Using Communications to Promote Training within the Non-Profit Sector

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Abstract

The influence of a non-profit organization is often subdued by the lack of skills, knowledge, and capability of the workers and volunteers that flood their sector. This is due to a lack of training and development of both potential and current employees (Riddoch, 2009). Untrained workers often feel undervalued and unengaged, which leads to dissatisfaction in the workplace. In addition, employees who are incompetent cause a decrease in efficiency and productivity, which necessitates the hiring of extra workers, costing additional time and money for the organization. Untrained employees can also reflect poorly on the overall organization, causing a lack of public trust and impairing potential donations. However, training involves spending a great deal of time, money, and effort, and non-profit organizations often do not have these resources readily available. In order for an organization to be composed of educated and skilled staff who are dedicated to their mission, both the individual employees and the organization as a whole must understand and believe in the benefit of training and development. This concept must be promoted to both employees and organizations in order to add value and advance both the individual's career and the mission of the organization.

Using Communications to Promote Training within the Non-Profit Sector

Non-profit organizations are quickly growing in both number and stature. According to

the National Center for Charitable Statistics (NCCS), more than 1.5 million nonprofit

organizations were registered in the U.S in 2015. They have the potential to make a huge

impact on the world. While these organizations generally have similar problems as for-

profit companies, they must fight these issues with often-limited funding and resources.

Because of these limitations, a non-profit must utilize the knowledge, skills, and

creativity of its people to find alternative solutions for the issues that are raised. The

necessity of discovering these solutions in an efficient and less expensive way results in a

non-profit's greatest asset being its human capital (Grigorescu & Chiper, 2016).

Human capital is a central production factor of an organization and the success of

an organization rises and falls upon the skill and resourcefulness of these people. All too

often, the training of this staff is overlooked, which ultimately can lend to the destruction

of the organization. Non-profit organizations (NPOs) require people with knowledge,

skill, and passion who can use their abilities efficiently and effectively, and the

organizations benefit from employing workers with these qualities. There are, however,

many others who work at an NPO who do not have these traits, namely untrained and

underdeveloped workers. Carter (2018) says that limited management may contribute to

the fact that training employees to have these qualities is often overlooked.

Because the goal of an NPO is to better society instead of growing shareholder

wealth, there is an implication that unlike for-profit organizations, NPOs do not need

trained staff and continuous training for all employees. When a non-profit organization

employs less than capable workers or does not continually develop those workers, they fail to utilize their human capital. When employees are not confident or competent in what they are doing, they do not advance the mission of the company and they can often cause potential donors to doubt the competency of the organization as a whole. This can ultimately hurt the goal of the organizations mission and destabilize their name in public society.

Non-profit organizations are established with the purpose of providing specific services to the public, either in their communities, or around the world. There are many different types of NPOs. There are clubs, charities, and associations to name a few. The non-profits that this paper will focus on are charities. These particular NPOs are unique in that they are often dedicated to furthering a distinct social cause or advocating for a particular viewpoint. They have an overarching mission that dictates the way that they run their organization and the decisions they make. However, the main distinction between a for-profit organization and an NPO is that a for-profit organization takes the money that it earns and distributes it to members or stakeholders. Non-profits, on the other hand, take the revenue they receive and pour it back into their organization in order to further their ultimate objective.

Because of the NPO's reliance on donations and fundraising to support themselves, non-profit organizations often do not have an exorbitant amount of money. Due to this shortage, it is often a challenge to hire employees who possess the proper skills and abilities to best benefit the company. According to the Nonprofit Employment Practices Survey, when asked about the most difficult challenge they face, 33% of

respondents reported that it was hiring qualified staff under the current budget constraints (Nonprofit HR, 2016). Applicants with a strong educational background often expect more of a salary than many non-profits can provide. Johnston and Rudney (1987) discovered that the average annual earnings of nonprofit workers are more than 20% less than those employed in for-profit companies. This number is not enticing to those looking to make a living. Because of an NPOs lack of ability to compensate their employees at a high level, the organization often has no choice but to fill itself with overworked and underpaid employees who often do not have the education or training to properly fulfill their role in the company.

