

IMPACT OF TRAINING ON EMPLOYEE PERFORMANCE IN ORGANISATIONS IN NIGERIA

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Abstract

The study examines the impact of training on employee performance in organizations in Nigeria. The study discussed the concept of training and the types of training to include; on-the-job and off-the-job training. Also the theories of training were identified to include; Human capital theory, Human Relations theory and Social learning theory. The study identified the impacts of training to include: enhances motivation, enhances confidence, enhances performance, enhances effectiveness. The challenges encountered in the training programmes include; poor funding by the stakeholders, inadequate facilities/resources/infrastructure, the way forward were also identified among others that, human resources managers should encourage enabling atmosphere in the workplace for employee training.

Keywords: Training, Employee Performance, Organisation.

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Introduction

For an organization to be successful, it must pay special attention to the development of their human resources. The development of human resources contributes positively to the different organizational, social and economically related areas as training is a function of human resource management concerned with organizational activity aimed at improving the performance of the workforce in organizations. On the side of the organization, training and development of workers leads to better profitability, while the workers gain improved job knowledge from training and development which is the planned and systematic learning experience that equips the worker with a good knowledge of how to perform jobs better. Furgan and Muhammed (2011) attest that training has become the most important factor in the business world today; because training increases the efficiency and the effectiveness of both employees and the organization. It is pertinent to note that training restructures the workers behaviour, attitude, and skills as he becomes proficient in performing his duties.

Franklin, Racheal and Aris (2014) are of the opinion that training should assist individual performance to impact positively on organizational productivity both in the short term and in the future. They further defined performance as the accomplishment of a given task measured against preset known standard of accuracy, completion cost and speed. In accordance to this, training is a valuable tool for enhancement of the capabilities of employees.

Rayer, Furquan and Mohammed (2011) are of the opinion that training has the distinct role in the achievement of an organizational goal by incorporating the interest of an organization and the entire workforce. Training is the most vital factor in an organization as it increases the efficiency, proficiency, and effectiveness of the employees and the organization, hence the saying “an untrained workforce is a failed workforce”

Factors like job satisfaction, job knowledge and management are also major contributory factors of employee performance, and training and development is an integral part for the employee to improve in his duties. Furthermore, for employees to effectively carry out their duties, they must possess the relevant skills like knowledge, values, and competencies. Ekpenyong, Tawo and Ojong (2023) are of the opinion that employee moral, productivity and job turnover are all greatly increased by training and this also helps organisations function better.

Concept of Training

The term training is viewed differently by different authors. For Jackson and Schuler (2003), training refers to improving competencies needed today or very soon Oyiso and Olomukoro (2015) views training as the act of increasing the knowledge and skills for employee for performing the job assigned to him. Training is an organized approach with the aim of teaching employees how to perform their jobs proficiently. It is pertinent to note that training concentrates and dwells on capability enhancement of the employees (workers) through learning as this will lead directly to improved productivity and organizational performance. McClelland (2002) perceives training as a way of building employees’ confidence in the organization towards enhancing a better performance. Branley (2003) views training as a planned process of facilitating employee learning of the job for them to be effective in performing certain or all aspects of their work.

Obisi (2011) perceives training as a systematic process of knowledge, skills and attitudes towards satisfactory employee job performance. Furthermore, training and development is a logical and more organized means through which knowledge skills and attitudes of employees with respect to their jobs are improved. (Muhammed, Danjuma and John 2023). Igbeakemen (2014) conceives that training is a procedure or strategy through which the abilities, talent, and knowledge of a worker is upgraded and expanded, therefore, a worker must attain an additional knowledge after a fruitful training. Employee training does not only have to do with the employee present activity but prepares the employees for imminent work necessities (Kim, Cowden and Karodina 2014).

According to Ofobruku and Nwakoby (2015), training is simply the impartation of knowledge, enlightenment or wisdom; Adiele and Jide (2017) further explained that these attributes underline man power training and are vital ingredients of training which equips the employee with the skills for effective performance of duties and routine assignments.

