
THE EFFECTS OF TRAINING ON EMPLOYEE PERFORMANCE IN AN ORGANIZATION

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Abstract

Human resource training and development is a global trend in organizations due to its objectivity, strategic positioning direct contribution towards organizational goals and objectives. Training and development is geared towards acquiring or sharpening the capabilities of employees to perform various obligations and functions associated with their present or future expected roles. This paper examines the effects of training on employee performance in organizations. This study use Victor Vroom's expectancy theory of motivation to explain the relationship between training and employee performance in organizations. The study relies basically on secondary sources of data consisting of textbooks, periodicals, journal publications, and other documentary sources such as internet and published empirical research reports. Findings from the study revealed that increase in training and development correspondingly increases 72.6% in employee's performance. This implies that, when managers/administrators embark on effective training and development the dwindling performance of employees and poor organizational performance could be remedy. The study therefore, recommends that managers/administrators of the organizations should improve the annual budgetary allocation for human capital training and development in both public and private organizations. This will enable the organizations to provide quality and effective training programme that will impart positively on employee performance and organizational higher productivity.

Keywords: Training, employee, performance, organization

Introduction

Training and development has become an accepted phenomenon in organizations. This is due to its objectivity; strategic positioning and it direct contribution towards organizational goals and objectives. Training and development refers to the process of obtaining KSA (knowledge, skills and abilities) needed to carry out a specific activity or task to improve performance. Therefore, benefits of training and development are both for employer and employees.

The term training has been defined by different scholars from different perspectives. Flippo (1971) defined training as an act through which employee's skills are

developed to perform a specified task. Beach (1980) observed that, training is a predesigned structured process of imparting skills and knowledge that will facilitate the transfer of training to the workplace. Training is therefore, a prearranged education deliberately planned to enhance knowledge, skill, and attitude that will facilitate employees' accomplishment of tasks (Burke, & Hutchins, 2007).

In another word, Wayne (2015) and Salas (2012) defined training as a process and method of designing the training content and delivering it in a manner to improve employee's skills to perform their task efficiently. Thus, training is perceived as a method of acquiring a programmed knowledge to shape employees behaviour in the desired manner toward accomplishing a specific activity. Falola, Osibanjo, and Ojo (2014) considered training as an aspect of human resource intervention which improves employee's competency to perform productively.

Employee training is a planned activity which focuses on increasing and enlarging the capabilities, improving the technical and conceptual skills of employees so that they can possess the necessary abilities to handle complex situations and better perform their job. The central idea underlying training in any sector is how best to keep employees current, vibrant and versatile so that they can continuously perform their roles effectively in this age of rapid socio-economic, political, scientific and technological changes and globalization.

Through regular training activities the employees will avoid becoming rustic. The need for employees to improve their knowledge, skills, attitudes and behaviours while on the job is even more critical now in developing nations than ever before. This situation implies that employees need to be kept abreast of the time and the trends of knowledge development in their discipline so as not to become obsolete and made redundant. The ultimate goal of self-development is the enhancement of individual's job satisfaction and the optimization of skills, talent and task accomplishment.

Ali, Muzaffar, and Salamat (2012) stressed that manpower development of employees is geared towards acquiring or sharpening the capabilities of employees required in performing various obligations, and functions associated with their present or future expected roles.

Similarly, training and development of employees increase knowledge, skills and the development of positive attitude to work, increased their personal and organizational quality services and higher productivity. It can bring about improvement in morale, inculcate sense of belongingness, reduce absenteeism and turnover rate among employees, and importantly lead to better coordination of both human and material resources within organizations. Therefore, employees become an

indispensable instrument for increased productivity in an organization. This implies that training equips the employee with the wherewithal for effective performance of duties and routine assignments (Al-Ghazawi, 2012).

Armstrong (2014) affirmed that training is a process or strategy of upgrading and expanding the abilities, talent and knowledge of employees. As such, a fruitful training programme must add to the development and improvement of workers at all levels. Training influences employee development such that the workers' state of mind is improved with a view to eliciting their commitment to duties and organizational effectiveness. Adeniji (2011) further posits that training is possibly regarded among the reliable strategies for manpower improvement. It implies the orientation of an employee for achieving the goals of the organization, for realizing a maximum output and accomplishment of the organizational aims and objectives. The aim of training is to motivate employee to accumulate greater skills to operate at the most acceptable standard on the present job and to broaden their knowledge towards future opportunities in the organization. This indicates that whatever the level of technological advancement of an organization, the ideal efficiency and optimum productivity rest upon the expertise of the employees.