This thesis will communicate the current problems in a non-profit organization, in addition to the contrasts between the goals of the organization and the challenges that are keeping them from reaching these goals. It will then show the necessity and importance of training for all employees and explain how this training will contribute to the furtherance of the mission of the organization. Lastly, this thesis will discuss the vital aspect of communication in promoting both this mission and this training to both the employees and the managers of the organizations.

Existing Problems in a Non-Profit Organization

When it comes to the organizational structure of a business, non-profits face numerous challenges that for-profit organizations face. One of the big issues that seem to affect NPOs to a great degree is the tendency to struggle with efficient management and quality leadership. Either management attempts to enter an NPO with the same mindset one would have towards a for-profit, or they possess so much vision and drive that they

lack the ability to regulate the mundane, but necessary everyday duties. This organizational structure stems from a few major components. The quality of leadership, the knowledge and abilities of employees, and the overall goals and corporate culture of the organization collectively determine whether or not a business is successful.

Excellent leadership is one of the biggest factors of this determination. Carter (2016) says that two of the biggest reasons that nonprofits fail include a lack of leadership and a poorly identified mission. When it comes to an organization, leadership must have a clear and communicated mission, and dedication to this mission, the people, and a commitment to integrity and growth. Growth involves more than simply expansion however. Growth also refers to the constant development of all members of the organization. Having a leader is absolutely essential and having a leader who possess these qualities is vital to the success of the organization (Drucker, 2012).

Because a non-profit often lacks both resources and human capital, it is essential that the organization learns to use management as a tool in order to have the biggest effect. A profitable NPO must be strategic and efficient with the resources that they do possess. There must be clear, defined overarching goals that the mission is constantly pursuing. These goals should be challenging but achievable, they should be in line with the vision of the organization, and they should be specific and understandable (Drucker, 2012). These goals must be known and understood by all employees within an organization, in order to align all individual decisions with the principal objectives of the company. This is why corporate culture is so important, and why having the right

personnel can make or break an NPO. This culture must stem from the leaders of the

organization and work its way down.

However, leadership by itself is not enough. A quality organization must have

employees who exemplify the same basic qualities. Employees need to have technical

skill, dedication and drive, and a commitment to excellence. In essence, they must have

the knowledge to discern what to do, and the ability to act upon that knowledge. This

must come from the top down. The nonprofit CEO must have these leadership skills and

the knowledge to lead a team, and they must form a culture that encourages continuous

development and growth. However, it is difficult to build a highly effective nonprofit

organization when the CEO and the team underneath the leader are unable or unwilling to

pursue training, and thus lack skill and experience in areas such as human resources

(HR), finance, or strategic planning (Taliento & Silverman, 2005).

In addition to the issues with management, non-profit employees often have great

difficulty when it comes to serving the organization. These workers are often

overworked, underpaid, and disillusioned with the overall vision of the organization.

Because NPO's rely heavily on donations and contributions from the public, they

generally have large limitations when it comes to spending money. This means that these

companies must make hard choices as to where to spend their often-inadequate funds.

Non-profit organizations incur many of the same costs the for-profit organizations do.

They have administrative, salary, and marketing expenses. They must provide the money

to fund their programs, to cover logistical expenditures, and to fundraise for more

donations. Because they have so many expenses, adding the extra cost of training often

can seem unnecessary and impractical.

Prioritizing the training of employee's costs money, takes up time, and often pulls

employees away from their daily jobs. Even if training pays off in the long run, when

looking at the short term of a non-profit, covering the cost or time of training does not

seem feasible for most organizations. Because NPO's are highly focused on the overall

mission of their company, it is easy for less obvious expenses such as training and

development to fall by the wayside.

Lastly, one of the biggest challenges that non-profit organizations face is that of

employee turnover, or burnout. When one is a non-profit employee, one must deal with

the typical pile of work on a desk, but also must face the burden of peoples whose lives

or quality of life often depending on the work of the organization (Andruszka, 2013).

This can cause a great deal of stress and anxiety. Because the problems of people never

slow down, NPO employees often feel as if they too, must work at an all-consuming

pace. Due to the pressing needs that many of these organizations have, there is constant

pressure on these workers to meet those needs.