Types of Training

For jobs in organisation to progress proficiently, the organization must embark on employee training. It is pertinent to note that training and development is a culture of organizations especially the large ones because they have the financial capability or capacity to fund the training process, but small organisations sometimes experience difficulties in employee training. Below are the types of training:

On-the-job training:

This type of training is planned and executed or carried out at the employee or trainee's work place. To ensure this type of training succeeds, the organizers who are managers and trainers spend much time with the trainees to impart knowledge and skill. This type of training has a positive impact on job satisfaction, employee motivation and commitment (Perensco and Simmons 2004). In on-the-job training, real learning takes place as one is able to put to practice what has studied or learned. This makes on-the job training one of the most important training type: other aspects of on-the-job training are: job rotation, coaching job instructions, committee assignments, internship training, apprenticeship training among others.

Off-the-job training:

This type of training is conducted away from the job environment, study materials are supplied and as such there is full concentration on learning. There is also freedom of expression. Off-the-job training allows employees to learn new skills, knowledge and behaviour necessary for proper execution of their jobs. Furthermore, this type of training limits distraction and develops a new form of work development. Off –the-job training is essential to employees because it exposes them to different experiences, learning styles and learning environments. Some aspects of off-the-job training are: case study method, incident method, role play method, grid training, lecture method, conferences, workshop, seminars etc.

The impact of training on employee performance

The impacts of training on employee performance include the following:

Training enhances motivation: training is the process of teaching new skills to employees or learners. It is often a time-consuming and costly activity, but it is important to ensure that employees have the knowledge and confidence required for their roles. A major benefit of training is that it boosts employee performance, which in turn increases productivity.

Training enhances confidence: training can be an effective way to improve employee performance. By providing them with the knowledge and tools they need to do their jobs better. It can also help employees develop the confidence that comes with knowing they are able to solve problems on their own, rather than relying on others to do it for them.

Training enhances performance: employee training has many benefits including improved productivity and morale. Employee are also more likely to stay with a company that invests in their growth and development. This reduces turn over and related costs for attracting and

hiring new employees, as well as the administrative functions associated with termination and severance pay.

Training enhances effectiveness: workplace training enable employees to learn more about their roles, how their department operates, and what is expected from them. it also teaches them how to complete tasks efficiently, which in turns leads to improved productivity and boosted morale.

Ekpenyong and Ushie (2018) carried out a study on training in customers' services and workers' productivity in companies in Cross River state, Nigeria, the study revealed a significant influence of training in customers' services on workers' productivity in companies under investigation and high productivity is the outcome of employees' performance.

Obikoya (2003) in Ekpenyong and Ushie (2018) views training as a systematic process of altering behaviours, knowledge and or motivating employees in a direction to increase trainees effectiveness and organizational goal achievement, Inyang (2004) in Ekpenyong and Ushie (2018) also defined training as a systematic process of imparting knowledge and the development of skill and attitudes which are required of the individual employed for the performance of a given task or job at work, which is aimed at giving the employees at all levels sufficient instructions and guidance to enable them perform theoretical jobs effectively as well as prepare them for promotion and higher responsibilities.

Ushie, Edoho, Abuokwen and Adigeb (2023) investigated the relationship between motivation strategies and workers job performance in selected companies in Calabar Municipality of Cross River state, Nigeria. The study revealed a significant relationship between motivation strategies (verbal reinforcement and prompt payment of salaries) and worker's job performance. Kyaric (2021) asserted that job performance in its commonest sense, refers to how well task or job-related activities are executed. It is reflective of the quality and quantity of jobs rendered, which is as a result of the collective effort, dexterity, competence, ingenuity and display of appropriate skills, knowledge and attitude of individual employees. In the view of Fuloso and Wilfred (2021), performance is the result of work of a person or group in an organization at a particular time, which reflects how well the person or group reach the qualification of a job in a mission of organization goal achievement.

