

THE IMPACT OF EMPLOYEE TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE

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Abstract:

Organizations invest in effective training and development for its employees with the aim to achieve both short and long term benefits. This study attempt to present a quantitative analysis on the significance of training and development on employee productivity and to investigate whether training and development has impact on employees' performance. For the purpose of this study, survey research method was adopted and data was gathered from the academic staff of Federal University Agriculture Abeokuta, Ogun State, Nigeria. The population of the study is six hundred and twenty-eight (628) and sample size of two hundred and forty-four (244) which was determined using Yaro Tamane sample size formula. From the results, it was discovered that design process is essential in employee training and development for employees to be competent and render quality services in scheduled performance.

Keywords: Training, Development, Employees Performance, Productivity

Introduction

An organization may find it challenging to maintain competent staff in its payroll if training of its workforce is not made available or considered a priority. This will ultimately hinder the achievement of organizational goals. Hence, training is the achievement of relevant skills or provision of necessary knowledge for employees to perform specific tasks to achieve a common goal (Olaniyan, 2008). Training results into definite outcomes which include improved staff competency and capacity for performance. Training and development is important for employees because training and development programs enable employees to learn the knowledge and skills they need to excel in their positions. The training will further help to create a more positive working culture and boost employee morale. Employees gain improved capabilities, knowledge, skills, and abilities to change their behavior and attitudes during training which can produce high quality results for the organization (Ahmed and Yohanna, 2014). This individual improvement seen in employees also translates into improved organizational performance (Al-Mzary et al., 2015; Okechukwu, 2017). Training can also ensure that the workforce adapt seamlessly to new technology increasing the efficiency and productivity of individuals and organizations (Khan et al., 2016). Thus, organization provides training in order to prepare workers to do their job as desired and to optimize the employee's potential because the "human factor" plays an important role in reaching organizational goals (Gberevbie, 2010). As a result, it is relevant for organizations to figure out ways to attract, maintain, and encourage their skilled workforce for improved performance.

Investing in training employees on decision making, teamwork, problem-solving and interpersonal relations has beneficial impact on the organizations' level of growth, as well as impacting on employees' performance (Rohan and Madhumita, 2012). This is done through long-term planning by investing in building new skills into the workforce, thereby enabling them to cope with uncertain conditions that they may face in future. Moreover, when employees recognize their organizations interest in them through offering training programs, they will in turn apply their best effort to achieve organizational goals, and show high performance on job. Therefore, training is the most effective way of motivating and retaining high quality in human resources within an organization (Kate et al., 2009). As such, performance contributes to the growth of the organization in the sense that training and development helps the organization align their employees, resources, and systems to meet their strategic objectives. This is done through the combination of competences and expertise acquired through training and development. Technological advancement change is also a reoccurring and persistent factor to be considered, as a result, organizations must ensure training is consistent in order to tackle the challenges that arise from political, financial, societal and pioneering changes in the environment (Buckley and Capel, 2009). For organizations to survive, grow and develop, it must therefore, increase its capacity to adjust to the external and internal needs that occur as a result of these changes. The result of competitiveness also serves as motivation to

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improve an organization's capacity to possess and sustain market share in a specific industry. As a result, a large number of organizations have been driven to build training centres to ensure they have a superior stance in the market (Noe 2008). Due to the increase in global competition, organizations must find ways to reduce their expenses, while improving quality, delivery speed, and adaptability. In this new age, it is also essential that improvements should not only focus on output and feasibility of technical processes but also on the employees who execute them. It is in the light of the above that this study tends to take a critical look at firstly the significant relationship between training and development design and employee performance; secondly to evaluate the relationship between implementation of the training and development program on employee performance and thirdly to examine the relationship between monitoring and evaluation of the training and development programme on employee performance

There is no significant relationship between training and development design and employee performance. There is no significant relationship between implementation of training and development program on employee performance. There is no significant relationship between monitoring and evaluation of training and development programme on employee performance. Various studies indicate the positive impact of training on employees' productivity, as training and development play an important role in the effectiveness of organizations and the experiences of employees at work. Most organizations are cognizant of this, and therefore invest much effort and other resources in training and development because it increases the knowledge and skills of an employee in doing a particular job. Thus, the study will provide relevant information for appropriate planning and implementation of training and development programs with more focus on the design process of employee training and development and its effect on organizations' performance.