Non-profit organizations are formed with a mission in mind, and oftentimes the

goal of that mission is to combat an overwhelming problem that the world faces. Some of

these problems such as poverty, peace, and abuse can be so vast and staggering that the

little victories NPOs are able to have can seem very discouraging at times. When an

employee exerts so much energy into battling these issues and sees very little success, it

often makes the cause that they are fighting for to seem hopeless and the work they are

doing to seem pointless. When people feel as though the work they are doing is futile, it often leads to them looking for a new cause or a new job. Because of the emotional toll this work can take on the employees who have to deal with these problems on a day to day basis, many non-profit workers can only give of themselves for a limited amount of time, which is one cause of the speedy turnover seen in many NPOs (Timm, 2016).

According to the 2014 Nonprofit Employment Practices Survey, 1 in 5 nonprofits indicated that high turnover has been their biggest employment challenge. Due to the often-stressful environment and the low salary, it is difficult to retain quality workers when the organization is scattered or poorly managed. In addition, when the firm also neglects employee engagement and empowerment, it is easy for workers to become disillusioned and unproductive, which ultimately harms the overall mission of the organization. All of these issues combined result in a continuous chain of problems for the non-profit sector.

Contrast between the Goals and Skills of a Non-Profit Organization

Non-profits have a unique ability to use their resources to take care of needs that are often neglected or ignored by the government or other governing authorities. They have become increasingly more effective in identifying and solving community social problems and enhancing the value of the resources that they possess. Their voice and role within communities is expanding to a degree in which they are able to have a large impact on the people they reach.

One main function of a non-profit organization is the facilitation of social and political integration. They are oriented towards customer satisfaction and are not as

concerned with all the needs of the more bureaucratic industries. Because of this, they are able to promote both diversity and personal opinion. They support the strengthening of social systems, and they citizens the ability to influence public policies and to criticize and to monitor the government policy (Ciucescu, 2009). In order to achieve these goals, it is critical for an NPO to perform and measure up to the expectations of society, to do their job well and to maintain honesty and transparency the whole while.

Because NPOs play such a significant role in society, their work should not be at a lower quality than that of a for-profit organization. Both citizens and employees expect service providers from all organizations to be skilled and competent at what they do. Because organizations are being funded by the public, they are expected to meet the same standard. There is a technical expertise that is expected from any kind of qualified service provider. This technical expertise encompasses a few different skills: the scientific knowledge to carry out a task, the legal understanding of requirements, and the institutional savvy needed to reach a goal. This expertise is something that all non-profit workers should possess in order to meet these expectations. A non-profit should strive to be exceptional in all of its dealings, and in order to fulfill this goal, an NPO must have employees that have the knowledge and ability to help them to achieve it. Without this expertise, a beneficial non-profit employee may be reduced to a mere enthusiastic staff member.

Many skills are necessary for a non-profit sector that may not be encountered in other realms. There is a specific set of abilities that can be beneficial in an NPO. These include grant-writing, fundraising, and written communication skills. Each of these

include different components that are rarely taught throughout the course of receiving a

four-year degree. Leadership skills are also essential for most roles within a non-profit,

even for the employees that are not in management positions. A few common leadership

skills for nonprofit organizations are integrity, developing others, technical competence,

communication, diversity consciousness, political savvy, strategic/visionary thinking,

customer focus, interpersonal skills, business skills, results orientation, problem solving,

decision making, influencing skills, and conflict management (Thach & Thompson,

2007).

Also, soft skills are needed, such as the ability to form and maintain relationships

with the shareholders of the company (Watson & Hoefer, 2014). Goldman and

Kahnweiler (2000) also discuss the need for executives to be flexible, patient,

understanding of other's viewpoints, sensitive to diversity, and demonstrate a cooperative

spirit. They conveyed that nonprofit executives need to be skillful, collaborative leaders

who can strategically communicate with multiple organizations, which is necessary for

survival.

These intangible abilities of a non-profit worker are nearly as vital as the tangible

ones. In one article, Carter (2016) said that charisma, flexibility, relationship building,

and critical thinking skills are necessary attributes to navigate the complex environment.

However, this does not take away from the many practical skills that are necessary, such

as technological ability, communication skills, and administrative competence. The more

knowledge and capability a worker possesses, the less time will have to be wasted by

learning how to accomplish the basic everyday tasks that must be completed. When these components are combined within a worker, the non-profit as a whole will benefit.

