment goes down majorly (Weiler, 2005). Targeted skills base training is a planned set of activities aimed at improving employee behaviors and skills that leadership needs to achieve their larger business goals is referred to as targeted training. In order to perform their current job or prepare for a more advanced role, this helps employees acquire more expertise and increase their value. With targeted training, you can show your employees that you care about their development and well-being, skills acquire from such training ranges from and not limited to **communication skills, time management skills, vocational and writing skills, skill of skilfully closing a deal and convincing the client, interpersonal skills, leadership and automation skills, and report writing skills.**

Now, discussing Sinkor, which is a section of the Monrovia metropolitan area in Liberia. Sinkor is home to numerous business, private, and public organizations. Sinkor also contains non-governmental organizations, educational and health facilities, and embassies. Sinkor's main street is Tubman Boulevard, which connects the neighborhood to Capitol Hill and Monrovia's downtown. The area is viewed as limited by UNMIL central command toward the west and the Spriggs Payne air terminal toward the east. The Liberian Bank for Development and Infrastructure (LBDI), the Comium and Lonestar telecommunications companies, and numerous other businesses all have their headquarters in Sinkor. The National Investment Commission and the National Elections Commission of Liberia are based in Sinkor. It is safe to say that the country is facing major unemployment rate since a long time. It has been increasing over the period of time. It is mostly because of the fact that the individuals who are standing in the market to get job opportunities do not have polished and crafted skills. The common chart related to the rate of unemployment is always seen to be going up. From 2015 to 2017 (Liberia LR: Unemployment Rate: YoY, 2015-2017), the country saw a sharp increase in the rate of unemployment. It was not good sign which showed that the business industry has not been doing well and also the employees were more off-skilled and un-polished. In the year 2017, it was seen that the rate of unemployment was 93.182 percent; almost an 80 percent increase was seen as compared to 2016 which had an employment rate of 48.007 percent.

In this research **The Base of the Participants of Targeted Skills Base Training on Local Employment Rate in Sinkor (Liberia)** will be discussed and studied. It will be analysed as to how employees can go through these training procedures in order to polish up their skills and get better job opportunities in the market. This study will throw significant light on how training can affect the rate of both employment and unemployment in Sinkor, Liberia where currently the rate of unemployment is on the rise.

1.2. Statement of the Problem

There have been a lot of researches available on the internet and in journals that are associated with the importance of targeted skills based training and its importance. Previous authors have conducted study on the effectiveness of development of skills (The World Bank, 2015). Moreover, it has also been studied as to how effective the training is for employees. Yet, the author has come across very limited research in this path where it has been discussed as to what kind of impact the targeted skills based training has on the employment rate of locals (Bausch et al., 2017). The research gap that lies here is that this field is very vast and it is not possible for researchers and authors to conduct research on vast topic while having certain limitations. Therefore, it causes the gap between the researches. This study will focus on finding out **The Base of the Participants of Targeted Skills Base Training on Local Employment Rate in Sinkor (Liberia)**

1.3. Purpose of the Study

The main purpose of the study is to focus on **The Base of the Participants of Targeted Skills Base Training on Local Employment Rate in Sinkor (Liberia)**. It is vital to understand that there are certain skills which the organisations believe should be more crafted and polished. One of the other purposes of this research is to understand what kind of skills are mostly in demand and how can individuals understand what kind of training they should acquire and for which skills. It is essential to find out the level of impact this training has on the local employment rate in Sinkor, Liberia as it can be very helpful for those individuals who are looking for jobs and other employment opportunities.

1.4. Research Questions

The research questions that this study is aiming to answer are as follows;

i. What is the importance of targeted skills based training on local employment rate?

ii. Which skills should be targeted? Is there any particular formula to understand which skills are important?

iii. Which methods should be used for training and do they have a direct impact on the expertise and skills of the learners?

iv. How can target skills base training impact the local employment rate in Sinkor, Liberia?

v. Will this training help the recruiters in easily recruiting employees for the businesses and firms?

1.5. Significance of the Study

This study is particularly very significant for the individuals who are looking to get employment opportunities for themselves. They can gain certain knowledge about which skills are important and now more in demand in the market. Gaining certain knowledge and developing an understanding about the required skills can help both the individuals and organisations in making sure how training programs should be constructed and what kind of requirements needs to be fulfilled. Businesses can take a hint from this study regarding what kind of individuals are available in the market and what kind of experience these individuals have. This research is significant for the companies in designing training programs for the development of skills of the employees. This study will show the importance on the local employment rate of Sinkor Liberia and how the whole situation can be changed through this training process.

1.6. Limitations of the Study

Every study has some sort of limitations attached to it. For instance, in this study time frame possess the main limitation. The research is required to be conducted in a short period of time which results in accessing limited resources. The data which is collected is also in small ratio because large groups take a lengthy period of time in analysis. In addition to this, there are thousands of researches available over the internet that is

related to this field of research. Journal publications, researches, articles, website contents and books, all of these are available and can be accessed easily. However, due to limited time, it is not possible to access most of these knowledgeable papers and books. Therefore, through certain sampling methods only few databases will be accessed to extract out the most important information.

1.7. Definition of Terms

These terms will be most frequently used in this research. The meaning of these terms is discussed below in the context of this study;

i. **Target** –It can be defined as, *"a goal to be achieved",* or *"something or someone to be affected by an action or development"* (Target, 2022).

ii. **Skills** –As per Merriam Webster Dictionary it is defined as, *"the ability to use one's knowledge effectively and readily in execution or performance"*, or *"a learned power of doing something competently: a developed aptitude or ability"* (2022).

iii. **Employment** –The meaning of this term can easily be explained as, *"activity in which one engages or is employed"* (Employment, 2022).

iv. **Impact** –It can be defined in the most easy manner as, *"the force of impression of one thing on another: a significant or major effect"* (Impact, 2022).

v. **Communication skill** -- *The ability to effectively achieve one's communicative goals or the proficiency with which one engages in particular communication behaviors.*

vi. **Time management Skills** -- *The coordination of a person's activities and tasks to achieve maximum efficiency is known as time management. Time management essentially enables people to complete more and better work in less time.*

vii. **Interpersonal skills --** *the ability to communicate or interact well with other people*

viii. **Leadership and Automation skills --** *Leadership skills are the strengths and abilities individuals demonstrate that help to oversee processes, guide initiatives and steer their employees toward the achievement of goals. while automation means that leaders will need to be proactive in identifying and developing specific skills in employees*

ix. **Report writing skills --** *are skills that professionals use to write reports, which are brief documents on a subject. Report writing skills are applicable to a variety of jobs, despite the fact that there are numerous writing careers, such as reporters, journalists, and authors.*

CHAPTER II

LITERATURE REVIEW

2.1 Theoretical Framework

As per Romiszowski (2009), there is a theory which is developed in consideration with the development and fostering of skills that can be beneficial for individuals. This theory talks about every kind of skills and focuses on all the different aspects that can help the candidates to get good employment opportunity. Romiszowski has also moved forward in defining what 'skill' [really means. As per him, it is the capacity that helps in performing a certain type of activity or task with a level of efficiency, speed and effectiveness or any other kind of measure that can define the quality or the quantity. The definition that the authors has provided for the term 'skill' is, *"the capacity to perform a given type of task or activity with a given degree of effectiveness, efficiency, speed or other measure of quantity or quality" (p. 202)*. The author and researcher has also made an effort to distinguish between the motor skills, sensorimotor skills, personal skills (in which emotions are involved), intellectual skills (in which mind is involved), interpersonal skills (which involves interaction with others) and psychomotor skills (in which body is involved). It is important to understand that as per the theory, there is a difference between knowledge and skill. It is explained that skills are mostly developed over the period of time with practice and experience. On the other hand, knowledge is the aspect which an individual either possess or do not possess (Romiszowski, 2019). As per the theory, the skills usually exist between the individuals along with the continuum of complexity which moves from reproductive to productive. The skills which are considered reproductive tends to consider the ones which focus on the application of procedures of standard nature, or process that are automated. For instance, typing, adding numbers, or multiplying numbers. On the other hand, productive skills are the ones which involve implementation and application of strategies and principles. For instance, playing of chess or writing of creative form. It is also indicated by Romiszowski that no matter if the skills is reproductive or productive it has a very high influence on the design and selection of strategies that are instructional that the skills if it is motor, interpersonal, intellectual and personal. While making an attempt to understand the cycle of skills, it is extremely important to be able to recognize all the different types of responses which

are involved in the practice of the skills. Romiszowski has stated that there are two kinds of responses, open and closed. The responses which are closed tend to involve an environment that is static. This kind of environment does not change with any activity which involves the practice of skills in the allotted space. On the other hand, responses of open kind usually involve an environment which is dynamic. In that environment the participant of the performer is required to constantly adjust his performance as it is based on different variables which come out of that environment (Hajaraih et al., 2012). The behaviour of learner, individuals and the performer as well as his or her decision making capabilities are fully affected in the environmental stimuli where the cycle of skills mostly involves responses of 'open' nature. The participant or the individual who is working in the mentioned environment usually perceives the stimulus and recalls certain prerequisites on the basis of his or her own individual perception. Therefore, their behaviour is planned as per the accordance and they exhibit certain behaviour and also perform the responses in such a way that it works side by side with the stimulus. It has a direct effect on the environment and the stimulus which was originally present. This stimulus is then required to be acted out once again by the participant or the performer. This cycle of skills works in continuation throughout the skilled practice performance. Now according to this theory of Skill Development, certain or particular situations it will be necessary to take out some variables or variations which in the best possible manner work as instructional tactics that are used for employing the training programs. The tactics which are mentioned can be categorized into groups. The four groups in which these are divided are as follows;

i. The information provided (It can either be guidance, demonstration or explanation etc.)

ii. Practice (It refers to spacing and the frequency of practicing)

iii. Feedback (regarding the quality, quantity, form and frequency)

iv. Generalization and transfer

2.2 Related Literature

Literature is very important while conducting a research as it helps in developing connection with the previous studies. Not only this, but the researchers conducted earlier provides a guiding path as well which can be used in order to understand what kind of knowledge is useful for the research. In this part of the study, we are going to

extract out literature related to the research topic which is being conducted. It will help in establishing a stable base for the research and also it will provide great knowledge and qualitative data or the secondary data for the research too. Every company, be it on global level or not they tend to provide different programs for training and development related to the employees they have hired. It helps in focusing on the improvement of their abilities and skills. Sears Credit in the 90s came up with a program of career-development that could rearrange and retort some of the issues. This program was basically developed for those individuals and employees who wanted to worked on their skills and polish them up as per the job they were changing. This program was developed in such a way that it ensured adding worth and value for organisational growth as well. It was also mentioned that there are companies and institutions that were not carefully allocating opportunities for career to their workforce and employees that has abilities and acquaintances to receive advantages or benefits from these firms (O'Herron and Simonsen, 1995). As per Mel Kleiman (2000), there are certain important parts which are worthy for the training programs of employees. These are developed on operational skills, orientation and management skills of the employees. There are various theories which are considered as the groundwork of these development programs of employees. It is required that the development programs of employees should comprise on structure that is appropriate and core proficiencies through which companies can develop their own business as well on the corporate level. The very basic function of these theories is to help in gaining knowledge, inventive thinking, problem resolving and cooperation. The goals which are fundamental to these different programs of employee development are to deliver the aim and mission of the firms and organisations to the employees. Also, these help to support employees in learning the organisational culture and environment. These are the basic objectives as they help in providing businesses' strategic goals through taking help from facilitation of chances of learning and supporting the culture of the organisation (Jehanzeb and Bashir, 2013). The main requirements for the programs of technical training for workforce and employees help in raising the job satisfaction level and helping in to make an understanding about the organisation culture. All of this leads the organisation towards success. It is important for organisations to take care of these factors that employees must definitely be updated every now and then about the current knowledge related to their job. It ensures that the employees are more productive when organisations provide them targeted

skills based training and technical training or any other kind of training which fulfils the requirements of their job capacity (Gerbman, 2000).

Looking at what targeted skills-based training is;

Long-term skills development which are important is a problem for many businesses, and it's hard to give employees the require skills they need to do their jobs well. In order to meet the company's objectives and reduce employee turnover, targeted skills-based training can assist businesses in up skilling and reskilling employees in critical areas of their job. In order to fill specific skill gaps within an organization, targeted skills-based training employs a combination of formal and informal learning. It aids in ensuring that both new and existing employees are fully supported and prepared to fulfil their responsibilities. Additionally, organizations can better allocate their resources with the assistance of targeted skills-based training, for employees to be able to do their jobs well, they need new skills, so regular targeted training and a healthy training budget are essential. Skills acquire from such training ranges from and not limited to communication skills, time management skills, Innovation skills, skills of skilfully closing a deal and convincing the client, interpersonal skills, leadership and automation skills, and report writing skills**.**

- **Communication Skills** - The majority of employers believe that one of their top priorities should be developing employees' abilities to communicate effectively and work together. Communication skills are one of the most important targeted skills that employees lack, according to a TalentLMS, Workable, and Training Journal survey 2022. You might be surprised by this because these highly sought-after abilities are so desperately needed in the workplace. Teams cannot advance if they are unable to communicate effectively.

- **Time Management** - In an environment that is either hybrid or remote, time management skills have become especially important. However, they are also essential and in high demand skills for office teams, when employees fail to deliver on time, it can lead to team delays, confusion, and stress. Therefore, completing tasks on time is a skill that should not be underestimated. Time management efficiency has an effect on employee output and well-being as a whole. Your employees will be able to effectively manage their workload when they are able to prioritize tasks and manage their time. As a result, performance rises, work-life balance improves, and stress decreases.

- **Innovation skills** - Numerous businesses all over the world are facing extremely challenging times. Organizations are trying to find novel ways to differentiate themselves from their rivals because they are constantly fighting for survival. The likelihood of hiring employees with strong innovation skills is significantly higher. Because of this, one of any teams' most important and in-demand skills should be innovation. But you can train your employees and encourage them to solve problems that already exist, create new products or services, and introduce creative and unconventional ideas that will propel your business to new heights.

