

Chapter 9

Rethinking Transformational Training in Small-Scale Industries in Ghana

Richard H. Afedzie

Pentecost University College, Ghana

Frank Antwi

 <https://orcid.org/0000-0002-4818-2777>

Pentecost University College, Ghana

ABSTRACT

Transformational training underpins the sustainability of any organisation. It fine-tunes the skills and abilities of employees for higher performance. Transformational training seeks to make constructive changes through altering employee's skills and attitudes which refers to activities ranging from the acquisition of simpler motor skills to the development and change of complex socio emotional attitudes. This study examined the importance of transformational training in ten (10) Small Scale Industries in Ghana. It utilized a qualitative research design and collected data from twenty-five (25) purposively sampled employees in these Small Scale Industries. The findings showed that transformational training were related to basic computer training, trade-related training and on-the-job training. The results revealed that transformational training practices are relevant to employee performance, enhanced productivity and increased employee confidence.

DOI: 10.4018/979-8-3693-5777-4.ch009

Copyright © 2025, IGI Global. Copying or distributing in print or electronic forms without written permission of IGI Global is prohibited.

BACKGROUND OF THE STUDY

Transformational training underpins the sustainability of any organisation. It fine-tunes the skills and abilities of employees for higher performance. It defines the paths guiding organisations in enhancing growth and maintaining a competitive edge for their products and services. Transformational training is a process of organizational development that seeks to make constructive changes through altering employees' skills and attitudes. Transformational training refers to activities ranging from the acquisition of simpler motor skills to the development and change of complex socio emotional attitudes (Vaughan- Bass & Vaughan, 1966; Al-Kassem, 2021; Krempl & Pace, 2001). In essence, transformational training is defined as a process of methodically developing work-related knowledge and expertise in people for the rationale of refining performance (Swanson & Holton, 2001). The 20th century world of business has reinforced the value of transformational training in fostering organizational viability in a global market that is shaped by technical skills and knowledge. As such industries and commerce are demanding more of employees who can handling any technical skill jobs and are adaptable to changing global environment which is shaped by technological advancement. Globalization has brought in its wake new approaches, skills, abilities and competencies and procedures that requires new training approaches which reflect the modern trends of training (Rodriguez & Walters, 2017).

Specifically, organisations that have organized transformational training programs are able to survive and compete in our current competitive and changing environment (Basa, et. al., 2022). It is stated that about \$50 billion is spent on formal training and approximately \$200 billion on informal on-the-job training annual in the USA (Carnevale, 2020).

Organisations with transformational training programs offer the workforce the options of change, choice and flexibility in performing their roles. The value of training ensures that only satisfied, motivated and trained employees can produce quality products and services (Adeyi, et. al., 2018). The changing demands of globalizations with its associated technological advancements merits continuous training of employees primarily to be updated on the latest skills and knowledge. Transformational training is the lifeline to the level of change ongoing in the global business environment, the degree of internal change, the availability of suitable skills within the existing workforce and the extent to which management sees training as, a motivating factor in work (Manju & Suresh, 2011). Organisations are able to stay relevant and efficient when the workforce is updated on the requisite skills, knowledge, values and attitudes as well as have a good understanding of the organisational culture.

24 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/rethinking-transformational-training-in-small-scale-industries-in-ghana/359958

Related Content

Beyond the Thresholds of Manufacturing Organizations

Farley Simon Nobre, Andrew M. Tobiasand David S. Walker (2009). *Organizational and Technological Implications of Cognitive Machines: Designing Future Information Management Systems* (pp. 172-190).

www.irma-international.org/chapter/beyond-thresholds-manufacturing-organizations/27881

Re-Visualising Giotto's 14th-Century Assisi Fresco “Exorcism of the Demons at Arezzo”

Theodor G. Wyeld (2015). *Handbook of Research on Maximizing Cognitive Learning through Knowledge Visualization* (pp. 358-380).

www.irma-international.org/chapter/re-visualising-giottos-14th-century-assisi-fresco-exorcism-of-the-demons-at-arezzo/127487

A Multi-Objective Genetic Algorithm-Based Resource Scheduling in Mobile Cloud Computing

Somula Ramasubbareddy, Evakattu Swetha, Ashish Kumar Luhachand T. Aditya Sai Srinivas (2021). *International Journal of Cognitive Informatics and Natural Intelligence* (pp. 58-73).

www.irma-international.org/article/a-multi-objective-genetic-algorithm-based-resource-scheduling-in-mobile-cloud-computing/277394

Digitally Mediated Art Inspired by Scientific Research: A Personal Journey

John Antoine Labadie (2015). *Handbook of Research on Maximizing Cognitive Learning through Knowledge Visualization* (pp. 436-471).

www.irma-international.org/chapter/digitally-mediated-art-inspired-by-scientific-research/127491

Quantitative Study of Urban Logistics Path Optimization and Efficient Loading

Yulong Chengand Mei Mengmeng Huang (2025). *International Journal of Cognitive Informatics and Natural Intelligence* (pp. 1-35).

www.irma-international.org/article/quantitative-study-of-urban-logistics-path-optimization-and-efficient-loading/388137