A non-profit organization has a goal that they wish to accomplish, but in doing so they must serve not only a community, but also clients, donors, volunteers, staff, board members, and many others. All of their operations must align with these goals in order to succeed. Achieving these objectives takes skill and knowledge, and these components must be possessed by individual employees in order to fulfill the mission of the organization. The gap that lies between the overall goals and the abilities needed to attain that goal must be bridged, and one way to do that is by workers receiving the training necessary to gain these skills.

Contrast Between the Funds Available and the Training Needed

Because NPOs generally rely on donations and fundraising to support them, non-profit organizations often do not have an exorbitant amount of money. Due to this shortage, they are regularly unable to hire employees who possess the proper skills and abilities to best benefit the company. In addition to this, NPO's generally do not have the time or resources available for allocation of training and development. This leaves the organization filled with overworked and underpaid employees who do not have the education or training to properly fulfill their role in the company.

Currently, the training and education of the employees of a non-profit is often much less extensive and comprehensive in comparison to public organizations. Training individuals can often cost an excessive amount of money per learner. In order to provide training an organization must either develop a program to be used across their company,

or then must send their employees out for different types of training. Either of these options can result in the loss of current funds that the organization may have allotted for other uses. According to a survey by Bailly and Chappelle (2013), many non-profits said they gave their employees 500 total hours of training whereas public organizations of the same size averaged around 1000 training hours.

Non-profit organizations do not have an easy job. They strive to make the world a better place for those around them, but they rarely have the adequate capacity to achieve such things. Having skilled workers is vital to the success of these organizations. Regardless of the type of mission, organizations must be able to handle constantly changing challenges by working with competent employees (Poell & Van Woerkom, 2011).

The quality of an organization is strongly connected to the quality of service that it can provide, which stems from the quality of the workers who are providing these services. As the number of NPOs along with their standards for accountability continue to increase, the question of how to maintain workforce competence through continued learning has become an issue for many non-profit staff and managers. Throughout the past few decades, employee training has been viewed as an effective and essential way to develop and maintain the capabilities of workers in the sector. If a worker has confidence in his or her abilities to perform the tasks required, and is consistently having those abilities developed, they are much more likely to be engaged and satisfied in the work they are accomplishing. In NPOs, workers' learning is viewed as an important means to improve organizational effectiveness and service quality (Hodgkinson & Nelson,

2001; Riddoch, 2009). In other words, the better trained NPO employees are, the more likelihood the organization has of succeeding.

NPO's have grown dramatically over the past few decades, which has simultaneously led to a growth in the professional training expected of development workers (Moresky et al., 2001). In certain cases, previous training and education may have simply not been feasible for a number of reasons. Whether or not there has been prior training, individuals must be given the opportunity to have training on the job and professional development. It is vital that individuals are constantly growing in order for the organization to follow suit. In the study mentioned previously, 2,122 non-profit workers were surveyed about the on-going training that they received, and the results were disheartening. 45% of the respondents who were surveyed reported that that they do not receive regular/on-going training to perform their job. An additional 37% of the respondents indicated that they did not feel that their organization took an interest in their personal career development and advancement, and 42% felt their career development needs were not being addressed (Engaging the Nonprofit Workforce, 2011). A standstill of education and growth in workers will eventually lead to a standstill of growth in an organization, and despite the cost associated with training, it is worth it to continue the progress of the company as a whole.

The Importance of Training

Training and developing employees are an important aspect of any organization and it has many components that demonstrate its benefits. One of the top profits is improved employee performance. Training will give the worker a great understanding of

his or her responsibilities within their role and will build their overall confidence in

themselves and the work they are doing. When an employee is confident and sure, their

performance will be enhanced, and their competency will be improved.

Another benefit of training is increased employee satisfaction and morale. When a

company makes an investment in training, they are making an investment in that

employee. This creates a feeling of value and support and shows the workers that they are

appreciated and needed. It also promotes a culture of care and comradery. Additionally,

additional education poses a challenge to the learner and causes them to feel that they are

making progress and maturing as a worker. This helps individual workers to have an

increase in motivation which will expand the effort they are willing to put in. When an

employee is learning and growing it will bring about more satisfaction towards one's

career along with an attitude of fulfillment.