- **Skills of skilfully closing a deal and convincing the client -** Your capacity to persuade a prospect to accept your offer is known as your closing skills. This usually happens at the end of a sales or negotiation process and requires a combination of tact and determination. You employ a combination of negotiation, active listening, communication, and persuasion. Because no two prospects are going to be the same and different things are going to motivate them, effective salespeople are good at adapting their approach. One of the most crucial steps in the sales process is closing. Because it is the final step, it is an essential skill to acquire. Even if you don't work in sales, being able to close a deal and get what you want can be very helpful.

- **Interpersonal skills -** Employability skills are another name for interpersonal skills. The term "employability" indicates the significance of interpersonal abilities: Because of how important they are, hiring managers really don't want to hire candidates without them numerous careers necessitate frequent, if not constant, interactions with others. This is true even for jobs that seem to favor independent work styles and introverted personalities. For instance, you still need to be able to communicate with your team and work together with them, even if you're a statistician, software engineer, or writer.

- **Leadership and automation skills** - In the age of automation and artificial intelligence, leadership is undergoing significant shifts. To keep their organizations competitive and effective, leaders will need to adapt their skills and strategies as more and more processes and tasks are automated. The shift from a focus on technical expertise to a focus on soft skills and emotional intelligence is one significant change that is already taking place. The value of human skills like creativity, problem-solving, and empathy is rising as AI and automation take on more of the routine and technical work. Since machines can't duplicate these skills, they will be in high demand as businesses try to differentiate themselves and stay ahead of the competition.

- **Report Writing Skills** - Skills for writing reports are those that professionals use to write brief documents about a topic. Report writing skills are applicable to a number of jobs, despite the fact that there are numerous writing careers, such as reporters, journalists, and authors. Lawyers, sales managers, and project managers, for instance, might write reports about their work. Project or study updates or analyses may be included in these documents. Writing, editing, and conducting research are examples of report writing skills. You can use these skills to make a great report with content that is clear and meaningful.

The greater benefit of providing employees with targeted skill-based training that may have a positive outcome on local employment rates.

Employees are better able to do their jobs when they receive the necessary training. He or she learns more about safe practices and how to do basic tasks correctly. Because the employee now has a better understanding of the industry and the responsibilities of his or her job, the training may also boost the employee's confidence. Training and development is an on-going process in which businesses help their employees acquire the knowledge and skills they need to perform at their best (Colman 2019). Employees tend to benefit from these targeted skills-based trainings by observing these changes in their daily tasks, which is why the terms "training" and "development" are frequently used interchangeably. Morale, turnover, innovation, and performance In addition, employees who receive training perform better at work and are more likely to remain loyal to their employer over time (Colman 2019).

Top 4 reasons for employee training

As shown in the diagram above, investing in employee training has numerous advantages; however, skills building also have a positive outcome on the local employment rates, Skill development is the process through which an organization assists its personnel in acquiring the abilities required to achieve strategic goals and establish a competitive edge. This is achieved by implementing skill-building activities designed to assist employees in improving certain talents (Colman 2019). Identifying and documenting the organization's key competencies (knowledge, skills, abilities, and behaviors), identifying skills gaps, and planning how to develop those skills within the organization are the first steps in the skill-building process, an organizational, learning and development, and retention strategy is the internal formation of skills that assist employees in their career development (Gartner, 2022). The diagram below shows the easiest way to build employees skills through targeted training

Skill Building

As per various studies it has been mentioned that most of the companies today have worked on the development of various programs for the development and training of employees who work in their firms. Usually organisations have offered reimbursement packages of tuition to their employees and staffs so that they can work on the improvement of their skills, education and knowledge. Corporate University took the task of conducting a study in which it has been found that around 10% of the employees are generally entitled for this kind of benefit that organisations share with employees. Moreover, only management of senior level and employees who are posted on senior position are said to be entitled for this kind of tuition reimbursement. As a result, many companies are conducting programs of training organised in-house for their staff and employees (Wilson, 2000). These kinds of programs and trainings are more cheap and beneficial as compared to tuition reimbursement packages. The section of training within organisations and companies attempt to focus on the proficiency of particular job whereas the department of corporate is more proactive as it focuses on additional form of strategic approach. The development and training program is an educational component which is planned and with methods that are exception for sharing the organisational culture as these move from one kind of job skills to gain an understanding of other skills of workplace, leadership development, resolving of problems and thinking of innovative form. The program of employee development includes teaching techniques of variety forms, different schedules and helps the environment of learning that makes sure that employees improve their talent and skills and also apply them later in their job capacities (Rosenwald, 2000). More literature has been found on the components which are essential for the development and training programs. As per Moses (1999), there are no particular criteria or methods for the development of training programs of employees. However, some particular methods which are significant for the development of training programs are generally used by a lot of companies and organisations. A perfect form of training and development program of employees should focus on the mixture of facts, figures, concepts, goal settings, and knowledge and career development. These kind of approaches help in benefiting the programs so that employees can use them later in their career and also they turn out to be beneficial for the organisations too. Knowledge is rapidly changing. Same is the case with information systems. These two are moving so fast that they are moving ahead and if companies or organisations fail to cope up with their advancement then they cannot survive. Organisations are mostly extensive

form of Information Technology systems for the aspect of learning programs. If the same organisations and companies fail to provide relevant knowledge of these Information Technology systems to their staff and employees, then they will fail to succeed in the business world. Even if the company is starting to work on a new task, it is essential to provide training to the employees which can target all the capabilities and skills which are required to work on that task. This is the core responsibility of the organisation to make sure that the employees they have hired or hiring have abilities, skills and knowledge according to the job criteria (Petrecca, 2000). In addition to this, when the staff and employees require certain knowledge and skills it is the duty of the organisation to train and provide them with them the knowledge on the right time so that the work or the tasks which are assigned to the employees are not delayed and also they are completed in the best possible manner. This purpose can only be completed by the organisation through using segments based on computer and internet learning resources (Nunn, 2000). Individuals in organizations are honoured for their ability to achieve a goal, and tools and equipment for production that are provided. The organizing process begins when procedures and pathways leading to the objective are discovered. (Köprülü, 2017). Adequate training and development have a massive effect on individual's ability to instruct co-workers and staff. Training benefits employees by providing them with new information about what to accomplished, how to get task done, when to react, and which approach is most successful. Regular training for employees makes them more effective in their work, the school system, and society as a whole. Also as a consequence, education Human resource departments must ensure that teacher training is rich in information that will help instructors improve their teaching skills. The level of training provided by each institution differs; some are better than others. It is critical to acknowledge that teacher education should not be taken lightly; it should have a significant impact on teachers' talents in all aspects of their jobs. As a result, HRD should make a concentrated effort to coach teachers in order to bring out the best in them. In order to impart new abilities to teachers, their training should be creative. (Fatma Köprülü, 2022) Despite the benefits of training, many businesses do not invest in it, and many people, even when given the opportunity, do not take advantage of it, either by not attending or by failing to implement what they have learned on the job. According to studies conducted to fact-check the influence of workers' attitudes about training on workers' satisfaction, motivation, and commitment, if employees do not appreciate and accept the training,

the investment in training is squandered since no knowledge is transferred (Alandros and Bouris, 20081987; Ford, Colquitt, LePine, & Noe, 2000;). As a result, implementing a training and development program necessitates employee collaboration, as employee motivation is crucial to its success. Training, like any other change intervention, needs a systematic strategy and employee participation not just during execution but also throughout the planning stage. It is also critical that the training objectives be stated prior to training and that employee concerns are addressed. Employees should also be told how their present and future performance, as well as succession, will be affected by the training. Training is necessary not just to increase productivity but also to excite and inspire employees by informing them of the significance of their tasks and equipping them with all of the knowledge they require to do those duties (McClelland, 2002). Employees gain from training by reducing accidents and uncertainty, increasing job happiness, improving self-esteem, and leading to individual growth. Training has several advantages for both people and organizations. These include reduced waste costs, reduced personnel turnover and absenteeism, higher production quantity and quality, and greater financial gains (Mathis and Jackson, 2005). Other advantages include improved interpersonal relationships and customer satisfaction, higher staff engagement, increased strategy and product innovation, an improved corporate image, and better risk management (Robbins, 2009). Furthermore, employees' performance is kept in line with organizational goals, workers' attention is maintained, their confidence levels rise, and the company's total profit rises dramatically (Dessler, 2011). Training, according to (Buckle and Caple, 2004), is an organized effort to support employees' learning of job-related information, skills, and behavior. According to Robbins, "training can range beyond providing individuals basic reading comprehension skills to sophisticated courses in executive leadership" (Robbins, 2005, p.521). According to Blanchard and Thacker (2013), training is required to enable people to perform better on their present job while also providing them with the information, skills, and capacities to function in future employment. Training might take place on or off the job. On-the-job training is also known as in-service training. In-service training is described as job-related teaching and educational experiences aimed to increase employees' knowledge and skills and the quality of services, particularly instructional practice (Jami, Malik, Ali, Baloch, & Ayaz, 2011). On the other side, development is the acquisition of information, abilities, and behaviors that increase an employee's capacity to fulfil

changes in job needs (Noe et al., 2006). Unlike job-specific training, development prepares employees for advancement from a simpler or lower to a more sophisticated stage in the organizational hierarchy. According to Blanchard and Thacker (2013), training is critical to equipping employees with the necessary job skills. Despite their excellent qualifications, many individuals lack the abilities required to execute well on the job. Organizations hire competent staff, with some paying at the top of the quartile to attract the finest candidates (Mathis and Jackson, 2005). However, following hiring, most businesses must invest in training to prepare new employees for the job. (Dessler, 2011; Robbins, 2005) present a rationale for this technique, claiming that almost all workers do not begin work with job-specific abilities and that traditional education, for the most part, does not teach job skills but rather supplies the knowledge, Dessler goes on to say that businesses hire people who can think and then teach them since job needs, culture, and climate differ from one another. The methodology and assessment of formal education emphasize knowledge acquisition rather than skills. As a result, students graduate at the top of their class but with no employable skills. As per the World Bank Group (2013), more than 75% of Liberians reside in Sinkor, which is a section of the Monrovia metropolitan area in Liberia have had no formal training for the positions they presently hold (2013, p. 21). They accuse institutions such as the TEVET Department within the Department of Youth and Sports Ministry, as well as secondary and high schools, of failing to successfully implement the Technical, Vocational, Education, and Training (TVET) curriculum. (World, 2013) .

2.3 Case Study

Over the period of time, the rate of unemployment in Sinkor has been reported to stand still at 75 percent. Even if it sounds almost impossible, it somehow became possible in Liberia. In the early 1992 and late 1991, this 75 percent rate was suggested to be the rate of unemployment. The civil war of Liberia was on its peak during this time, the offices of government were totally shut down and most of the major businesses including Firestone and LAMCO which had regional offices in Sinkor along the Tubman Boulevard were taken over and claimed by factions that were fighting. During this period of battle, it was noticed that the economy of Liberia totally collapsed (Banda, 2016). Now discussing about the state of the country prior to Civil War, the economy of Liberia was highly reliant on the mining of iron ore. Liberia was considered as the major exporter of iron ore on the international market. The mining of iron was accounted for more than half of the revenue generated through export by

Liberia in the period of 1970s. Since the coup of 1980, the economic growth of the country has seen a decline due to the decrease in the demand on the global level for iron ore because of the instability in terms of politics in Liberia (Contech, 2021). The economy of Liberia started declining after the rapid growth period of 1979. It all happened because of the mismanagement of the economy in the coup of 1980. The start of the conflict of civil war in 1989 somehow worked as oil on fire. The GDP of the country fell by almost 90 percent between the years 1989 to 1995. It is considered as one of the steepest form of decrease in the history ever. The United Nations tried to sanction Liberia in the year 2001 as it backed for the Revolutionary United Front (RUF) rebels in the Sierra Leone neighbouring. These restrictions were eventually lifted after the election took place in 2005. After the conclusion that was given in 2003 once the conflict ended, the growth of GDP resumed like usual. It somehow peaked at 9.4 percent in the year 2007. The financial crisis on the global level however reduced the growth of GDP to 4.6 percent in the year 2009. The agricultural sector which was led by timber and rubber pushed the growth of GDP and it came to stand at 5.1 percent in the year 2010. Liberia as a country has relied most on the foreign aid which is notably got from the United States of America, the United Kingdom, Germany, Sweden, France, and the People's Republic of China, Romania and Italy (Sahnoun and Abdennadher, 2019). Due to the prices of global commodity and these being favourable, Liberia saw a massive growth from the years 2010 to 2013. However, it was not in the fate of the nation as the economy suffered again due to Ebola pandemic in the years 2014 to 2015 and up to 2017. During this pandemic, many firms base in the hub of Monrovia Sinkor which was owned by foreign countries and individuals left Liberia and extracted out their skills and cash from the country. This outbreak or pandemic compelled the whole government to somehow devote their important resources to fight the battle with the spread of the virus. The money was eventually available in limited form for the critical investment of public. On a global level also the prices of commodity of major forms of exports dropped down due to the pandemic in the same periods (Pasara and Garidzirai, 2020). Since then the economy of Liberia has seen growth and it has developed over the period of time. It has also affected the rate of unemployment as it is now on the same low level as before. However, individuals are still unable to get employment opportunities in the same manner because they are not fully prepared for the jobs. The criteria that are mentioned for job postings require some particular skills.