Training is a deliberate activity of management to impart skills and proficiency on the employees with training needs. The employees are selected and sent for training depending on their needs for training. This implies that employees need to be sent for training that is relevant to their needs, that has a direct bearing with the organization's goals and objectives. Considering the fundamental roles human capital training and development plays in all fields human endeavour, this paper intends to examine the effects of training on employees' performance in an organization.

Literature Review

Nexus between Human Resource Training and Employee Performance in Organizations

All organizations are under obligation to their stakeholders to perform well. To do this they depend on the expertise and skills of employees working in them at every level. The human capital is one of the major assets of organizations which are hard to imitate and hard to substitute and they delivers added value and helps organizations to achieve sustainable performance. It therefore, becomes imperative to equip this unique asset through training and development to maximize their job performance that will result to organizational performance (Armstrong, 2014).

The objective of training and development is to achieve a change in the behaviour of the trainee. Employee training and development is a necessary activity in all organization which plays a great role in determining the efficiency and effectiveness

of organizations. Human capital development contributes to the immediate and long term development, growth and survival of both public and private organizations. Thus, organizational performance is the actual output of an organization as measured against its intended outputs or goals and objectives (Otoo, Otoo, Abledu & Bhardwarj, 2019). In another word, if the aggregate output of organization is higher than the total inputs, this scenario will be referred to as improved organizational performance. .

Yalokwu(1999) in Oyaderan (2008) it is important that organization human capital need to be inducted into human resource training and development programmes to improve their work knowledge and skills for immediate and future organization performance. He further stressed on the followings as the features of the major relationship between human resource training and organizational performance: The benefits of human resource training and development enlisted above will results to employee performance with its attendant's organization performance.

Correspondingly, if organizations trained and develop their human capital and equitably reward their efficient performance, it will in turn motivate them to engage in their work to improve their performance and organizational performance (Sandamali, Dinithi Padmasiri, Mahalekamge, & Mendis, (2018).

In the light of relationship between training, employee performance and organizational performance, some recent empirical researches have been conducted to show that correlation exist between human resource training and development on employee performance and organizational performance; notable among them is the recent study of Mdhlalose (2020) who reported that training and development has a positive impact on employees performance.

Alnawfleh (2020) also revealed that 30% of employee's performance was due to the training and development programmes the employees undertaken. In the same vein, Otoo, et al. (2019) discovered that human resource training and development impart on organizational performance and employee performance. Similarly, Garba, (2019) expose that increase in training and development correspondingly increases 72.6% in employees performance; and; Sandamali, et al. (2018) brought to bear that training and development is positively related to employee performance.

In a related study, Gbemi, Alegbeleye, Unegbu and Babalola, (2020) investigate the impact of human resource training on employee performance in 38 public University Libraries staff of southern Nigeria. The finding revealed a significant correlation between employee training and employee performance among public university libraries staff in southern Nigeria.

Agarasadya (2020) study the effect of work discipline and training on employee performance and the finding from the study disclosed that work discipline and training have a significant positive effect on employee performance. Similarly, Kumar and Bijaya (2020) examine the effects of training on employee engagement in Navratna Aluminium Company in India. The findin from the study brought to fore that training enhanced employee engagement effectiveness that resulted in higher organizational performance.

In the work of Salihu, Ahmed and Ali (2021) who determine the effects of training and motivation on mediating effects of employee performance. The finding through PLS-SEM (Partial Least Square-Structuring Equation Modeling) reveals that partial mediation exists between training and motivation on employee performance.

Hence, for training and development to continue to sustain the existing correlation between organizational performance and employee performance, training programmes would have to be properly planned and administered. Training and development constitutes an investment in organizational life that will continue to influence organization performance in the short and long term. This implies that human capital training is essential to the realization of organizations sound management policies such that, without a well train employees recruited in the right organization, placed in the right job at the right time, every other management processes will become inefficient and it will threaten the attainment of employee performance and organizational performance.

Organizational performance is concerned with the maximization of efficiency and effectiveness in a way that outputs outweighs the inputs. This connotes that human resource training and development is one of the vital management policies that will enhance employee performance and organizations performance.

Theoretical Frame Work

Vitcor Vroom Expectancy Theory of Motivation (1964)

This theory explain that an employee is motivated to work harder if by so doing he will earn a higher reward. Thus, once the employees are motivated to attend training with the expectation that they will be adequately rewarded, they will transfer the skills to the work environment to result in employee performance and organizational performance.

The following formula can be used to explain the theory. $Motivation = Expectancy \times Instrumentality \times Valence$ [i.e. $E \times I \times V$].