Background Study

Every organization's goal is to be successful; this is achieved through different kinds of programs, services, capabilities, and products. However, such goals need to be envisioned, developed, implemented, and sustained by well-trained individuals. Although employee training and development could be a challenging task for many managers, organizations still invest a huge amount of money and time on employee training and development so that employees are able to positively impact on organizational objectives. Investment on employee training and development comprises diverse content areas, such as mandatory, compliance, managerial, supervisory, executive development, customer services, sales, interpersonal skills, and others. Therefore, the performance management system came into effect as a management reform to address and redress concerns organizations had about performance (Sharif, 2002). Efforts on employee training and development demonstrate that organizations are capitalizing not only on high potential employees, but also on individuals who can commit to achieving higher levels of responsibilities. According to Feldman (as cited by Jehanzeb and Bashir, 2013), this requires emotional agreement, meaning that the organization and individuals will partner in achieving long-term commitment through career advancement and training opportunities.

Employee Training and Development

Training is the organized way in which organizations provide development and enhance quality of new and existing employees. Training is viewed as a systematic approach of learning and development that improve individual, group and organization (Goldstein and Ford, 2002) in Khawaja and Nadeem (2013). Thus it is the series of activities embarked upon by organization that leads to knowledge or skills acquisition for growing purposes thereby, contributing to the well-being and performance of human capital, organization, as well as the society at large. According to Manju and Suresh (2011), training serves as an act of intervention to improve organization's goods and services quality in stiff competition by improvements in technical skills of employees. Training has been invaluable in increasing productivity of organizations. It does not only enhance employees' resourcefulness, but also provides them with an opportunity to learn their jobs and perform more competently therefore, increasing not only employees' productivity but also organizations' productivity. This means that the lofty ideas about continuous learning and professional development of employees have to give way to concrete justification with convincing evidence that they will deliver bottom-line results and contribute to the achievement of organizational objectives (Kirkpatrick and Kirkpatrick, 2016). Human Resources (HR) experts agreed that organization strengths lie in the best of its employees indicating the importance of training being in tandem with employee training needs (Noe, 2008). Thus, it is imperative for organizations to understand their employees training needs through a needs assessment design and analysis with overall organizational goals and objectives for actualization of the organizations vision and mission. Based on various other studies, training can also be interpreted as, intentionally improve attitude, knowledge or skill via learning in order to attain improved performance in a specific task or variety of tasks (Beardwell and Holden, 2001). Its major goal is to improve individual competences and to be equipped to meet the current and future needs of the organization. Despite these different views, it is important to note that training helps in the improvement of employee performance. Training also helps improve quality of products/services, productivity, consumer satisfaction, morale, viability, management succession, business development, and organizational performance.

However, organizations often face challenges with trainings as a result of some factors. Some of the factors among others are: Trainings that are conducted are not essentially tied to the technicality of the employees role; Prior needs assessments are rarely performed, despite suggestions to do so in most training guides; Training instructors and organizations rarely evaluate outcome(s) resulting from trainings and; Evaluation, when done, is often focused on how trainees feel about the training and not what was learnt. Development on the other hand refers to activities leading to the acquisition of new knowledge or skills for purposes of growing. Organizations provide employees with development programmes in order to enhance their capabilities. Thus, employee development is gaining an increasingly critical and strategic imperative in organizations in the current business environment (Sheri-lynn 2007) in Abdul Hameed (2011). Consequently, organizations need to invest in continuous employee development in order to maintain employees as well as the organization success (Khawaja and Nadeem 2013).