In an effort to close the gaps of limited skills in various work places, in response; Liberia launched the Economic Empowerment (EPAG) project for adolescent girls and young women in March 2010. EPAG was the first pilot project of the World Bank's Adolescent Girl Initiative. The AGI program is currently being piloted in eight low-income communities which Sinkor is a part, including some of the most difficult situations for young women. Each intervention is tailored to national needs and includes impact assessments to help adolescent girls and young women succeed in the workplace. (WorldBank, 2014)

Key points of EPAG project

EPAG has several design features, including:

- EPAG program is tailored to the needs of young women. Service providers offer morning and afternoon classes to fit participants' busy schedules. Training takes place in the area where the young women live. And each site offers free childcare.
- Attendance rewards, sweepstakes, business plan challenges, and other inventive incentives are used to encourage participation.
- Attending the classroom during the placement phase and observing the girls in the community, EPAG trainers assist girls throughout the program. Girls are also divided into EPAG peer groups for social and educational support.
- In order for service providers to maintain a high-quality learning environment, the M&E system makes frequent and unannounced visits.
- The Liberia Ministry of Gender and Child Development (MoGD) and a group of service providers are leading the implementation of the EPAG. The EPAG project also includes a capacity-building component of the Ministry Gender and Child Development, resulting in the creation of the newly established Adolescent Girls Unit to promote programs and policies that serve the needs of Liberia youth girls and young women.
- The EPAG is designed for young women aged 16 to 24 who have basic writing and numeracy skills and who have not attended school (even though night schools are permitted) and have lived in one of nine covered towns in and around the cities of Monrovia and Sinkor

2.4 Outcomes of EPAG

According to EPAG studies, training technologies can be a good policy selection that creates employment and improves authorization between Liberian young women. The EPAG program has increased by 47%, an average of similar initiatives. When the benefit in the environment is limited, the EPAG experience emphasizes the need to integrate learning about business technologies with business and important education. Business technical experts are responsible for excellent employment results. In situation such as employment in Sinkor, saturation for wage work. Due to the overall strategy of the EPAG program and the high cost of the programmed implementation in Liberia, the cost per participant was significantly higher and these excellent performances were achieved. Business Development Skills (DBS) training costs about $ 1200 per girl, while Job Skills training costs about $ 1650 per girl. Despite the high upfront costs, the expected rate of return on business skills training is attractive. A realistic estimate is that it will take 23 years for BDS participants to return to the level of initial investment. Given the limited wage employment opportunities in Liberia, it is not surprising that Job Skills training is not profitable. With this in mind, EPAG is changing its architecture to improve the work outlook for future JS trainees. ((World Bank, 2014)). In Sinkor, youth unemployment is a significant problem, but it's also critical to take into account the caliber of Targeted Skills base training for jobs accessible to the youthful people. What should also be of importance is that does the job offer the pay and stability young Liberians need to advance toward independence as they approach adulthood? The paper also look at the route and duration of young people's transition from school to employment and makes inferences about personal traits or life events that facilitate a smoother transition through Targeted skills training in Sinkor. (WorldBank, 2014). The majority of young people in this part of the nation between the ages of 15 and 35 have completed their secondary education, but there are still fewer who concluded their education at the primary level and some are below the primary level, including those who never attended school. Just fewer than of young girls completed just elementary school (while another little portion finished secondary education. Contrarily, the majority of young men finished their secondary education. Young Liberians only make up 4.7% of those who have achieved university education. But it's vital to keep in mind that a huge number of young people are still in school, and a sizeable portion of those who are now enrolled indicate they want to finish their

university degree. (WorldBank, 2014) Due to extended travel times between their homes and schools, subpar infrastructure, cultural norms, and poverty, many young people in Sinkor do not have access to technical and vocational education despite government attempts. Eighty-six (86.4%) percent of the adolescents have attended at some time in their lives, while the remaining 13.6% have never attended (6.5 per cent of young males and 19.8 per cent of young women). Economic factors were cited as the primary excuse for never going to school, including the inability to pay tuition or the necessity to make money (51.2 per cent). Of the youngsters that did attend TVET, 26.3% dropped out before receiving their diploma. Economic factors were the primary reason given by two-thirds (66.2%) of early dropouts for quitting school. (WorldBank, 2014). According to the Liberian Ministry of Labor and work force and the Ministry of Education policy dialogue forum (2019) At least in terms of the proportion of the young people who completed basic education, there has been some improvement in the field of educational enrolment in Liberia in recent years when it comes to vocational and technical training. The percentage of kids without any formal education was just 7.9%, compared to adult males and females with no education at 32.4% and 59.3%, respectively. Even though it is important to keep in mind that many current youths have not yet completed their education and those who are currently studying at the tertiary level are left out of the comparison, the extremely high levels of adult male with university level education (13.9%) compared to only 4.7% for the current generation of youth may be the most striking difference when comparing educational levels across generations. These numbers fairly clearly demonstrate the turmoil on the employment rate of the locals even though they reside in an area that has major businesses and company but the require skills are lacking to assume employment. Given the human capacity and employment challenges Liberia faces, government main objectives of the program should address Targeted skills based training and youth unemployment issues. Employers are always looking for experienced workers to hire, and graduates often lack the requisite training and work experience. program must aim at providing the requisite job training and work experience through internship to young graduates, creating a pool of trained, disciplined and organized youth to undertake work on important national development. To fulfil its goals, the program has to define what national service is precisely. Volunteering may be a gateway to paid employment, according to a new research from the World Bank Group (World, 2013)

2.5 Summary

Summarizing it all, it is safe to say that over the period of time the advancement in technology is moving ahead in a very rapid manner. Therefore, the education and formal training that has taken place some years ago is now old and out-dated. In the similar manner, the set of skills has also become antiquated just overnight (Al-Mzary, Al-rifai and Al-Momany, 2015). If organisation will not be able to provide the training for skills, it will be very tough to keep up with the competition. This is because of the fact that becoming trapped in the cycle of perpetual recruitment for finding the right employees with the perfect skills will become next to impossible (Seismic, 2021). The training of skills is essential because it directly impacts the overall performance of the employees and increases the level of job satisfaction. The performers of top level often crave for new opportunities and challenges. By given them a chance to access the opportunity of up-skilling, their overall engagement and loyalty with the organisation will increase. It will also provide them with a chance to explore different fields and skills and stretch their understanding beyond their current skills and capabilities (Rodriguez and Walters, 2017). It will make their work a lot more satisfying and interesting. Additionally, it will also develop their social skills through different programs of training. It also showcases to the organisation that it is willing to make investment in these employees. It promotes a very positive culture in the organisation. The loyalty and morale of the employees also drastically increase as a result when organisations promote training programs which target skills. It leads to the maintaining better metric in terms of retention (Truitt, 2011). In this chapter of Literature Review, the researcher has gone through various literatures related to the field of training and development of employees and their skills. The literature that has been analysed can also be used as secondary data for the research. It will help in the development of basic knowledge about the field and also it will brush up some facts related to the targeted skills development through training programs.

CHAPTER III

Methodology

The study use the qualitative research method to understand The Base of the Participants of Targeted Skills Base Training on Local Employment Rate in Sinkor (Liberia) The methodology comprises the procedures, approach, and systematic plans used in the research. Methodologies are produced in such a manner that there will possibly be work on primary information, this being an approach for finding out The Base of the Participants of Targeted Skills Base Training on Local Employment Rate in Sinkor (Liberia) and not essentially drawing conclusions. The qualitative approach was used to utilize the results that were gotten from the questionnaire. The questionnaire was conducted through an interview using a semi-structured interview by asking the participants their views on the questions that were being asked with the help of open-ended questions. A qualitative approach was used so that a descriptive analysis could be achieved. The descriptive analysis provides constructive information, insightful facts, and definite statistics for the data. The descriptive analysis was done systematically to decrease the chances of making errors. The utilization of this approach also helps in the collecting and analyzing of the data in an orderly and time-efficient way. This approach also helps in describing the views and opinions of each participant more coherently.

3.1 Research Design

A qualitative method research design was utilized by the researcher in this study. 23 Semi-structured open-ended questions made up the questionnaires, and secondary sources from journal articles, and reports were used to collect the qualitative data. The base of the participants in Targeted Skills Base Training on the Local Employment Rate in Sinkor (Liberia) was better understood by analyzing and interpreting the data.

3.2 Participants/Population and Sample Size

In this research paper, the data were collected from 42 participants which are the population, who are well experienced and enlightened in their various jobs and are also reliable and responsible. All these participants are both civil servants and private sectors employees in reputable organizations in Liberia.

The sample size of the research is 42 participants. The researcher gave 42 questionnaires to the participants, and 42 of them responded, which is 100% of the 42 participants in the sample. One participant did not answer to the gender related questions on the questionnaires. Purposive sampling, which is a component of the non-probability sampling method, was utilized in this study to target a specific segment of a population that is familiar with a particular study. Purposive sampling was chosen by the researcher due to its speed and ease of generalization. The HR Assistant, Administrator, and Intern were the subjects of the study, all of whom work in the private sector and are civil servants in reputable Liberian organizations. On the basis of members' compliance with specified criteria, this purposive sampling method can be utilized. When the mean objective is to select cases that are informative to the chosen research topic and the sampled population is small, this sampling method is typically used.

3.3   Methods for Collecting Data

The semi-structured interview data were qualitatively analysed with the help of content analysis using thematically coded themes and patterns. They are then presented in chapter four for discussion through the description to help readers understand the findings and communicate with them more easily. As can be seen in the other tables that were presented, the researcher represented HR Assistant response with H1, Administrator response with A1-30, and HR Intern response with H2.

3.3.1   Data Collection Tools/Materials

Data collection is how the researcher collects information from the targeted population enabling participants to answer relevant questions and evaluate outcomes. The researcher used a semi-structured questionnaire to gather primary data; there are three sections to the above questionnaire. Instructions for filling out the questionnaire can be found in the first section, followed by the consent form for voluntary participation in the research. The participants' personal/Biographical information, such as their gender, age, and occupation, are included in the second section of the questionnaire. The third section asks participants how they feel about the impact of targeted skills-based training on local employment rates in Sinkor (Liberia). The participants in this study work for a variety of legitimate institutions in Sinkor, Monrovia, Liberia. The qualitative research approach was used to gather information through the use of a semi-

structured interview which consists of 23 questions to collect substantial information from the participants. Participants engaged in the interview by filling in the space given to them in the questionnaire.

3.3.2 Data collection Procedures

The researcher prepared electronic questionnaires using google forms to be distributed through WhatApp and google meetings to the 42 participants who make up the sample size of the study population. The researcher contacted participants who agreed and were willing to participate in this study through the help of their various HR Manager, at their various place of work who fully understood the objectives and significance of this research. Before commencing the study, the researcher applied to the Near East University Ethics Committee to get an approval letter. All the participants consented without any form of coercion before participating in the study.

Table 1 Demographic Variables

Male	Female	Non-binary/Third Gender	Prefer Not to Say	Total
20	21	0	1	42
49.78%	50.22%	0%	1%	

Department	F	%
HR Assistant (H1)	8	20.00%
Administrator (A 1-30)	30	73.00%
HR Intern (H2)	4	7.00%

Gender breakdown as per profession

Department	Male	Female	%
HR Assistant (H1)	3	5	20.00%
Administrator(A1-30)	15	15	73.00%
HR Intern (H2)	3	1	7.00%

In proportion to the demographic variables of participants, from the table above, it is shown that the female gender engaged more in the research process than their male counterparts, the female gender consist of 50.22% while the male gender consists of 49.78%, it also shown that one participant refuse to state their gender, also shown in the above table indicate that out of the 8 participants from the HR Assistant occupation 5 were female while 3 were male representing 20%, while from the Administrator

occupation had an equilibrium of 15 male and 15 female making the participant's 30 in number representing 73% and lastly the HR Intern were four participants 3 were male and 1 female representing 7%.

3.4 Data Analysis Plan

Semi-structured interview data were prepared with themes and study questions. The participant replies were organized into groups according to the study questions. The data were analysed using Qualtrics software. In the current era, it is considered as the most successful software for seamless collection of data and conduction of research. It is extremely easy to upload data on this platform regarding the research, a link will be generated which will then be provided to the participants through WhatApp. They will complete the questionnaire online. The result will also stay safe on this platform. The researcher's developed themes were used to categorize the responses. This made it possible for the researcher to group related replies under the same heading. The research questions served as a guide for the topics. The theoretical framework and literature of the empirical investigations that were covered in Chapter Two were then compared to these topics. Like transcribed data from interviews, information from minutes and policies was grouped into themes based on related meanings. Additionally, this information was examined considering the study's theoretical framework.

3.1   Ethical Consideration

Upholding others' rights and acting morally are examples of ethical issues in research (Cohen et al., 2011), the researcher did not break a single one of those rules. The researcher sought the participants' voluntary participation and willingness to assist in the completion of the study by providing the necessary information about the study's objective. Before beginning this study, the researcher received a letter from the ethics committee of the Near East University granting permission to carry out this academic research. This letter confirms the viability and dependability of the tools used in the study. As a result, the data gathered for this study is kept private.

CHAPTER IV

FINDINGS AND DISCUSSION

The participants' perspectives on The Base of the Participants of Targeted Skills Base Training on Local Employment Rate in Sinkor (Liberia) are examined and analysed in this chapter. Before being published in tables, the results of the data analysis were carefully examined. Also at the centre of this chapter was a discussion of the analysis, which was the result of an interview about the study's topic. Through the use of the descriptive analysis approach, the qualitative data analysis method was used to arrive at the data analysis. The interview form's questions were designed to decipher specific subject matter and the participants' perspectives on related topics. According to Yldrm and Imşek (2013), finding should be achieved by analyzing the subject matter's data and determining the cause-and-effect relationship. The researchers came to a conclusion about the subject matter based on the participant feedback after translating the responses word for word.

4.1   A brief biography of each participant

Sinkor, Monrovia, Liberia, is home to the 42 participants who make up the sample. The age, gender, and experience of each participant are all included in their bios, along with information about their background in human resources. Each participant is in a distinct company and is appropriately assigned as an HR Assistant, HR Administrator, or HR Intern within the HR department.