No matter how talented an employee may be, there is always room to improve

and always weaknesses in certain areas. In addition, as technology changes and society

shifts, the workplace is changed and therefore employees must constantly be updating

their knowledge base. Training allows for acquisition of new knowledge, as well as

retainment of current skills. It helps to strengthen these skills and instill competency

within each employee, giving each worker the confidence to operate independently.

Providing the necessary training helps to reduce weaknesses and eliminate ineffective

processes from the company as a whole ("Training and Development, n.d.).

Another advantage of training that brings value to the entire organization is that of

increased productivity and adherence to quality standards. When individual workers

know what is expected of them, and how to accomplish these expectations in their

everyday tasks, efficiency and effectiveness will be increased. An increase in skills held

generally helps to enhance both the quantity and the quality of output. Productivity

goes up and superiority of service increases (Chand, 2014).

Although the cost upon the onset of training may seem high, providing or

encouraging training may actually save money in the long run. When staff is invested in,

they are much more likely to feel valued and appreciated. When they feel this way, they

will not be as quick to change employers or companies. This will result in reduce

employee turnover, and more long-term commitment from individuals. When staff stays

with the company, there is less need to recruit others, and therefore, less need to spend

money on the recruitment and hiring process.

The last benefit of training and development is one that is incredibly vital to non-

profit organizations in particular. When an organization has strong training, they will

likely develop strong employees who understand the mission and goals of the

organization more that those will little to no development. This helps to cultivate the

overall brand of the company and makes it attractive to potential donors and supporters.

It enhances the organization's reputation as a whole and promotes trust

 and confidence in the company and what it does. Having a strong and trusted brand is

essential in an NPO in order to continue to garner funds and develop the resources

needed to advance the mission of the organization.

Forms of Training Available

Most non-profit organizations provide at least some type of training for their employees. This can involve continuous learning opportunities such as attending seminars or conferences. In general, however, the kind of training most non-profits offer stops with on-the job training for their employees. Both budget and time constraints, and lack of prioritization contribute to the lack of training for employees throughout the non-profit sector. However, just because a non-profit is unwilling or unable to provide training, does not relegate all training and education to be completely inaccessible. There are many methods that non-profits can implement at a low cost, or other forms of training that workers can pursue individually. Ongoing training is critical to keep up with best practices in the nonprofit sector and provide a platform for learning new skills and improving others. The fact that it is not always automatically provided should not be a deterrent to growth.

One of the least expensive and time-consuming methods of training is creating an in-house mentorship program. This could involve setting each new employee up with a mentor or coach. This mentor can be someone who has been with the organization for a considerable period of time, or someone who has a great deal of knowledge about the organization or the skills that are being required. They can then offer personal assistance and guidance to newer members, in order to gradually incorporate the employee into the workplace, and to help orient them to the values and ideals of the organization. This will benefit the company by providing them with workers who are continuously learning and are able to contribute towards the mission of the organization. At the same time, this will

provide each mentee a chance to learn, be engaged, and to know that the company cares about their personal job satisfaction.

One study conducted in 2013 showed that career mentoring helped with job satisfaction, organizational commitment, turnover intent, job performance, and career success (Ghosh & Reio, 2013). Overall, mentorship programs are a cost-efficient way to assist employees with becoming engaged and empowered. These programs enable an organization to develop and retain talent that already exists, and thereby increase productivity across the organization (Power, 2015).

One commonly used form of continued education is sending employees to seminars or conferences on different topics. Conferences allow employees at all levels to network and meet other people who are in a similar line of work. This builds one's personal reach into the field and can facilitate relationships both professionally and personally. They also can provide one with information and advice from experts that can be incorporated into an organization, instead of each company having to reinvent the wheel over and over. In this way, non-profit organizations all over the world can come together to work smarter, not harder. Seminars also provide knowledge of various aspects to improve a business, including marketing, technology, strategy and processes. All these tools are taught with the underlying understanding of how non-profits work.

Another way to increase knowledge and skill base, is by taking certified classes on particular subjects. This can include courses with skills such as management, communication, or leadership. Or it could involve classes that teach hard skills, such as grant-writing, financial abilities, or marketing. This is one of the most beneficial ways to

learn current skills that can be utilized in a professional career. If there are certain skills needed at a non-profit, and training is not provided, there are many other ways to achieve these abilities independently. Classes can be completed through a university, a program, or online. Constant learning and skill gaining only serves to advance both the employee individually and the organization as a whole.