$E = Expectancy$ means "the relevant employee's expectations that his attending training will leads to the desired result; i.e. the acquisition of skills that will improve

performance.

I = Instrumentality means the personal assessment of the probability of different rewards as a consequence of successful task performance due to training.

Valence means, the value attached to these rewards by the employee concerned. Examples of the rewards are promotion, higher pay (increase in salary), time off, over-time pay, credit etc.

The factor V is the personal value of possible rewards and is often called Valence. Therefore, the higher the motivation and expectation of rewards the trainee received before and after the training the more effort he will channel towards acquiring training skills and the transfer of skills to workplace to result in employee performance and organizational performance.

Methodology

This paper relies basically on secondary sources of data consisting of textbooks, periodicals, journal publications, and other documentary sources such as internet and published empirical research reports.

The Roles of Human Resource Training and Development in Organizations

In order to ensure that our employees are equipped with the right kind of skills, knowledge and abilities to perform their assigned tasks, training and development plays its crucial role towards the growth and success of organizations. By choosing the right type of training that will enhance the to employees possess the right skills to improve their organization performance.

To meet current and future organization demands, training and development process has assumed its strategic role and in this regard few empirical studies by Sung and Choi (2014); Naqvi and Khan (2013); and Newman, Thanacoody and Hui (2011) highlight that there is a considerable impact of training and development on innovative performance, organization performance and employee commitment to reduce labour turnover intentions. Similarly, Agwu and Ogiriki (2014) and Owoyemi, Oyelere, Elegbede, and Gbajumo-Sheriff (2011) further highlighted that training and development has a positive relationship with organization higher productivity, absenteeism and lower rate of employee accident.

Relatively, Oyadiran (2008); Olaniyan and Ojo (2008); Niazi(2011); Olomukoro and Oytso, (2012) identified the functions of human resources training to include:

(1) Imparting of High Morale: Personnel who obtain training have better confidence as well as motivations to perform job which they could not perform prior to training.

Training improves employees' cordial relationship between the immediate superior and peers to enhance teamwork spirit which enables the employees to efficiently participate on their job to produce the expected quality organizational performance (Elnaga & Imran, 2013; Olaniyan & Ojo, 2008).

(2) Lesser Cost of Output: Training helps in reducing waste of resources; it reduces the level of risks as competent personnel makes effective use of the materials and equipment, which reduces wastages and accidents. Training sharpens the thinking ability of workers to take the right decision on time in a productive manner to improve organizations performance (Maman & Aminu, 2014; Olomukoro, 2012).

(3) Training Reduces the Mobility of Labour: Training imparts competency which develops job satisfaction and confidence in workers at the work context. It also helps decrease the rate of labour turnover and poor attitude to work. Training is concerned with the improvement of employees with necessary skills to enable the achievement of organizational goals and to reduce workers stress, frustration, and anxieties which are meted on employees through work processes (Newman, Thanacoody, & Hui, 2011).

(4) Change Management: Training provides the skills required to adapt to new situations by developing the understanding and involvement of workers in the change process. Training is a strategy through which employees overcome environmental uncertainties in the present fast changing global technological challenges to sustain organizations in the turbulent competitive economy (Khan, Sahid, Nawab, & Wail, 2013).

(5) Training Provides Competency on Employees. Competencies are impacted on the employee to enable them undertake more challenging tasks that resulted in recognition, promotion and increase in pay. Training is an effective tool for improving workers job satisfaction when the employees observe that their higher performance is appreciated by the management and their immediate superiors. Thus, employees look more comfortable and adjust to their work situations in a happy mood ((Falola, et al., 2014; Rowden, 2002).

(6) Training Improves the Quality of Personnel. Training of personnel is carried out to inculcate knowledge skills and attitudes (KSA) which gives the employees' motivation and ability to undertake more difficult tasks. Training develops organization personnel with the right capacity to meet up with the organizations laid down standard performance level. The more satisfied the employees are with their job, the more their performance will improve in organizations services delivery and productivities (Sung & Choi, 2014).

Organizations are confronted with increased competition owing to globalization, modifications in know-how, political, as well as economic settings that are prompting these establishments to improve their workforces. Training is one avenue to prepare the trainee for improved performance in their establishments. To accomplish this, establishments and organizations need to pay much emphasis on the functions of human resource training to their organizations human capital.