4.2   Data Presentation

Table 2 The Participant's Gender
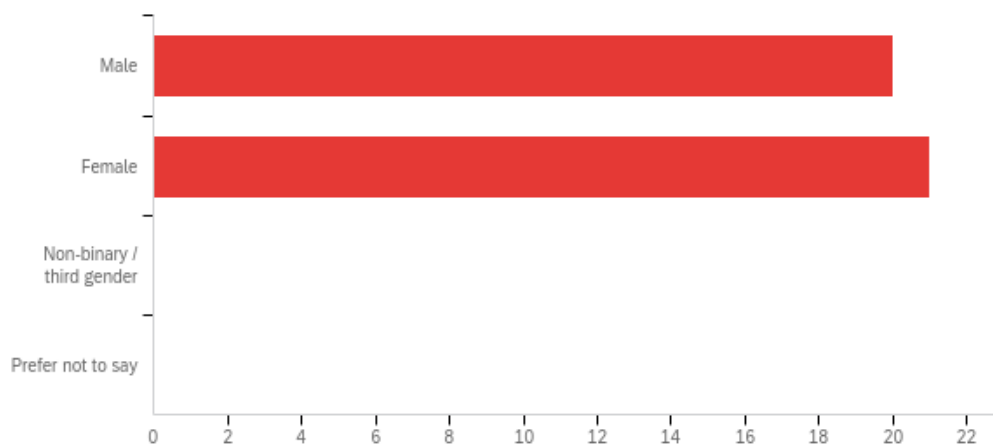
Male	Female	Non-binary/Third Gender	Prefer Not to Say	Total
20	21	0	1	42
48.78%	50.22%	0%	1 %	

The above table illustrates that all of the participants were asked to choose their gender. Most of the participants were female bringing the percentage to 50.22% and the rest of the participants were male (48.78%). One participant preferred to not say their gender.

Table 3 Presents the Participant's Age's Range
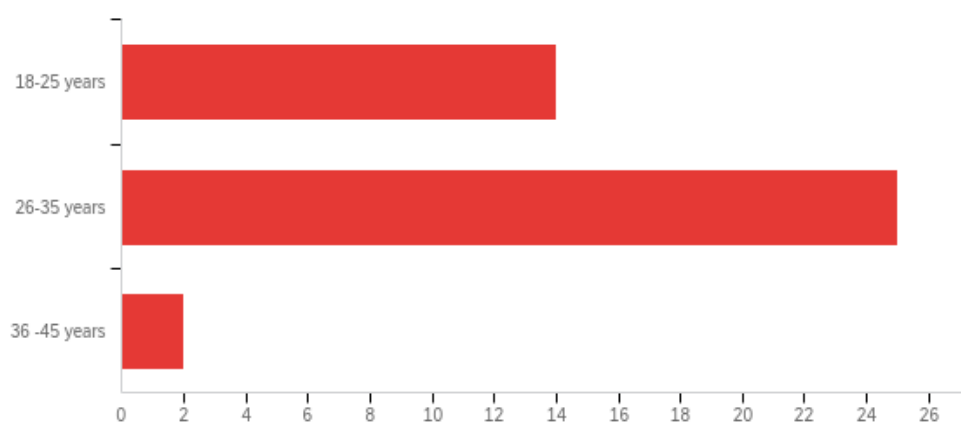
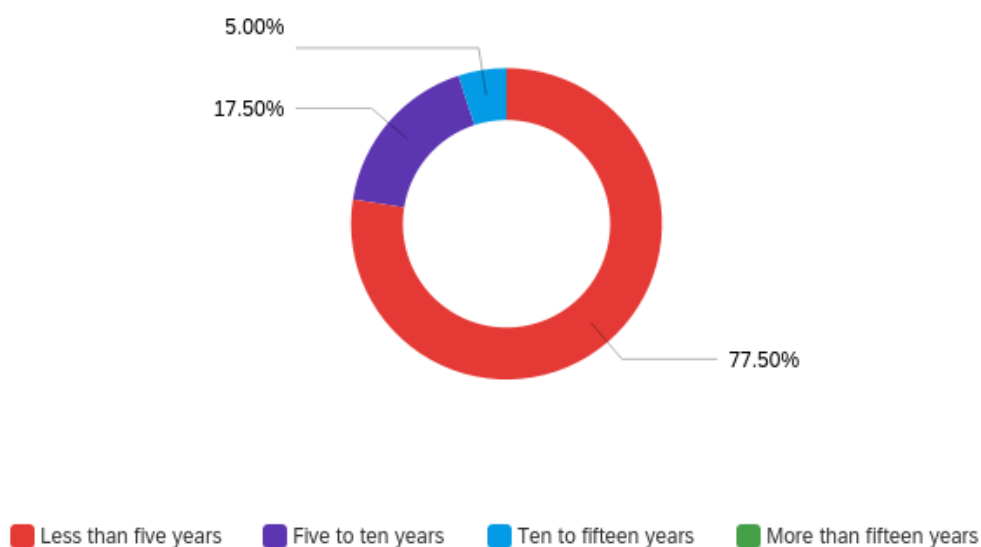| Age group	Percentage	No of participants
18-25 years	34.15%	14
26-35 years	60.98%	25
36-45 years	4.00%	3

It was important to gather the data about the age group of the participants because the more experience they would have in the industry as an employer; they would be able to provide better data and opinions. Most of the participants belonged to 26-35 years of age group with the percentage rising to 60.98. The second age group which almost 14 participants selected belonged to 18-25 years. The percentage for this age group was 34.15%. Only 3 participants selected 36-45 years. The percentage for this group was 4.88%.

Table 4 Presents the Participant's Years' of experience as an HR professional

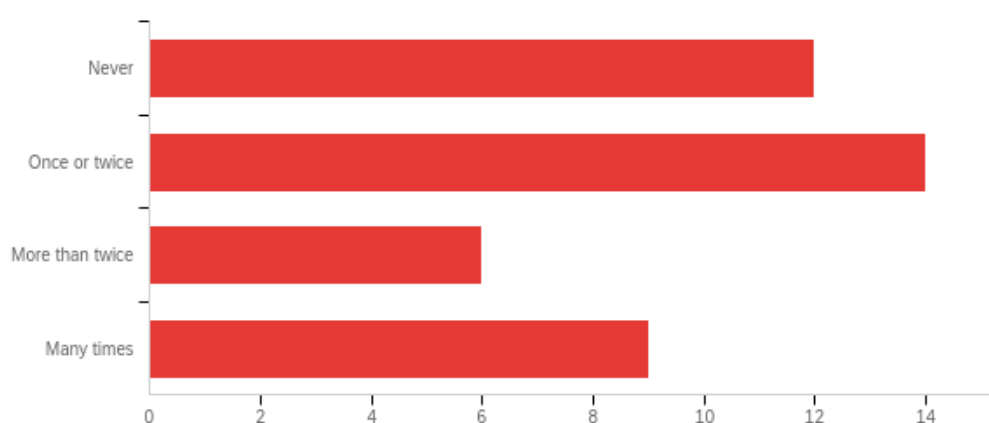| Choices for answer	Percentage	No of Participants
Less than five years	77.50%	31
Five to ten years	17.50%	7
Ten to fifteen years	5.00%	2
More than fifteen years	0.00%	0

Table 4 the above table reveals the participant's professional development experience as an HR personnel which they have over the years in the industry. 31 participants answered that they have the experience of less than five years. The percentage of this group reached to 77.50. . One participant asserts that;

'' *from my experience HR work can be challenging at times, but it can also be extremely rewarding. At the same time, you must work hard to support your company's most valuable asset, its employees.''(H2)* On the other hand, 7 participants answered that they have five to ten years of work experience. 17.50% was obtained for this choice; one of the 7(17.50%) participants stated that;

'' *HR professionals are learners who seek novel approaches to resolving established issues, enablers who improve the well-being of others, and value creators who aid in the success of all stakeholders.''(H1)* Only 2 participants answered that they have ten to fifteen years of experience in this field. The total percentage for this choice was 5.00%. One of the 2(5.00%) participants stated that;

'' *As AI and more technology enter the workplace, HR strategies have become CEO-level issues in engagement, reskilling, digital leadership, and organizational redesign. It is a fascinating, growing, and very important part of business.''*(A15) 2 participants which are from the (A3) choose not to answer this question

Table 5 Participants' responses on how many training workshops they have arranged in their career

Choices for answer	Percentage	No of participants

Never	29.27%	12
Once or twice	34.15%	14
More than twice	14.63%	6
Many times	21.95%	9

The above table shows the participants' responses to gain insight as to how many participants have been involved in the conduction of training programs in the past years of their career. The highest ratio of participants i.e. 34.15% of participants told us that they have conducted trainings once or twice over the years. Total of 14 participants selected this option. One of the 14(34.15%) participants stated that;

'' Organizing training is the idea of the workplace that makes it a very "human" place to work, and this idea doesn't change with all the automation we see; She asserted that training actually provides an opportunity to become more human and distinguish oneself from the crowd.''(H1). The next option which was selected by most of the participants i.e. 12 participants is 'Never'. Around 29.27% of participants have no experience regarding the conduction of training. One of the 12(29.27%) participants stated that

'' I hope to have this opportunity someday, to help impart knowledge to others that have the desire of becoming HR Professional.''(H2). 9 participants selected that they have conducted training many times which they never have counted. The percentage went to 21.95%. One participant from the 9 participants asserted

'' training enable we HR professionals to always look out to the edge – that's where the next wave of change is coming from'' (A25)

Lastly, 6 participants selected the option 'more than twice'. The percentage of this option is 14.63%. One participant from the 6 (14.63) asserted

'' We should spend at least as much time encouraging people in our businesses to become more like us as we do trying to become by giving them the training they need to help the company achieve its goals.''(A17). 1 participant chooses not to answer this question.

Table 6 The Participants response on how often have you arranged training
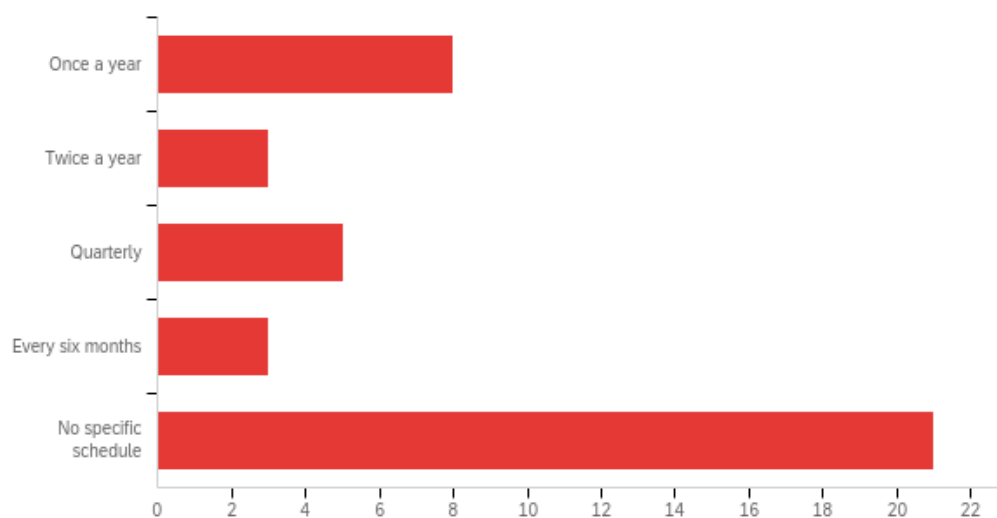
Choices for answers	Percentage	No of participants
Once a year	20.00%	8
Twice a year	7.50%	3
Quarterly	12.50%	5
Every six months	7.50%	3
No specific schedule	52.50%	21

The above table illustrate that 21 participants have said there are 'No specific schedule'. The percentage for this was 52.50%, one of the participants from the 21 stated that;

'' *As an emerging HR professional, I've learned that arranging training on policies and procedures are there to help us work in the environment, not vice versa.''*(H2)

8 participants said 'once a year' which means that in the organisations with which they are affiliated, the training is conducted only once in a year which represents 20%, one of the participants from the 8 stated that;

''Nowadays, the context changes frequently, and when it does, HR must acknowledge the change and adjust policies and procedures accordingly.''(H1)

5 participants (12.50%) of people said that they conduct training quarterly. one of the 5 stated that;

''The agony for HR professionals begins when we begin to use procedures and policies to justify the unreasonable. I have failed to align policies with the context at

times due to my own inflexibility and at other times due to my inability to convince leadership to acknowledge the changing environment, Causing pain to everyone involved.''(A5)

3 participants (7.50%) selected that they conduct training twice a year; one of the 3 said that;

'' Through training, exposure, and experience, I have been able to build such a career, which I have deeply valued and am extremely grateful for'' (A7)

Similarly, 3 participants (7.50%) said that they conduct training every six months; one of the 3 stated that;

'' In my experience as a human resources leader, I have come to believe that in order to be authentic in my responses to complex issues, I must pay close attention to what the trainees have to say in order to comprehend what I really want and what guides my thoughts.''(A10)