One of the most accessible ways to grow one's knowledge base is through online training. There are numerous programs online that offer training designed to share knowledge, build leadership skills and provide a versatile toolset. This can be done individually, or with fellow employees. These courses can often be done at one's preferred pace and can be completed in small sections at a time. Some of these programs offer certification or college credits upon the completion of the course. They can provide knowledge and understanding, technological training, or teaching on topics specific to the non-profit sector.

There are courses, videos, and downloadable materials available to aid in the support of continuing education for individuals or organizations as a whole ("Nonprofit Ready," 2018). These programs are designed to offer support for nonprofit professionals and organizations by providing access to sector-specific learning in order to provide the knowledge and resources necessary to create transformative impact in their own communities. Some of these programs cost a great deal of money, but many provide free, or very affordable access. Still others offer scholarships or discounts to both individuals and organizations.

Using Communication to Identify a Problem and Offer a Solution

Non-profit organizations have a mission to accomplish and they have the desire to fulfill this mission to the best of their abilities. However, in order to do this, they need skilled and knowledgeable employees who can further the cause of the mission. Trained workers are not a luxury, but a necessity for an NPO that desires to flourish. Because of their lack of resources, a non-profit organization often does not have the money to train individuals themselves, and generally does not have the time needed to send their employees elsewhere to receive training. The problem is not that the need for training is not recognized, it is simply out of reach.

Employees want training. NPO's want their employees to be trained. Training is available. Where then, does the disconnect lie? While this training may be accessible, it can take a great deal of time, effort, and money for an employee to be trained. As has been established, NPO's often cannot provide any of these components for the employee. Therefore, the solution must be to either promote the idea of getting training directly to the employees, or for the NPO to begin to prioritize training for their employees above other avenues where their resources are currently being spent. This is where communications makes a difference.

One definition of communications is to create shared meaning (Business Dictionary, 2019). When it comes to a business, this entails the collective understanding of values, beliefs, and goals of the organization as a whole. This involves more than simply understanding different words and concepts. It also means the comprehension of perspectives and views on issues. While this does not mean everyone involved must

agree on all points of view, it does mean that everyone is able to understand. The ultimate

goal is to develop understanding throughout all levels, from top management down to the

volunteers.

Communication involves having plainly stated goals and creating a defined vision

that everyone involved can get on board with. In order to communicate within a business,

it is vital to have a clearly outlined vision statement that all of your actions are pointed

towards. This vision statement must be a consistent focal point. It must be concise,

visible, and relatable to every employee at every level. If there is no defined goal, then

nothing is actually being communicated, noise is simply being made. The eventual

objective of communication in business is to achieve these organizational goals by

enabling management to perform all functions in a way that reaches towards the goal.

However, in order to begin to achieve these goals, these fundamental objectives

must be clearly communicated to all members of the organization. Values and principles

must be plainly imparted to all employees and volunteers so that they may know what is

expected of them and properly fulfill their roles. Organizational mission can thus become

a consistent guide for strategic decisions on all levels.

Each non-profit organization has a story and a mission that they wish to accomplish.

This story is the reason that the NPO was founded and is the sole reason for its existence.

It is the explanation behind all the time, effort, and money that is continually poured into

the organization. A story can be used to communicate the lives you wish to change, the

outcomes you want to achieve, and the work you hope to do. But a story that is never

shared loses every drop of its effectual power. Vision statements, objectives, and goals

are all meaningless if the members of the organization have no understanding of why

they were formed in the first place. The story of who an organization is and what it stands

for must be conveyed clearly and consistently in order to leave a lasting impact.

Communicating the Mission to Employees

Jim Collins (2001) once said, "It is impossible to have a great life unless it is a

meaningful life. And it is very difficult to have a meaningful life without meaningful

work" (p. 210). It is the role of management in a non-profit organization to provide

meaning to the work they are asking their employees to do. They must clearly impart

their mission to those under them and show how each individual's work contributes to the

greater goals of the organization.