Constraints to Human Resource Training and Employee Performance in Organizations

The public and private organizations are generally besieged with the problems of inadequate funding, corruption/ misappropriation, poor trainees training motivation, poor wage and staff conditions of service, poor assessment of training needs and training design and brain drain. Thus, because of the significant role training and development played in achieving social, political and economic development, organizations are making efforts to allocate substantial resources to human resource training in attempt to improve the competencies of human capital, but certain social political and economic factors have thwarted the efforts. Therefore, all efforts to improve their performance yield fruitless efforts due to some reasons ascribed below (Gbemi, et al.2020; Garba, 2019).

The management/administrators of enterprises who are saddle with crucial responsibility of providing effective leadership, improving the quality of services and productivity are not left out of the fraudulent practices and mismanagement of funds allocated for personnel training and development (Otoo, Otoo, Abledu & Bhardwaj, 2019)).According to Olomukoro and Oyitso, (2013) the extent of corruption in the country has eaten deep into the entire fabrics of the economy which is destructive and disastrous to the entire public agencies. Corruption did not spared both the public and private sector by the administrators that always misappropriate money and other valuable resources earmarked for training and research for their personal gains at the expense of developing the skills of the personnel of the organizations. The removal of this problem will revive most of the organizations at the verge of collapsed.

The irregular promotion of some employees in the organizations as at when due especially when she/he is having an axe to grind with the organizations management mostly lead to low motivation of the employees (IgeAkindede, 2014). The employees of public and private organizations that are due for promotion but were denied promotion and has gone through employer sponsored training and development are mostly wooed by private, states and neighboring countries organizations that have shortage of employees by promising them regular promotion and extra allowances.

In the light of above discussions, organizations will find it difficult to achieve success in their management training unless its employees are motivated and satisfied with the conduct of the organization. The poor employees motivation is evidenced in the incessant industrial action embarked upon exhibiting the level of dissatisfaction of the employees with their organizations. This will result in a serious setback on human resource training and development programme of organizations in Nigeria.

The employees are selected for training based on personal sentiments such as tribal sentiments, regionalism and unnecessary favouritism against the objective training appraisal needs of the trainees and organization needs (Kolawole et al, 2013). Performance appraisal is mostly employed to assess the trainees that deserve further training based on the performance indicators such as underperformance, lateness to work, absenteeism among others. However, the unethical practices of selection of trainees based on personal prejudices and bias always results in the selection of employees that does not deserve training. The subjective selection of employees for training will negatively orchestrate training intervention schemes not achieving its specified goals and objectives.

Employees wage is a generally sensitive issue in organizations of which both private and public organizations are all-encompassing. Wage is an estimate of employees input into the organization in exchange for services of output rendered the organization (Falola, et al. 2014). Aside the wage benefits there are some benefits and incentives that employees in organizations are supposed to enjoy such as medical assistance, car loans and accommodations are mirage (Ige-Akindele, 2014).The state of wage dissatisfaction and poor conditions will prone the employees to express disaffection and demotivation in attending the training and the on the job application of learnt skills that improve the employees performance and organization productivity. Thus, training and development programmes will find it difficult to achieve its designed goals and to justify investment in training.

The funding of both public and private organizations is essential due to the high costs involved in organizing effective human resource training. However, Nigerian government has not fund her vital organizations, establishments and institutions sufficiently to improve the attainment of best human resource training result The insufficient budgetary allocation has posed a critical face up to to human resource training and development in organizations (Famade,Omiyale, & Adebola,2015).

Conclusion and Recommendations

This study examined the roles of human resources training to employee performance in organizations and the findings from the study unveils that significant and positive correlations exist between training and development, employee performance and

organization performance. This implies that, when managers/administrators embark on effective training and development the dwindling performance of employees and poor organizational performance could be remedy. Hence, it becomes very important to devise a formidable strategy to eradicate the constraints that stand against human resource training to a halt.

This study therefore suggests that, management of organizations should work with the strategic plan of the organization to ensure the judicious utilization of resources allocated for human capital training and development. The trainees should also be given adequate post and pre training motivation and to ensure that trainees transfer the knowledge and skills to workplace. This will consequently improve employee performance and organization performance. In the same vein, the identification of trainees training needs should be objectively done based on previous training feedback and training needs indicators of employees and organization as against the subjective sentiments of sending trainees for training and development without training needs.

The provision of better working conditions such as better medical care and available training and development opportunities. This will largely reduce the employee's job dissatisfactions; reduce labour turnover and frequent industrial actions by the employees. The managers/administrators of the organizations should improve the annual budgetary allocation for human capital training and development in both public and private organizations. This will enable the organizations to provide quality and effective training programme that will impart positively on employees behaviour to increase employee performance and organizational higher productivity.

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