Table 7 The Participants response to the methods of facilitation at the training they have arranged
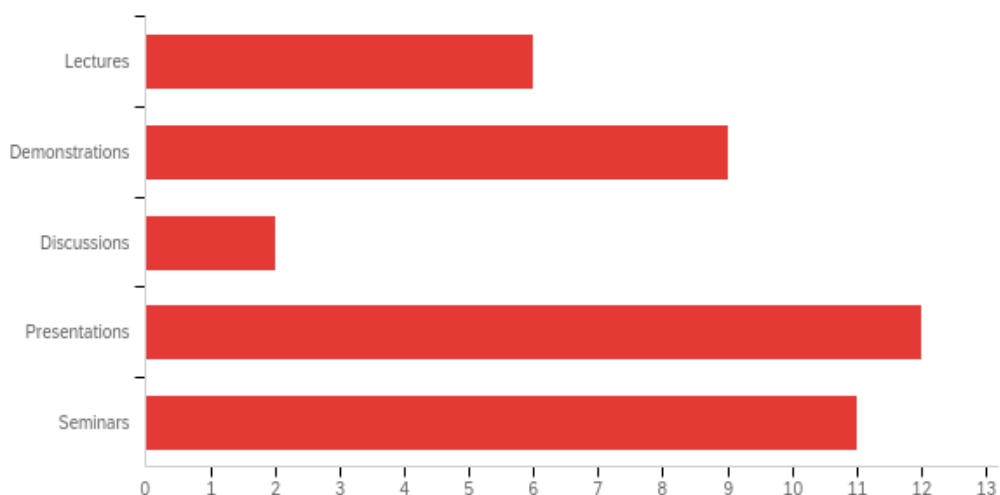
Choices for answer	Percentage	No of participants
Lectures	15.00%	6
Demonstrations	22.50%	9
Discussions	5.00%	2
Presentations	30.00%	12
Seminars	27.50%	11

The table above illustrate the replies and opinions of the participants the methods of facilitation at the training they have arranged; trainings conducted by utilizing the method of presentations which represent (30%) said 12 participants, It is considered one of the best methods by the employers because they are able to properly move ahead with the training and development program, one of the 12 asserted that;

'' *As an HR professional, I feel obligated to work with our leaders to develop a culture of acceptance that values employees as people first and recognizes that humans have moods and ebbs and flows, which can only be communicated through presentation''.*(A11)

The second option for facilitation of training is through organising seminars representing (27.50%), which was said by 11 participants, one of the 11 participants said that;

''*Over the course of these many years, being an HR professional has basically evolved into the struggle to identify one's own "HERO." to have the bravery to confront authority, which can only be accomplished through seminars.*''(A27) and 9 participants representing 22.50% said the best way possible was demonstrations, one of the 9 also stated that that;

''*As I've grown professionally, I've realized that HR professionals are really effective and influential not because they have power over other people, but because our work enables others to stand in their own truth and connect with their own greatness by demonstrating what we know.*''(H1)

While 6 participants 15% said lecture series are the beast means possible, one of the 6 stated that;

'' *As a human resources professional, I have occasionally ignored this reality at my own peril when attempting to impose a culture driven by the organization (the greater truth) and failing to acknowledge this reality of multitude through lecture series. Every time, the outcomes have been disastrous.* '' (A14)

And at the bottom belt were 5% 2 participants saying discussion were the best option; one of the 2 said that;

''*I will always be grateful to my profession for enabling me to embrace more of who I am because of my role as an HR professional. Without the use of discussion to facilitate training, this would not have been possible.*''(H1)

Table 8:

Table 8 The participants view on methods used during training and its impact on skills and expertise of learners
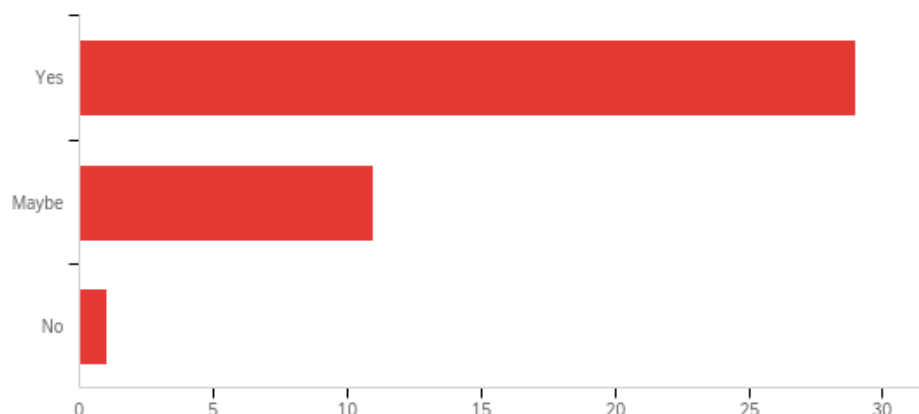
Choices for answer	Percentage	No of participants
Yes	70.73%	29
Maybe	26.83%	12
No	2.44%	1

Table 8 illustrate that Most of the participants for this concern i.e. 70.73% 29 participants said that indeed the methods which are used for the training of employees have an impact on the skills and expertise of the learners.one of the 29 asserted that;

'' I am convinced that human development is more important than anything else we do. You should ultimately wager on people rather than strategies. The majority of the training provided has improved our employees' performance.'' (A13)

While 26.83% 12 participants were not sure if the method of facilitation has any impact on the learners' skills and expertise or not; one of them said that;

"You need to understand what matters most to your people in order to build a rewarding employee experience."(H1), while 1 participant 2.44% said the method used has not impacted the expertise of learners in his organization, he stated that;

'' You can't force anyone to climb the ladder unless they are willing to. "You need to understand what matters most to your people to build a rewarding employee experience."(H2)

Table 9 The participants response as to whether they conduct "proper training needs assessment" before arranging training or not
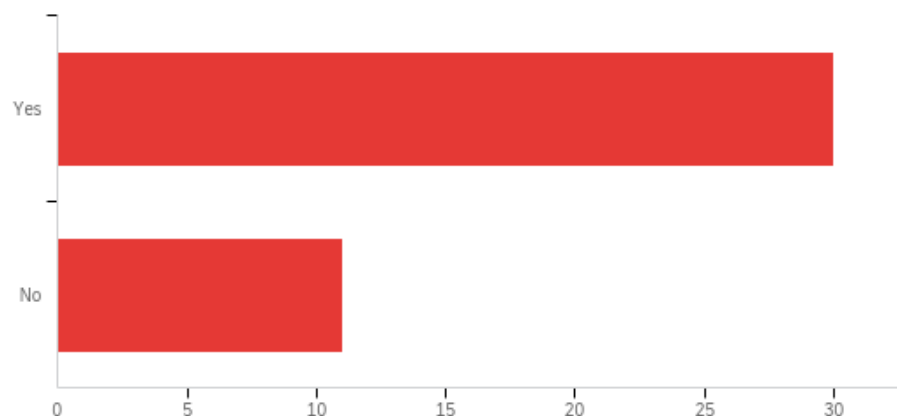
Choices for answer	Percentage	No of participants
Yes	73.17%	30
No	26.83%	12

Table 9 illustrate that large number of participants i.e. 73.17% 30 participants said that yes they do conduct proper training needs assessment before developing a training program; one of the participants stated that;

'' it helps them in understanding at what level the employees are currently standing and how much expertise they should have after the training is finished.'' (A6)

The rest of the 12 participants said that they do not conduct a training assessment session (26.83%); one of them said that;

'' Regular problem-solving skills are essential for HR professionals. Like Employee disagreements will occasionally arise. It's possible that new employees won't be aware of certain policies or their benefits package. There may be a need for your business to develop more efficient recruitment and hiring strategies; however, once these are carried out on a daily basis, there is no need to assess before training is provided.'' (A9)

Table 10:

Table 10 Participant response on how they rate the quality of the training programs which they have arranged based on the outcome of the trainings
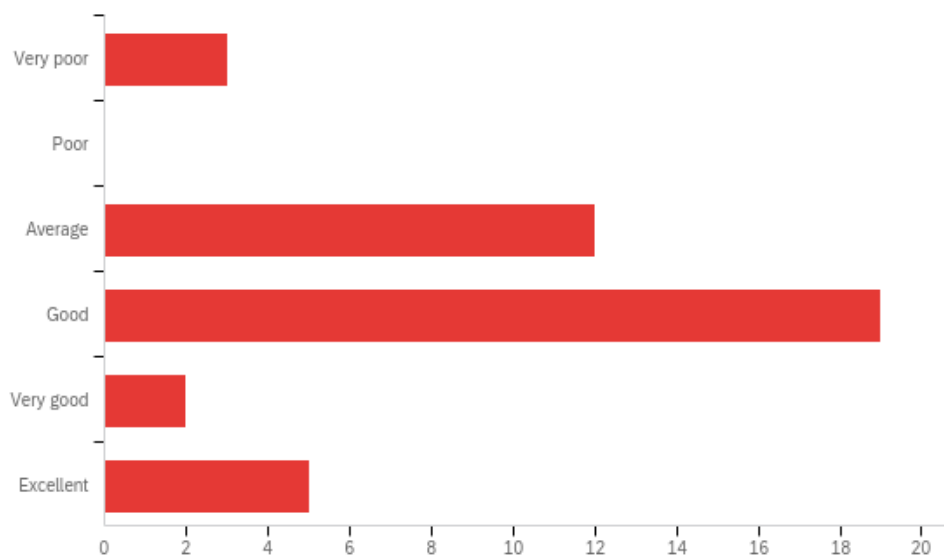
Choices for answer	Percentage	No of participants
Very poor	7.32%	3
Poor	0%	0
Average	29.27%	12
Good	46.34%	19
Very Good	4.89%	2
Excellent	12.20%	5

Table 10 demonstrates participants' views on how they rate the quality of the training programs which they have arranged based on the outcome of the trainings, 46.34% 19 participants said that the outcome was good, one of the participant stated that;

'' *HR roles consist of a variety of responsibilities, and on any given workday, you might be juggling multiple responsibilities at once. As a result, it is essential to be organized and to ensure that these trainings have a positive impact on the learners.''* (A18)

The other 12.20% 5 participants said that the outcome was excellent; one of the 5 asserted that;

'' *As a HR personnel, you might be called upon to resolve workplace disagreements from time to time. It will be crucial to be able to deal with these in a professional and harmonious manner. You will stand you in good stead in a career in*

human resources by being able to diffuse tense situations and see a positive outcome from a difficult situation. All of these skills are the result of the high quality of training you received.'' (H1)

4.89% 2 participants said that the outcome was very good; one of the 2 stated that;

'' the standard of training employees sufficiently to enable them to effect positive change in the workplace, it has had a great effect to treat them well enough so that they don't have to leave.'' (A21)

29.27% 12 participants said that the outcome was average; one of the 12 said that;

'' The majority of HR professionals are born leaders and base on the quality of training they give us. Despite the fact that they may not necessarily consider themselves to be them typically find fulfilment in assisting those around them in developing and realizing their full potential.'' (H2)

However, it is important to note that 7.32% 3 participants said the outcome was very poor; one of the 3 said that:

''The lack of proper assessment by HR leaders prior to planning the training program results in poor training quality because the employees' needs are not met in terms of providing the required training.''(H1)

Table 11 The Response of participants on how training has impacted the placement of employees in the industry
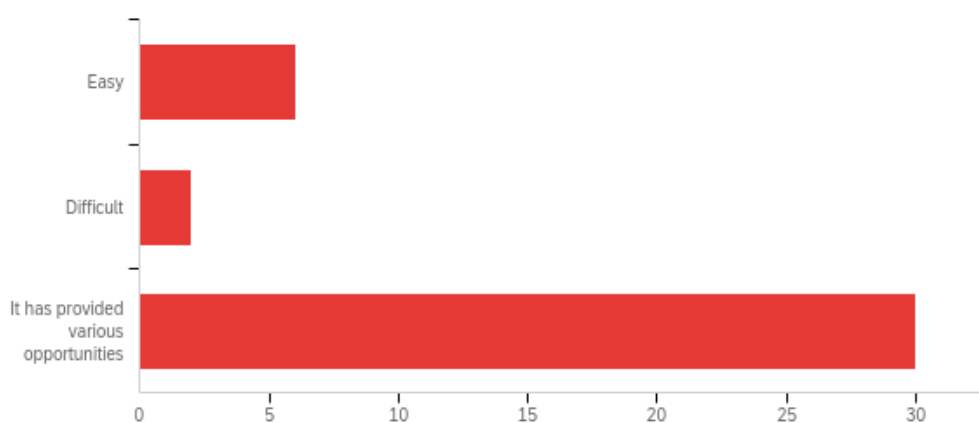
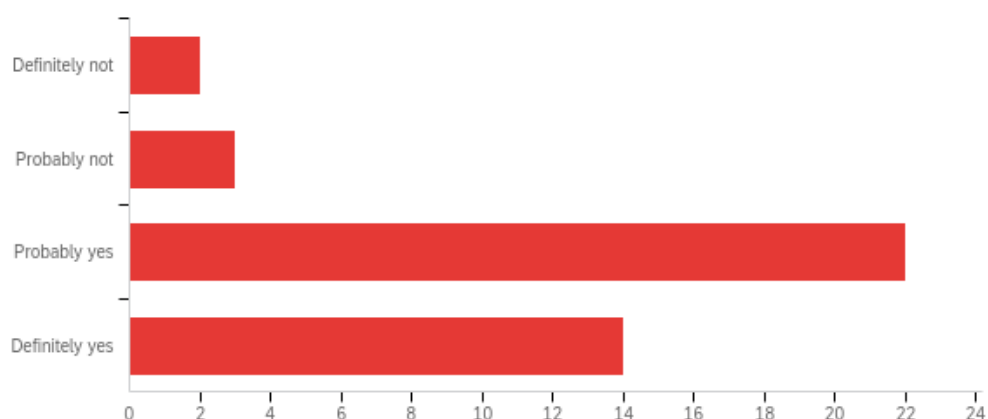| Choices for answer	Percentage	No of participants
Easy	15.79%	6
Difficult	5.26%	2
It has provided various opportunities	78.95%	30

Table 11 indicate that the targeted skills based training has obviously made a huge impact on the placement of employee in the industry. This has also been confirmed by the secondary data that was collected for this research. Similarly, 30 participants (78.95%) have said that these trainings have indeed provided various opportunities for the employees; one of the 30 participant said;

'*Employees who receive training have greater self-assurance and motivation, which has a positive effect on their ability to find work in the industry.''(A23)*

Also 15.79% 6 participants said that the impact has made job easier for employees, one of the 6 asserted;

'' *Training creates a sense of safety in the workplace, which reduces employee turnover and prevents absenteeism.''* (H1), Last but not least, 2 participants (5.26%) evaded the concern of whether the impact or training has been noticed by default, probably employees with little to evaluate.