Unfortunately, the vast majority of non-profit organizations do not flush out their

communication in a way that transmits their story and mission in a way that gives

meaning. Communicating the NPO's impact on its cause is crucial to winning over

supporters and workers alike. Many executives don't realize the power that their mission

holds when it comes to improving organizational performance and profitability by

inspiring their employees of the worth of this mission (Groscurth, 2014)

Because of the high aims of a typical NPO, one would often expect its employees to

be idealistic, motivated individuals. But all too often, non-profit organizations struggle

with under-engagement of their employees, which results in a fast level of burnout and

high turnover rate (Norris, 2017). This is due to a wide variety of factors, but one main

component is the lack of belief in the mission or future success of the mission. This is

often because of a failure of communication as to what the actual mission is or as to why

it is important. Because of the limited funds of an NPO, it is extremely vital that

employees are showing up for more than just a paycheck.

Commitment to an organization stems from believing in something. Very likely, the

mission behind the organization is what drew the employees to it in the first place. They

desire to see the mission fulfilled, but they will never be able to do this if it is not clearly

communicated to them. If there is confusion as to what the actual goal of the organization

is, it will instill uncertainty and doubt into the employees, which will overflow into the

quality of their work.

On the other hand, an employee who understands the mission and believes in it, will

be given a sense of greater purpose and they will be able to connect what they love to do

to the objectives of the company. Passion is the ingredient that keeps employees attached

to the larger meaning of their work. When one is fully engaged in the work being done,

and when they understand how it is vital to the pursuit of the overall goal, passion can

activate the mind and challenge one to think outside the box. Passion breeds innovation

and creativity. An understanding and embracing of passion will thus create both

empowerment and engagement for all employees.

Once an employee fully grasps the mission and the meaning behind it, they will be

much more committed to the organization as a whole. Workers who are purpose-oriented

have 54% more likelihood to stay at a company for more than five years, and they are

30% more likely to be high performers than those who simply show up for a pay check

(Ross, 2015).

In order to properly convey the need for the training of employees, one must first convey the reasoning behind it, and show how the training will propel the mission onward. To understand this, one must define what the real value of mission is. At the heart of any company is its mission. A business' mission defines what it stands for. It declares the difference a company seeks to make in the world. A strong mission is clearly defined, ambitious, and yet still realistic. Mission can be used to move a business forward by improving organizational performance and profitability through aligning the desires of the employee with that of the company (Groscurth, 2014).

Marketing Training to Employees and Organizations

Once an employee understands and desires the mission of an organization, the next step is to learn how they can individually affect that mission. A worker at any organization is being paid to contribute to the mission, and they will feel purpose when they feel they are making progress on work that is meaningful (Amabile & Kramer, 2014). Just because an organization is unable to provide training, it does not mean that all instruction for individuals in completely unattainable. While it may cost time, effort, and money at the onset, training for an employee can pay off in large dividends when it comes to furthering the mission of the organization and fulfilling purpose in the individual's life.

Training and education have the power to provide value to both an organization and its employees. When an individual learns new skills, he or she will be able to contribute to the organization in a new way. There will be an increase in productivity, improved

ability to implement specific goals, and improved all-around performance. Training and development are a huge factor in employee engagement and retention.

Employees are interested in their own advancement. Statistics show that most employees do not leave an organization because of compensation but for career growth opportunities (Bengali, 2019). Workers who do not receive the opportunity to advance are much more likely to leave their jobs. Nearly 40% of employees who do not receive career training in a way that makes their work effective will leave their positions within the first year (Gutierrez, 2017).

In a national survey of over 400 employees spanning three generations, Gutierrez (2017) also discovered that 70% of the respondents indicated that job-related training and development opportunities influenced their decision to stay at their job. When employees feel engaged and experience growth, they area much more likely to be satisfied with the organization they are in. Employees want to use their abilities to contribute within their career. One study conducted by Middlesex University for Work Based Learning discovered that out of a 4,300 workers sample, 74% reported that they did not feel that they were achieving their full potential at work because of the lack of development offered. Another study conducted by Capgemini Consulting showed that only one out of every ten adults would say that they feel that have sufficient computer and internet skills to properly utilize the tools that they are asked to wield in their work.

If employees are not satisfied with the amount of training and development they are receiving, then they must take responsibility for their personal career growth by taking advantage of the resources that are at their disposal.