Employee Productivity

Productivity as defined in Oxford dictionary (2007) is the efficiency with which things are being produced. Employee productivity however is the measure of output per unit of input economically. It is the log of net sales over total employees (Rohan and Madhumita 2012). A major objective for HR departments is tracking employee training and its resultant effect, thus, organizations develop key performance indicators (KPI) to guarantee ample return on investment from training of employees. Key Performance Indicator (KPI) that is developed appropriately serves as a yardstick for assessing the progress of employees against a series of wide-ranging goals or objectives. Therefore, to effectively track employee training and its effectiveness, key performance indicators should include; specific objectives, measurable goals, relevant goals to the organization and time-frame for achieving this goal.

Employee Development

Development programs worth investing so much into, as most successful organizations consider the progress of workforce and therefore invest in their training. This results to an increase in skill and competence that improve morale and productivity (Sheeba, 2011). According to Deckop et al (2006), development seems to reduce the turnover rate of employees. However, advancement opportunities do not only reduce absenteeism, but it increases employee's commitment and satisfaction that helps reduce turnover (Atif et al., 2010).

Employee Training and Development Design Process

Training for the sake of training is no longer the order of the day. If the training provided is not delivered professionally, the quality of learning diminishes causing reduced individual competence and ultimately having an unfavorable effect on business performance (Biech, 2009). In most organizations, individual and organizational appraisals are performed to identify needs before training programmes are planned and implemented (Olaniyan and Ojo, 2008). Studies have tried to demonstrate that high skills are contributory factors responsible for the success of organizations (Tamkin, 2005). The components of Employee Training and Development Design are *Assessment* (what your audience knows and needs to know), *Design* (learning outcomes and a training plan), *Development* (content, activities), *Implementation* (trainers and speakers lined up, resources ready), and *Evaluation* (satisfaction of participants with the curriculum delivery). Thus, employees' innovations are sparked through the acquisition of higher skills which leads to a more refined production process and higher quality products.

Development Design

This process is a systematic and consistent *process* that guides individuals through the *process* of Implementation, and Evaluation of task. It involves creating a blueprint for the *development* of instructions Training and development programmes are designed according to the requirements of the organization, the type and skills of employees being trained, the end goals of the training and the job profile of the employees i.e. different kind of training is given to employees at different levels. A post training evaluation is also done to determine the usefulness of the program in accordance with the needs identified (Olaniyan and Ojo, 2008). The evaluation provides insight into the level of impact the training has on employees' productivity. These steps are important because an organization succeeds when its employees possess and apply the required knowledge and skills. To this end, it is evident that training and development design has a positive impact on the employees to carry out their work more effectively, increasing their interpersonal and technical abilities, team work, job confidence and work motivation. Organizations train and develop their workforce to the fullest in order to enhance their productivity. Knowledge, skill and abilities are determinants of employees' performance which organizations need to continuously invest in wisely in order to improve the employees' productivity. Thus, training and development must be designed and delivered to meet the needs of all employees in such a way that the employees will not be only productive but also be satisfied. Therefore, ambiguous training programmes must be looked into and strategically planned to reduce the rate of its ineffectiveness on employees. It is good to note that training programme schedules have been a great factor on the subject matter.

Training and development process refers to the stages or steps within a training and development programme that ensures that the intended objectives can be achieved. According to Desmone et al. (2002), there are four stages or steps involved in the training and development process. These are training needs assessment, designing of the training, implementation of the training as well as monitoring and evaluation of the training. Organizations must therefore be cautious when designing training programmes, the design must align with identified needs of the employees (Khan et al. 2011). Consequently, trainers must be well-informed on the application of learning theories in the design of training programmes to ensure the objective of training which is to help employees gain the required skills, knowledge and behavior needed for improved performance at work is met. Individuals are more likely to learn if they acknowledge the need for training and make a commitment towards it.

Methodology

The research design includes the techniques used for the collection, measurement, and analysis of data. Due to lack of control over the variables and outcome of this study, quantitative method was chosen. This study adopted a survey research which was carried out among the academic staff of Federal University of Agriculture, Abeokuta, Ogun State, Nigeria. The population of the study is six hundred and twenty-eight (628) and sample size of two hundred and forty-four (244) which was determined using Yaro Tamane sample size formula.