Table 12 Participant response to whether training workshops have played an important role in timely placement of employees in the industry

Choices for answer	Percentage	No of participants
Definitely not	4.88%	2
Probably not	7.32%	3
Probably yes	53.66%	22
Definitely yes	34.15%	14

The above table reveals that most of the participants (53.66%) 22 participant has said 'probably yes' one of the 22 stated that;

''*because once employees have received training properly in their peak time, they are able to get jobs when they want and they do not have to struggle a lot', these training workshops have made it easy for employees to be placed timely in the industries.*'' (A23).

While 34.15% 11 participants said definitely yes training workshops have played an important role in timely placement of employees in the industry, one of the 11 stated that;

''*Training helps to manage change by giving employees the skills and abilities they need to adapt to new situations and increases their understanding of and involvement in the change process;*'' (H2). The other 7.23% 3 participants said probably not, which indicate that they are not too sure of whether training workshops have played an important role in timely placement of employees in the industry, one of the 3 went on by stating that;

''*Before conducting a training, the needs that are relevant to the organization's goals must first be identified. Otherwise, it's possible that none of your training workshops contributed significantly to the timely placement of employees in the industry.*'' (A27), lastly

2 participants 4.88% said that definitely training workshops have not played an important role in timely placement of employees in the industry, one of the 2 asserted that;

'*There has not been much training for some of us to adequately improved and get a better placement in the industry*'' (H2)

Table 13 Participant's views on whether the key objective to improve targeted skills and expertise of employees was achieved
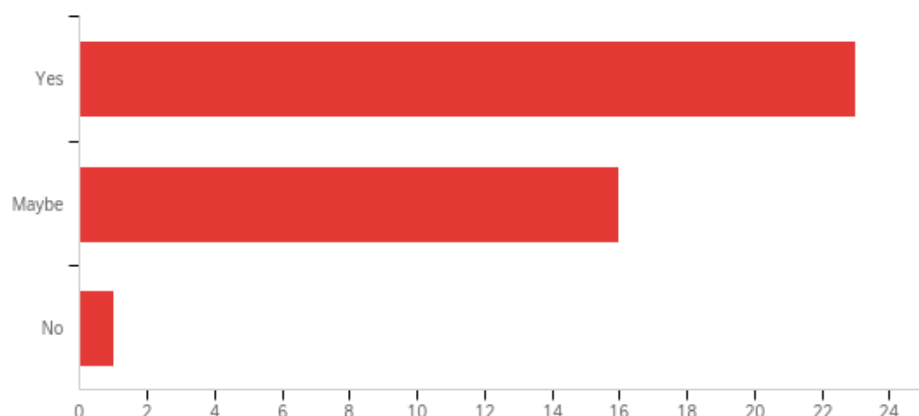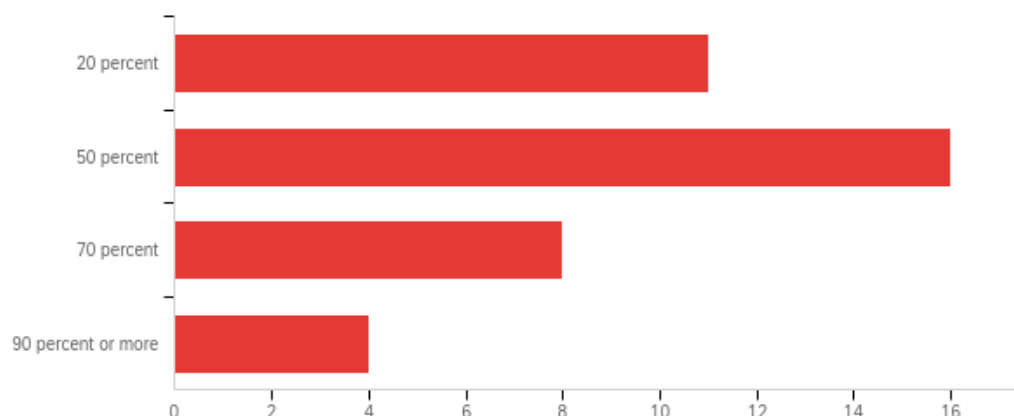

Choices for answer	Percentage	No of participants
Yes	57.50%	25
Maybe	40.00%	16
No	2.50%	1

The above table reveals that those participants who have conducted training programs for the employees have suggested by 57.50% 25 participants that said yes, one of the 23 stated that;

''Once the training is over, the aim of polishing the skills and expertise of the employees was achieved'' (H1), while 40% 16 participants were not sure as to whether the key objective to improve targeted skills and expertise of employees was achieved, one of the 16 stated that;

'*'It is important to keep in mind that when training needs are identified, any relevant systems that contribute to the availability of people with the required skills must be created, developed, maintained, and improved.''* (A28), and lastly 1 participant 2.50% said that the key objective to improve targeted skills and expertise of employees was never achieved

Table 14 Participant view on the success rate of the trainings in the context of local employment

Choices for answer	Percentage	No of participants
20 percent	28.21%	11
50 percent	41.03%	16
70 percent	20.51%	8
90 percent or more	10.26%	4

As per the replies of the participants in the above table, the success rates of these training programs and workshops lie somewhere between 20 to 50 percent. Not every employee is able to achieve success even after workshops because it also depends upon individual to individual, three of the participants asserted that;

'' When employers offer recognition, increased responsibility, and the possibility of promotion, the success rate of trainings in the context of local employment can be documented as achieved.''(A4)

Another Participant stated that;

'' I believe When training eliminates risks, the success rate of the trainings in the context of local employment can be archived because trained personnel are able to make better and more cost-effective use of materials and equipment, thereby avoiding waste;'' (A8)

Another stated that;

'' Training programs should be tailored to meet the various requirements. In addition, the training program's objectives determine the content, trainees, and training program.''(H2)

Table 15 Participants response to whether training has improved local employment rates
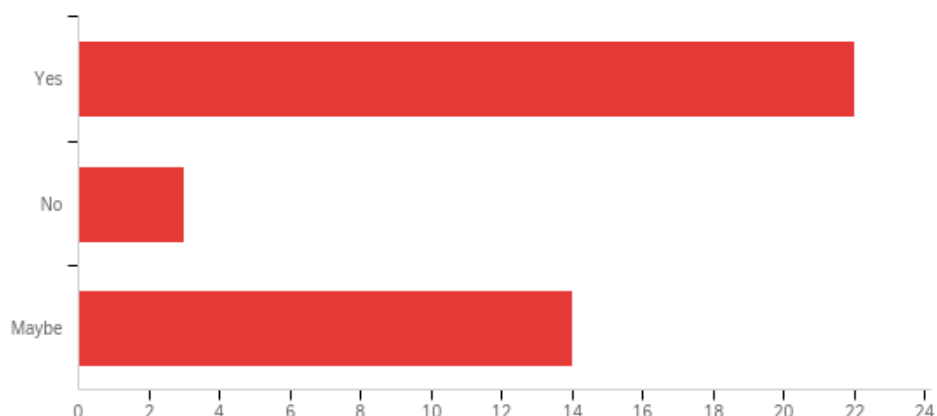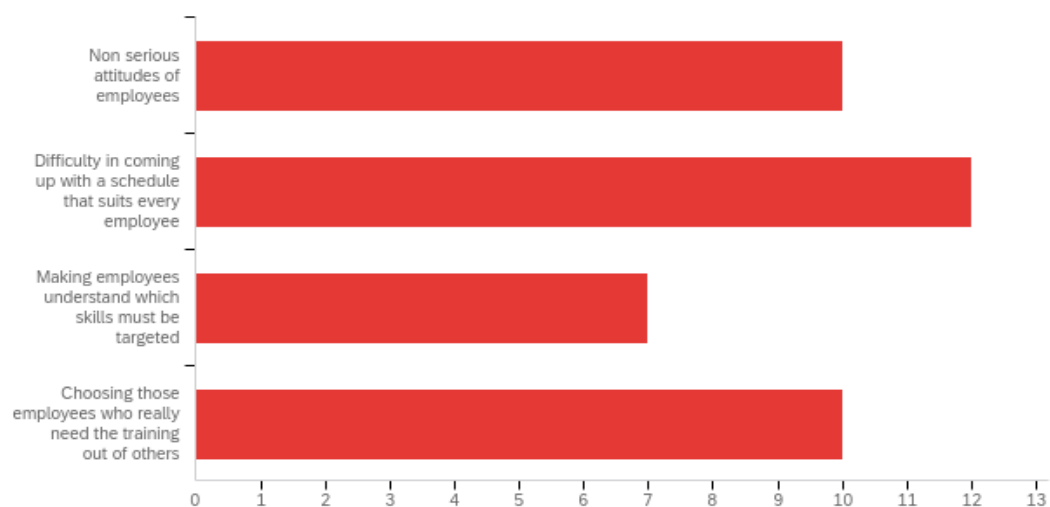

Choices for answer	Percentage	No of participants
Yes	56.41%	24
No	7.69%	4
Maybe	35.90%	14

The above table reveals that 56.41% 24 participants actively believe that training has increased the local employment rate in Liberia; one of the 34 stated that;

'' *Because employee performance was typically evaluated in terms of outcomes, training has contributed to an increase in employment rates in the area. However, once the employee's performance was compared to the organization's performance standards, it was also looked at in terms of behavior. When evaluating performance, a variety of metrics, such as productivity, efficiency, effectiveness, quality, and profitability, can be taken into account''* (A1)

Whereas 35.90% of employees say that maybe it has increased or maybe not. However, the majority stands with the fact that these trainings are opening up various opportunities for the employees, While 7.69% still believe there has not been much of work done by training to increase local employment rate.

Table 16 The Participants view on issues they have faced while arranging and conducting targeted skills-based trainings
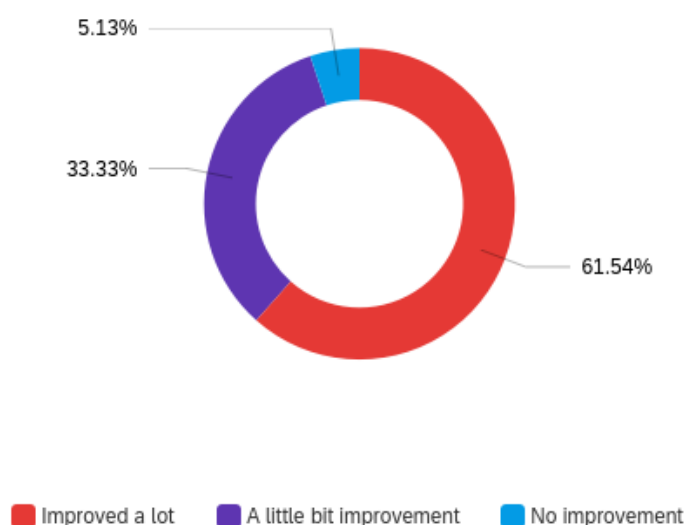

Choices for answer	Percentage	No of participants
Non serious attitudes of employees	25.64%	10
Difficulty in coming up with a schedule that suits every employee	30.77%	15
Making employees understand which skills must be targeted	17.95%	7
Choosing those employees who really need the training out of others	25.64%	10

The Table above illustrate that the main issue that organisations usually face while coming up with a training program is the schedule which every employee can follow, 30.77% 15 participants had that concerns, whereas 25.64% 10 participants express the issues of non-serious attitudes from employees, and another 25.64% 10 participants were concern about choosing those employees who really need training, also 17.95% 7 participants said making employees understanding which skills must be targeted.one of the employee from the 30.77% 15 participants stated that;

''It is the most common issue because every employee is assigned for a separate task and the schedules clash frequently.''(H1)

Table 17 Participants view on what extent targeted skills-based training has improved job skills of employees

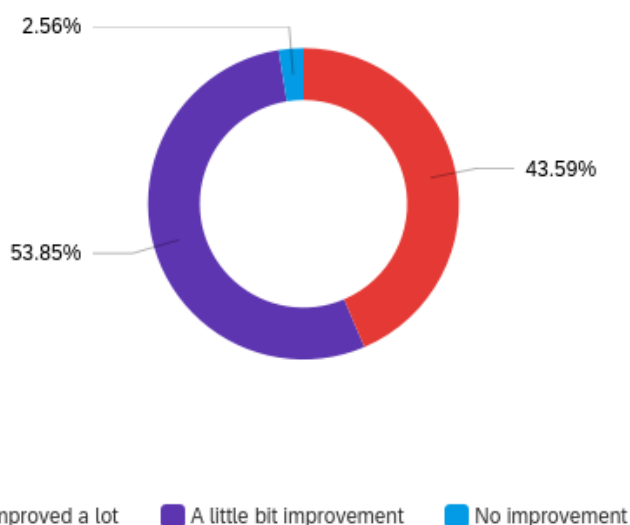| Choices for answer	Percentage	No of participants
Improved a lot	61.54%	26
A little bit improvement	33.33%	13
No improvement	5.13%	3

Table 17 reveal that targeted skills based training that employees receive organised by their companies have helped them in improving a lot of their skills and expertise. This has been declared by 26 participants as 61.54% of them supports that the skills have 'improved a lot'.one of the 26 participants stated that;

'' *Because productivity is measured as a ratio of their output to that of input, which is a measure of how the individual, organization, and industry convert input resources into goods and services, I can confidently assert that targeted skills-based training has improved employees' job skills*.(A30)

33.33% 13 participants have also said that the skills have improved a little bit but overall it is seen that there has been improvement in the employees, whereas 5.13% 3 participants have said there has been absolutely no improvement.