The value of training must be clearly shown to employees at every level. Workers must realize how closely tied their career growth is to the training they partake in. Training should be seen as a tool used to advance their productivity, assist them in completing their jobs, and remain relevant in today's constantly shifting business environment. An organizations task is to advance the purpose of the firm as a whole. While a company can and should support the development of its workers, the final responsibility of furthering individual careers lies with the employees themselves. Workers cannot simply rely on an organization to advance their personal goals.

Plan to Market Training Program

Marketing training to both individuals and organizations can be a daunting task. Training takes time, money, and a great deal of effort, and at times it can be difficult to see returns. Training however, presents a prime opportunity to expand the knowledge base of all employees on purpose, for purpose, and with purpose, and this must be clearly demonstrated in order to persuade workers and companies to pursue training and development.

The first step is to identify the target audience and its needs. This could include management, employees, or volunteers. Currently, the U.S. Bureau of Labor says that companies with fewer than 100 employees only give 12 minutes of managerial training every six months. Organizations with 100-500 employees only managed to provide six minutes. This is often due to opportunity costs, whether that be the cost of resources or of time.

If one is marketing towards the top management of a non-profit, it is vital to address their concerns and demonstrate how training will help them with what they are most

concerned with: growth. This involves showing historical records of how training has

grown previous organizations in income, productivity, and overall performance.

According to the Associate for Talent Development, companies that offer comprehensive

training programs have 218% higher income per employee than companies without

formalized training. These companies also enjoy holding a 24% higher profit margin than

those who do not prioritize development (Gutierrez, 2017). Not only that, but a Dale

Carnegie survey learned that companies who have engaged employees who are being

developed outperform those who don't by nearly 202% (Associates, n.d.).

These numbers back up the common assumption that quality training provides benefit

to the company as a whole. The expense of providing training delivers a return in the

form of retained, engaged, and satisfied personnel. Furthermore, trained employees are

skilled and knowledgeable employees that can make a quality contribution to the

business. When a company pours into a worker and teaches them to believe in the

mission of the organization, it also motivates and encourages the employee to give his or

her job their very best. This in turn increases the productivity and efficiency of the entire

organization.

In order to market training to individual employees, one must take a different route.

Employees may care about the mission of the organization, but most care more about

their personal development and career growth or overall satisfaction. To convince

employees of the worth of training, one must ask and answer the question of what the

workers are most concerned about when it comes to getting training for themselves, and

what they most want out of it. Worries from workers can include lack of time, money, or

skepticism as to the benefit. In order for them to go after this training, it is vital that they are convinced that the merits of training outweigh any potential disadvantages.

This can be done by clearly outlining the goals that training plans to accomplish and the advantages that will be received, both for the company and the individual. One must appeal to them by specifically identifying what's in it for the learner, and how it will improve their work life, and advance them in their career. It must show how more knowledge of the job one is required to do will result in greater satisfaction and the furtherance of one's career.

One of the most impactful and memorable methods of marketing is that of sharing personal stories. Testimonials from fellow workers can be a huge nudge in the right direction for other employees within their sphere of influence. Even with the abundance of training resources that are available, or even if an organization offers a training program, if individuals do not take advantage of their assets, all benefits of training become futile and the organization does not advance. In order for the organization to advance, everyone from top management down to the part-time employees must be aware of and believe in the benefits of training and development to the encompassing mission of the non-profit organization.

Conclusion

Regardless of where or how training is received, it has been made very clear that employees who receive continual training and development are what a successful non-profit organization is built upon. In general, NPOs desire to do everything in their power to make a difference and better society, and in order to do the best work, they must have

the best employees. In a recent report, nonprofit leaders ranked human resource management as the "most depleting" aspect of their work (Cornelius, Moyers & Bell, 2011). This shows that nonprofits desperately need trained management who have the ability to hire trained employees and can better engage and develop these employees.

Non-profit organizations have the opportunity to bring radical social change to the world at large, and they cannot waste this opportunity by allowing unskilled workers to harm the advancement of their mission. While workers with passion and dedication certainly hold an essential place with the non-profit sector, they would be far better off to get training and knowledge both before and after entering the non-profit world. Human capital is a non-profit's greatest asset, and if this capital is managed correctly NPOs have the chance to withstand the constantly turbulent operating environment and to make a difference in the world that will outlast generations.

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