Results and Discussion

The results of Model /Summary, ANOVA and Coefficients are presented in Tables 1 to 3 respectively.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.652 ^a	.425	.401	1.31284

a. Predictors: (Constant), TDD, TDI, TDME

Table 1 shows the R square with the value of .425 which indicates that 42.5% variation in employee performance is caused by the independent variable proxy by training and development design, implementation of training and development and monitoring and evaluation of training and development process. Also, the adjusted R square indicates that after adjusting the degree of freedom, the explanatory variables can still explain 40.1% variation in employee performance.

Table 2: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	93.037	3	31.012	17.993	.000 ^b
	Residual	125.820	240	1.724		
	Total	218.857	243			

a. Dependent Variable: EMPERF

b. Predictors: (Constant), TDME, TDI, TDD

The F statistic (Table 2) reveals the overall significance of the model, the (F(3/2409) = 17.993), probability value of 0.000 which is below the 0.05 level of significance indicate that we reject null hypothesis.

Table 3: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.822	.691		4.087	.000
	TDD	-.072	.115	-.090	-.630	.531
	TDI	.278	.080	.369	3.495	.001
	TDME	.379	.090	.529	4.196	.000

a. Dependent Variable: EMPERF



Where, in the case of Predictors, TDD is Training and Development Design, TDI is Training and Development Implementation, TDME is Training Development Monitoring and Evaluation and finally in the case of Dependent Variables, EMPERF is Employee Performance (Tables 1 to 3). The coefficients in Table 3 reveal the relationship between the variables which shows that customer service (-0.037) have a negative relationship with organization market share while marketing strategies (0.370), business automation (0.034) and human resource management (0.509) have a positive relationship with organization market share.

The results (Tables 1 to 3) and findings of this study indicate that organizational training and development have impact on employee performance but the management needs to look into the training design process. It also seems clear that because training is seen to be so important in forming positive attitudes that it may further lead to job proficiency, and not receiving adequate training is associated with a feeling of reduced competency, it is very reasonable to predict that poor training could result in poor attitudes about performance, which then could lead to poor performance. This finding also opens up employees to an entire set of potential consequences; one of such consequence is conflict in the workplace environment. Other consequences could include poor performance review, lack of organizational trust (because the employee feels unfairly evaluated due to not receiving adequate training for job functions), and the beginning of a downhill spiral leading to possible termination and subsequent loss of resources for the organization. It is important for organization to get skilled and capable employees for better performance, and employees will be competent when they have the knowledge and skill of doing the task. Training and development would provide opportunities to the employees to make a better career life and get better position in organization. In doing so, organizations efficiency would be increased.

Conclusion

Training and development of employees should be well documented by human resources experts. Studies on training and development have focused on its impact on employees' and organizational performance, in general. Attempts to look at training and development design process and its relationship with employees' performance seem to be missing in the training and development literature. Consequently, the present study thus, departs from the previous ones by filling this void. The findings of this study also indicates that training and development needs analysis, design of the training and development program, implementation of the training and development program, and monitoring and evaluation of the training and development programme. All these influence timeliness in the discharge or performance of duty, while one can also conclude that effective and ongoing training and development should be the final cost-cutting measure. Training and its positive effects on employee attitude and proficiencies create long-lasting stakeholders and could serve as the binding force for business success during trouble times. Training and development ultimately upgrade not only the productivity of employees but also of the organization. It has rightly been said, employee development is the key to organizational sustainable development. Therefore, organizations must have employees who are able to quickly adapt to an ever-changing world market. Training enhances employees' initiative and quality of work, thereby assisting them to be more committed to achieving the organizational goals and objectives and in turn enhancing employees' effectiveness within the organization. However, it is recommended for management of organizations to give employees training and development design process a priority in order to get the best out of the workforce as well as improving the organization's productivity.

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