Table 18 Participants view to what extent targeted skills-based training have improved local employment rate

Choices for answer	Percentage	No of participants
Improved a lot	43.59%	18
A little bit improvement	53.85%	23
No improvement	2.56%	1

The above table explained that the local employment rate of Liberia as suggested by the secondary data collection and the earlier gathered literature is said to increase a bit over the period of time which is represented by 53.85 23 participants. Similarly, the participants have also said that trainings have improved the rate of local employment. 43.59% 18 participants agree to this fact; one of the 18 stated that;

''I can confidently assert that targeted skills-based training has improved the local employment rate. Because training provided employees with a better understanding of their responsibilities and the knowledge and skills they need to do that job'' (H1)

Whereas 2.56% 1 participant said there has been no improvement.

Table 19 Participants view to what extent targeted skills-based trainings have improved the track-ability of organisations to identify top talent from the market
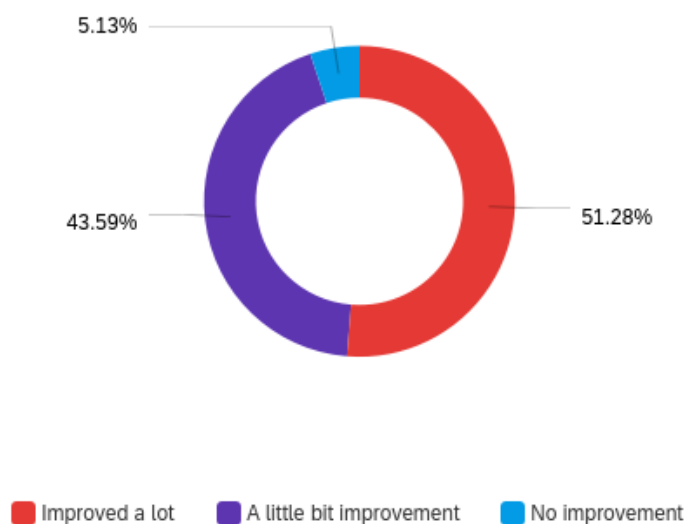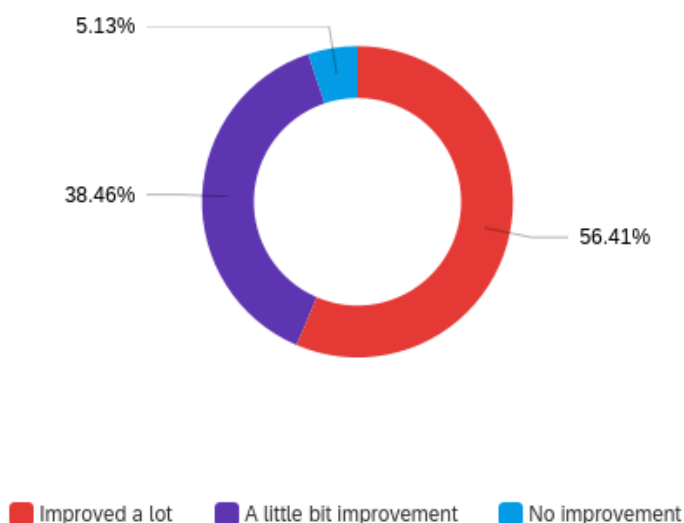

Choices for answer	Percentage	No of participants
Improved a lot	51.28%	21
A little bit improvement	43.59%	18
No improvement	5.13%	3

The above table shows Participants view on whether trainings through targeting skills have provided organisations such a good platform that they are able to exactly track down the employees whom they want as per their skills and qualifications. 51.28% 21 of the employees have said that it has improved a lot; one of the participants said that;

'' Understanding the nature of talent development as a function of HR is rapidly evolving. For best results, you need to focus on competencies, employee value proposition, and a technology-led hiring infrastructure.'' (A1)

Whereas 43.59% 18 of the employees say that there has been a little bit of improvement. While 5.13% 3 participants said there has been no improvement, overall, it is safe to say that there has been improvement in this regard.

Table 20 The Participants opinion on what extent does targeted skills-based trainings have improved the morale of learners
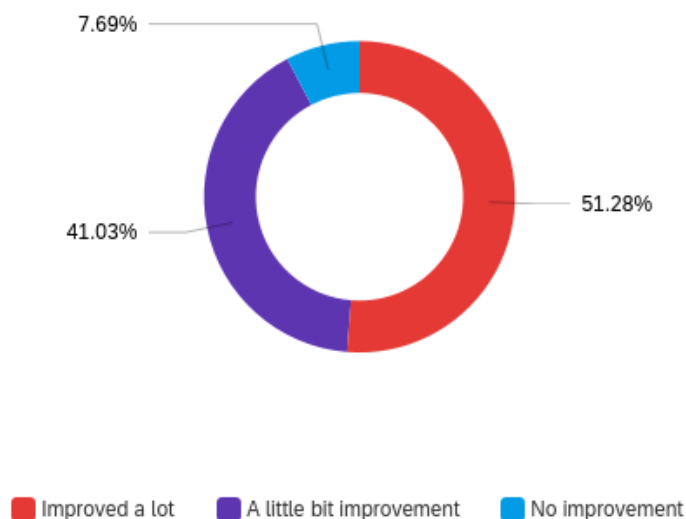

Choices for answer	Percentage	No of participants
Improved a lot	56.41%	24
A little bit improvement	38.46%	15
No improvement	5.13%	3

The above table shows the participants' viewpoint on how these targeted skills based training has improved the morale of the learners massively. 56.41% 24 of the employees believe that these training have improved the situation a lot. Whereas 38.46% 15 of the employees believe that these training have a little bit improvement on the morale of the learners, while 5.13% of the employees said that there has been no improvement on the morale of the learners, one of the participants from the 24 asserted that;

'' employees feel more confident in looking for the job and they believe in themselves while taking up new task and working for their respective organisations.''(H1)

Table 21:

Table 21 The Participants opinion on extent to which targeted skills-based trainings have improved the ability to speak well, ability to convince, ability to motivate and ability to inspire others to greater achievements apart from targeted skills
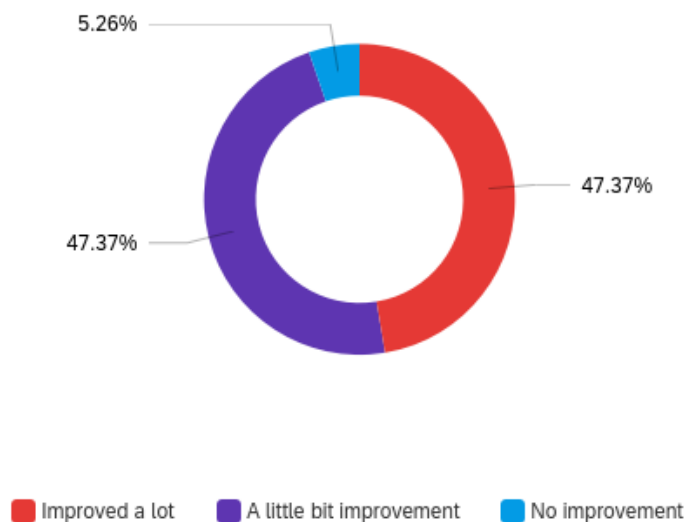

Choices for answer	Percentage	No of participants
Improved a lot	51.28%	20
A little bit improvement	41.03%	16
No improvement	7.69%	3

The above table reveal that it is safe to say that the overall participants believe that the situation of employees, their skills and expertise in every department has increased and became a lot better since the employees have received training. 51.28% 20 of participants have said that employees' condition has improved a lot; one of the participants from the 20 said that;

'' We must learn to understand our employee's perspective, which will go a long way toward increasing productivity and happiness, in order to execute the ability to mesh strategy with reality, align people with goals, and achieve the promised performance results in every aspect.'' (A1) Whereas 41.03% 16 of the participants have said the situation have a little bit improvement, while 7.69% 3 of the participants have said that there has been no improvement.

Table 22 Participants view on what extent targeted skills-based trainings have improved skills deficiency among unemployed people

Choices for answer	Percentage	No of participants
Improved a lot	47.37%	19
A little bit improvement	47.37%	19
No improvement	5.26%	4

Table 22 reveal that there is a 50-50 response for this question. 47.37% 19 participants believe that the situation of unemployed individuals have improved a lot; one of the first 19 participants stated that;

'' It is essential to keep in mind that when training needs are identified, any relevant systems that contribute to the availability of people with the required skills must be created, developed, maintained, and improved in order to build a rewarding employee experience.'' (H1)

Whereas the other 47.37% 19 participants believe that the situation has improved only a little bit; one of the second 9 participants asserted;

'' We ought to devote at least as much time to encouraging employees in our institutions to become more like us as we do to trying to become by providing them with the training they require to assist the business in achieving its objectives through their performance.''(A2) Whereas 5.26% 4 participants believe that the situation has not improve; one of the 4 participants asserted;

'"*I believe that in order to see improvement in the performance of your employee after all necessary training, the HR leader should first work on a strategy that will encourage retention; however, if this is not done, there will be no improvement, and that is what we see here in our institution every day..*'' (H1)

However, it is safe to say that participants agree that no matter what, these training have improved the situation for unemployed individuals.

Table 23 The participant's responses to what extent targeted skills-based trainings have improved the confidence of learners to take employment
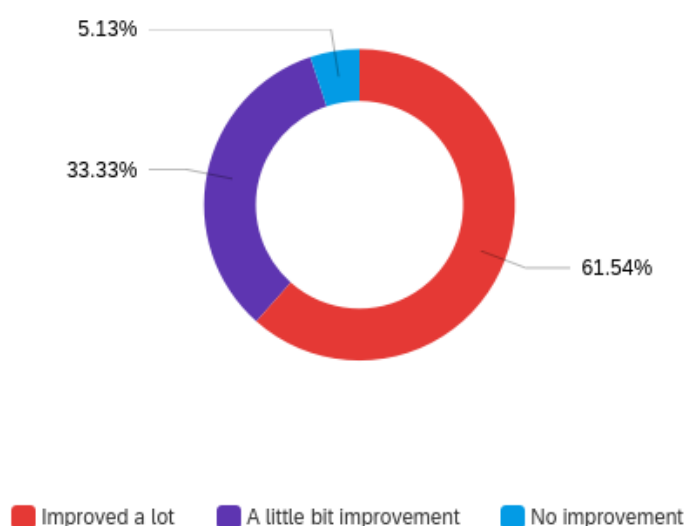
Choices for answer	Percentage	No of participants
Improved a lot	61.54%	27
A little bit improvement	33.33%	12
No improvement	5.13%	3

The above table illustrates the participants' responses what extent targeted skills-based trainings have improved the confidence of learners to take employment; 61.54% 27 of the participants are of the opinion that the confidence of employees after taking targeted skills based training has improved a lot.one of the 27 participants asserted;

'' *These employees are more confident about their work, their qualifications and their capabilities, when going through the training and after''* (A1); whereas 33.33% 12 of the participants believe that the situation has a little bit of improvement, one of the stated that;

''For me a person who feels appreciated will always do more than is expected. To create a rewarding work environment for your employees, you need to know what matters most to them. When you do this, you will notice a lot of improvement'' (H1). However 5.13% 3 participants still believe that there has been no improvement when it comes to the extent which targeted skills-based trainings have improved the confidence of learners to take employment.

Throughout, this data analysis chapter it is observed that the participants have mostly provided their opinion about how targeted skills based training is a very good opportunity for employees to move ahead and change themselves. It has helped them in getting employment opportunities. It has also helped the employees by polishing their skills and expertise.

CHAPTER V

DISCUSSION

Targeted skills based training is considered as a process which is of educational nature that in all its necessity takes a lot of time, no matter in what context this training is being conducted. Young people should be continuously renewing their skills and knowledge so that they are able to adapt to the different technological conditions as this open up a lot of bigger employment opportunities as well as it helps the trainees to improve their overall performance at work. At the very same time, organisations that are willing to employ these individuals must focus on understanding their contributions and capacities towards learning. It will help them in setting up their standards of performance and the expectations that they hold from their employees (Singh and Mohanty, 2010). In the high technology sectors which are also very advanced, the amount of products which are discarded usually results from errors on the part of employees as these issues can take the company towards a very threatening position for the company. Usually these mistakes can easily be contributed to the degree of experience and knowledge and also the current mental and psychological state of the employees themselves. Targeted skills based training programs help in addressing all of these problems and other areas that possess issues and these are developed in such a way that it can cause relaxation and at time stops the loss of employees by the company. It eventually helps in reducing the rate of employee turnover (Arsalan et al., 2013). Especially when we talk about the impact of targeted skills based training under the shadow of economic crisis and with the increase in high level of competition, it is very important and a necessity to increase the productivity and overall quality of the training programs. In order to meet this need, targeted skills based training programs act as the most helpful approach to polish the skills of the employees (Arslan and Uzaslan, 2017). It can also be referred to as the target-oriented training, continuous education, and in-house training program. The main aspect here is that these training programs need to be applied in due time to squeeze out the best from the employees. Employers are looking for employees who are able to work on the required tasks while working in collaboration with others as it is in ideal manner raise and improve the productivity and operations management over the period of time (White and Cadiz, 2013). Training is considered as one of the means which is conducted to achieve the desired results. Many employers are providing targeted skills

based training related to the safety, orientation and employee benefits. It helps in achieving various benefits for the organisation as it promotes better operations for the organisation. Effective development and training programmes are considered to be adding to the technological skills of the employees. It gives the employees correct amount of competence and knowledge which is used to handle the work that is assigned to them. This has a growing advantage on the reduction of unnecessary kind of mistakes made by employees while they are serving on duty. It also helps in reducing the gap that exist between the current performance of employees and the performance which the organisations expect from them (Boahain, Eggink, and Hofman, 2013). Today companies are required to function in a world which is changing on frequent basis and under different kind of constraints. In order to survive in an environment which is competitive, it is extremely important for the companies to have employees who are right for the job and possess required qualifications. It will help the in giving great performance on job. The future and the success regarding the prosperity of the organisations are basically dependent on the workforce of that firm. Therefore, this workforce should be well-experienced, skilled and knowledgeable. The contribution of targeted skills based training on the overall performance of employees and the organisation is considered very important for both the industry and the employees. Through the collection of secondary data, it was found out that organisations within the United States of America alone are spending billions of dollars on the training of their employees every year. These developmental activities and training activities are allowing the organisations to adapt, excel, produce, compete, innovate and be safe in improving their services and reaching towards their goals. These training programs are said to be successful in the reduction of errors in settings that are considered high-risk. Companies are considering how these trainings are helping them to remain competitive in their respective industries by continuously training its workforce and enhancing their skills and knowledge (Mavrikios, 2011). However, one thing to realise here is that training programs are not as intuitive as they look from the outside. There is whole lot of science that goes behind the development of a training program. There is a wrong way and a right way of delivering, designing, conducting and implementing of the training program. Enterprises and making investments in various training methods which are faulty, these are not beneficial for the company and the end result is only failure of training programs and serious kind of economic loss. Employees in these targeted skills based training programs are tend

to less stable in those skills. These training programs help them in building those skills which the company requires them to have for better performance (Leman, 2013). It is therefore necessary that those people who are conducting the training sessions and designing these programs must possess correct amount of knowledge and skills themselves to train others. Sometimes employees do have basic skills and knowledge but when they enter the professional life, it demands from far beyond the basic knowledge and skill, therefore it becomes essential for them to receive training programs that can help them in building the skills and polishing up their knowledge concepts. The technology in the business world is changing rapidly. Therefore, activities and training should be carried out frequently to enhance the knowledge of the employees. in addition to this, employees should be frequently shifted from one section to the other as per the requirements so that every person can learn different styles of working and can learn new skills as well (Salas et al., 2012).