This research anchored on three training theories as follows;

Human relation theory

Social learning theory

Human relations theory

The human relations theory was propounded by George Elton Mayo in 1927. The theory states that a happy worker is an efficient worker. That means, if an organisation can keep its workforce happy, it would bring more productivity and more profit because if a worker is happy with the emoluments and all the benefits that he/she deserves and the organization provides, he will have a sense of belongingness towards the organization up in the market. The theory brought out the important relationships between social factors and productivity. Before it, productivity of employees was considered to be a function only if physical conditions of work and money paid to them. for the first time, it was realized that productivity depended

largely upon the satisfaction of the employees in the work situation and productivity is a product of employees' performance.

The theory has the following assumptions;

Since management is getting things done through and with people, a manager must have a basic understanding of human behaviour in all aspects particularly in the context of group work and organization

Managers must study the interpersonal relationship among the people at work

Larger production and higher motivation can be achieved only through good human relations. The study of management must draw the concepts and principles of various behavioural sciences like psychology and sociology

Mayo concluded that, a factory is not only a techno-economic unit but psycho-social organization. The worker's spontaneously form small informal groups. The norms and values of such groups have significant influence on the behaviour and performance of the workers. The relevance of human relations theory to this work is that, with the development of human relations it became apparent therefore that workers could no longer be viewed solely as a factor of production, rather as human beings with wants, desire, attitudes and feelings, all of which occurs during the same period also contributing to the growth of the human relations movement with positive effect on employee performance.

Social learning theory:

Social learning theory was propounded by Albert Bandura in 1977 and modified in 2006. The theory states that people learn through observing, initiating and modeling other behaviours. According to Bandura, direct reinforcement cannot address all types of learning. Here, by direct enforcement means that training and development programmes that is organised to enhance the skills, such skills as leadership skills, soft skills, communication skills, technical skills, managerial skill and others. According to this theory, such programmes does not address all learning types as there are some social elements which cannot be taught. These elements are learned by the learners from his/her surroundings. Such type of learning is called observational learning and this learning is associated with the understanding of different human behaviours.

McCormide and Martinko (2004) based on their studies introduce some basic assumptions of Bandura's social learning theory to include, that;

People can learn by observing others

Learning is an internal process that may or may not result in a behavior change

Learning can occur without a change in behaviour

Behaviour is directed towards particular goods

Behaviour eventually becomes self-regulated

Cognition plays a role in learning

Reinforcement and punishment have indirect rather than direct effects on learning and behavior

The relevance of the theory to this study is that social learning is an approach to training which involves acquiring knowledge and skills through social interactions with the learner's environment

Challenges of training in organization

Lack of engagement: for many human resource managers, lack of employee engagement is the biggest training challenge. This occurs when employees don't view the training as valuable or beneficial, seeing it as a waste of time and derailment from unfinished projects that needs attention.

Dispersed workforce: Keeping employees engaged with corporate training initiatives can be extra challenging within a dispersed workforce. This is especially true for international companies and those with a combination of on-site and remote employee and contractors.

Lack of time: If you expect employees to engage in or complete training during their off time, you may be disappointed. Some of them may have professional and personal obligations or other time constraints that hinder their ability to participate in long training sessions.

Inability of track and measure training effectiveness: ineffective training and development initiatives waste valuable resources for all involved. To ensure that your employee training courses are effective, you will want to track and measure certain metrics.

Conclusion and suggestions

In work organization, training is important as it will give rise to increased productivity, furthermore, human resource training enables workers to acquire knowledge and different types of skills which is essential and beneficial to both the worker and the organisation.

Based on the write up, the following suggestions were made

1. Human resource managers should encourage enabling atmosphere in the work place for employee training
2. Stakeholders should make available funds for employee training
3. Employers and stakeholders should promote a staff who has undergone training so as to motivate him/her to peak performance.
4. Employers and trainers should adopt the different types of training to propel employees/trainees to peak performance.
5. Training managers must communicate effectively the mutual benefits of training. Often when employees understand how it will help them as well as the organization, they become more interested and invested
6. To remain on track with organizational development, online courses via computer-based learning-management system should be introduced.
7. To ensure that everyone access the required training, the trainer should create micro-courses which can be presented through mobile apps that can easily be viewed on a phone or tablet.
8. The trainee need to determine what metrics are important. They should be relevant to both the organisation's and employees' goals.

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