CHAPTER VI

CONCLUSION AND RECOMMENDATIONS

In this research, we have studied the fact regarding how targeted skills based training is going to help in the provision of employment opportunities for the individuals. Training possesses various important benefits for employees who want to excel in their professional life. The data analysis which is conducted for the secondary data and the existing literature suggests that the benefits of different training programs vary from individual to individual and organisation to organisation in terms of performance. In order to understand the benefits and impact of these development programs and training programs, a survey was conducted to understand how HR individuals perceive training based on targeted skills and if the results derived out of these trainings were helpful for individuals and organisations both. It was found out that targeted skills based training programs have been very beneficial for the employees as it mostly develops skills and expertise that are beneficial in both short term and long term. Moreover, these trainings increase the morale of the employees as well. Their spoken skills, capabilities and confidence are polished further. Not only this, through the targeted skills based training Liberia has been able to increase the employment rate. The employees and individuals are able to be placed on a timely basis in the industry. Moreover, the organisations are also benefitting from these trainings by using it as traceability for looking up for employees that have qualifications and capabilities both. Employees are considered as one of the most important and valuable asset for any organisation as they are ones who take the responsibility of enhancing customer satisfaction and development of quality products and service. Without properly training and developing of employees, it will be very hard to find opportunities for prosperity and progress. Organisations will fail to achieve their aims, tasks and objectives as they will not have the full potential to do so. Those employees who are trained in the best possible manner tend to fulfil the requirements of the tasks with expertise and skills. Eventually these employees keep their jobs for a longer period of time because of job satisfaction. A literature based discussion was also involved in our study regarding how the benefits of these trainings can be increased. The features involved in this process include giving a lot of attention to the design of the training, transfer of training and the process of delivery. After completing the research on this particular topic, it is strongly believed that targeted skills based training is extremely

beneficial for the organisations in order to develop the programs of employee development. If the training is of systematic nature and the program of development for the companies' employees is planned very thoughtfully then the companies are going to harvest great profit which it gain from the market in order to remain competitive in the market of employment (Bartel, 2000). An efficient and organised development program with apparatuses which is supportive is going to significantly assist the organisations in retaining the most important and valuable human resources; specifically those human resources that have a great experience with the firm. If companies are able enough to support each one of its employees in meeting the requirements and expectations of the organisation then both the organisation and the employees will achieve long term benefits. It is also extremely important for the firms to keep evaluating the success of these training and development programs of employees on timely basis (Jehanzeb and Bashir, 2013). Employee training and development program based on their skills are very essential for any organisation in order to stay competitive and solvent in the market and their particular industry. Though these training programs are considered expensive for the firms because they have to spend a lot of money on their employees but this kind of investment is considered positive for the companies because it helps in holding their place in the market. The organisations are required to maintain and develop such an environment of learning for its employees so that they can expand their knowledge and benefit the organisation. It helps in developing the competitive ability of the organisation (J-Pal, 2017). However, the programs of employee training are derived through prices which are way too high, but it has a positive influence on return-on-investment. Training has also been defined as the main factor which contributes to the effectiveness of the organisation. Exploration on this kind of topic recommends that the investment which is made in development and training program can be easily justified by the influence it has on the developed individuals and the effectiveness of the organisation. Furthermore, the researches that are conducted earlier have mentioned the causes between the effectiveness and training of the organisation. Targeted skills based training has also a growing effect on the overall behaviour of employees and on their working skills which usually results in enhancing the performance of the employees. If the changes are constructive then it also serves as an increase in the performance of the employees (Arthur et al., 2003). Concluding it all, it is safe to say that the impact of targeted skills based training on the employment opportunities in Liberia is that it

has massively decreased the percentage of unemployment as more and more individuals are able to find jobs for themselves.

6.1 Recommendations According to Findings

The survey for this research was conducted through Qualtrics. 42 participants were selected for the completion of this survey. Most of these participants belonged to either the human resources department or to the training and development department. Their opinions have varied from question to question. However, they have given great insight regarding how targeted skills based training is perceived, if it is helpful for the employees or not, if it provides any benefit to the organisation or not and what is the impact these trainings have on the employment opportunities. Most of the participants have said that their organisations conduct trainings on regular basis and they have conducted a lot of training. However, most of the time, there has no particular schedule for these trainings. Targeted skills based trainings have provide great benefits to the employees as it has increased their confidence, capabilities, skills and expertise. Most of the organisations aspire to become successful through the usage of differentiated services, products, programs and capabilities. However, such kind of elements are required to be envisioned, implemented, developed and sustained in a proper manner with the help of trained employees. Although, the development and training of employees is a very challenging task and it is also full of risks. Organisations and employees are investing a lot of money and time in these kinds of trainings as they are organised after a great struggle. Targeted skills based training and development is considered as a function within the human resource management therefore most of the participants selected for this study belong to HR departments or training departments. As per the results generated, these training programs will help in fulfilling the gap that exist between the current performance level of the employees and the expected performance which organisation demands. Participants are of the opinion that these targeted skills based trainings has also increased the rate of employment in Liberia as the unemployment percentage has been decreasing over the period of time. Training of employees is considered as an important motivator which can be used to help both the organisations and the employees in achieving their long term and short term goals. The development and training of employees is not only used for enhancing the knowledge, expertise and the skills of the employees. It also possesses various other benefits such as it helps in timely placement of employees in the industry. The

organisations are also able to use these trainings it for tracking the employees that have qualifications as per the job criteria being offered. It increases the morale of the employees and also polishes their confidence and speaking abilities. Not only this, these training helps in lowering the cost of production because employees are understandable enough and reduces waste on their own. It also develops a sense of security in the employees and it helps in the reduction of turnover rate. Overall, the results suggested that organisations must utilize the targeted skills based training for the development of individuals. It helps the organisation in achieving competitive advantage in the market as well.

- There are various skills which require training such as soft skills, vocational skills, written skills and communication skills etc. Future researchers are recommended to choose different skills for carrying out the study further.

- In addition to this, there are many benefits of targeted skills based training programs. In this research, the author has not explored the topic of benefits in detailed manner. Therefore, other researchers also have a chance to explore this side of the research.

- Due to limitation of time, the elements which may impact these training programs in the generation of desired results have not been explored. This is also one of the study areas which future researchers can take for their studies.

- Overall, the results suggested that organisations must utilize the targeted skills based training for the development of individuals. It helps the organisation in achieving competitive advantage in the market as well.

6.2 Recommendations for Further Research

- It is therefore necessary that those people who are conducting the training sessions and designing these programs must possess correct amount of knowledge and skills themselves to train others

- Due to limitation of time, the elements which may impact these training programs in the generation of desired results have not been explored. This is also one of the study areas which future researchers can take for their studies.

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Interview Questionnaire

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Instructions:

As required by the directive and requirements of this Thesis, this open ended questionnaire is meant to be as simple and quick to complete as possible. The majority of questions may be answered simply by given your express opinions or writing down your best suited answers. There will be very little information to search up.

Research Topic: **The Base of the Participants of Targeted Skills Base Training on Local Employment Rate in Sinkor (Liberia)**

This survey is about the Personnel/Human Resource Development (HR) policies and procedures in the organization or component of the organization (Division, Business Unit) for which you are responsible for Human Resource Activities.

SECTION I: BIBLIOGRAPHY

1. What is your name?

2. What is your gender?

3. In which of the following age group you fall?

SECTION II: INTERVIEW SURVEY QUESTION ON THE THESIS TITLE

4. What is your experience as HR professional?

5. How many training workshops have you arranged in your career?

6. How often have you arrange training?

7. What are the methods of facilitation at the training you have arranged?

8. Do the methods used during training have an impact on skills and expertise of the learners?

9. Do you conduct "proper training needs assessment" before arranging or not?

10. How will you rate the quality of the training program which you have arranged based on the outcome of the training?

11. How training has impacted the placement of employees in the industry?

12. Do you believe training workshops have played an important role in timely placement of employees in the industry?

13. Whether the key objective to improve targeted skills and expertise of employees was achieved?

14. What was the success rate of the trainings in the context of local employment?

15. Whether training has improved local employment rates?

16. What issues you have faced while arranging and conducting targeted skills base training?

17. To what extent targeted skills-based training have improved the job skills of employees?

18. To what extent targeted skills-based training have improved local employment rate?

19. To what extent targeted skills-based trainings have improved the track-ability of Organisations to identify top talent from the market?

20. To what extent targeted skills-based trainings have improved the morale of learners?

21. To what extent targeted skills-based trainings have improved the ability to speak well, ability to convince, ability to motivate and ability to inspire others to greater achievements apart from targeted skills?

22. To what extent targeted skills-based trainings have improved skills deficiency among unemployed people?

23. To what extent targeted skills-based trainings have improved the confidence of learners to take employment?

APPENDICES

Appendix A

The Base of the Participants of Targeted Skills Base Training on Local Employment Rate in Sinkor (Liberia)

Participant Information Sheet and Informed Consent Form

Dear Participant,

My name is Julius Wilson. A student at Near East University, Turkish Republic of Northern Cyprus pursing a Postgraduate degree in Human Resources Development in Education. I am researching **The Base of the Participants of Targeted Skills Base Training on Local Employment Rate in Sinkor (Liberia)**

The interview consist of two (2) parts; the demographic parts and open-ended questioning parts on the Base of the Participants of Targeted Skills Base Training on Local Employment Rate in Sinkor (Liberia)

I kindly request you to provide me with viable and valid information.

Information provided will be treated as confidential and used for academic purposes' only.

As one of my research tools, this document contains twenty (20) open-ended questions that were specifically formulated to contribute to my Master thesis. Even further your responds to these questions are very important for the purpose of my research.

Please note however that all the information provided during this survey will be kept confidential as no part of it will be traced back to you. The research is strictly academic! If you agree being part of this study, and have any concern or question please make a contact via the below information.

Asst. Prof. Dr. Fatma Koprulu

Department of Human Resource Development in Education, Near East University

Tel: +905338620596

E-mail: fatma.koprulu@neu.edu.tr

The Base of the Participants of Targeted Skills Base Training on Local Employment Rate in Sinkor (Liberia)

Participant Information Sheet and Informed Consent Form

Dear Participant,

You are being invited to take part in a research project to better understand The Base of the Participants of Targeted Skills Base Training on Local Employment Rate in Sinkor, Liberia. The information gathered in this study will be used to figure out how Targeted Skills-based Training affects local employment rates. We will email you a Google form with our study questions if you agree to participate. The researchers will take handwritten notes to document the answer. We will also set up interview sessions through Google Meet at a time that is convenient for you. You will be asked to remark on how you responded to questions on the goggle form during these interview sessions. The duration of each interview will be between 10-15 minutes. All interview sessions will be via goggle meet, and the researcher will keep recordings of this interview for a year after the study ends, following which they will be destroyed from all of our databases. All interviews will be transcribed with identifiable information removed.

Please keep in mind that your participation in the study is completely optional, and whether or not you choose to participate has no impact on you. The information gathered during this survey will be utilized solely for academic research and may be presented at national/international academic events and/or published. Your identify will never be divulged to third parties, and all observational and interview data will be anonymzed. By contacting us, you can withdraw from this study at any time. If you choose to opt out of the study, your information will be removed from our database and will not be used in any subsequent stages of the research.

Please contact us using the information below if you have any questions or issues.

Asst. Prof. Dr. Fatma Koprulu

Department of Human Resource Development in Education, Near East University

Tel: +905338620596

E-mail: fatma.koprulu@neu.edu.tr

You consent to participate in this study by singing below.

Full Name: _____

Signature _____   Date_____

NAER EAST UNIVERSITY

SCIENTIFIC RESEARCH ETHICS COMMITTEE

18.04.2022

Dear Julius D. Wilson
Your application titled "**The Impact of Targeted Skills based Training on Local Employment Rate (Liberia)**" with the application number NEU/ES/2022/832 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Assoc. Prof. Dr. Direnç Kanol

Rapporteur of the Scientific Research Ethics Committee

Note: If you need to provide an official letter to an institution with the

signature of the Head of NEU Scientific Research Ethics Committee, please

apply to the secretariat of the ethics committee by showing this document

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