

The Impact of Training on Employee Job Performance- A Case Study of Bayelsa State Civil Service

Josephine Eluan Lloyd, PhD

Dept. of Business Administration

Faculty of Management Science, Federal University Otuoke,

Email: josephineeluan@gmail.com

Abstract

This study is on the effect of training on employee job performance. The survey design approach was used for the study with percentages, frequencies, and chi-square tech used to test the two-hypothesis formulated for the study. Based on the sample size 80 questionnaires were administered on respondents from ministries in Bayelsa state civil service and 70 questionnaires were successfully retrieved and used for the analysis. The result of the hypothesis revealed that training affects employee job performance. The result of the second hypothesis revealed that training affects employee job satisfaction and commitment. Also, the result of the percentage and frequency computation shows that majority of the sampled respondents affirms that training affects employee job performance satisfaction and commitment Based on the result of the analysis the following recommendations was basically made. That Government and organizations should periodically train their employees and also budget a reasonable part of their budget for the purpose of capacity development.

Key words: Impact, Training, Employee, Performance, Job

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Introduction

The quality of the human resource of an organization is essential to its success. Thus, every organization must seek to improve the quality of its workforce. One way of achieving this is through training. The importance of training can only be appreciated with a clear understanding of this direct impact on employee performance. An improvement in the organizational performance. Training is designed to provide learners with the knowledge and skills needed for their present job because few people come to the job with the complete knowledge and experience necessary to perform their assigned job. Such investment one only creates competitive advantages for an organization (Salas & Cannon-bowers, 2001), but also provides innovations and opportunities to learn new technologies and improve employee skills, knowledge and organizational performance. In fact, there is and increasing awareness in organizations that the investment in training could improve organizational performance in terms of increased sales and productivity, enhanced quality and market share, reduced turnover, absence and conflict, (salas &cannon –bowers 2000).

Constant changes take place in the internal and external levels of business units. It is necessary for the organization to restructure and reinforce the human assets to adapt itself to changes. Business does not have unanimous mythologies for evaluation and it depends on suitability (Bivsinis, Morkvenas 2008). It is of paramount importance to any organization to strive for the development of its employees as esteemed members of the organization management team. For the development of human asset, ‘training’ becomes the base. Training is a tool to attain individual, organizational needs related to the jobs undertaken and is also intended to improve the work culture of the group

involved in a group task. An ideal training programmer can be expected to change the attitude, skill and developed forward vision of the participants towards the task.

In fact, there is an increasing awareness in organization that the investment in training could improve organizational performance in terms of increased sales productivity, enhanced quality and market share, reduced turnover, absence and conflict, (Martocchio & Baldwin 1997, salas & cannon-Bowers 2000). In contrast, training has been criticized as faddish, or too expensive (Mclinden & Caper 2004), and there is an increasing skepticism about the practice and theoretical underpinning of linking training with firm performance (Wright & Geroy 2001). Therefore, the major purpose of this study is to review the relationship between training and organizational performance in Bayelsa state civil service in order to understand why training of employee has been readily supported as well as criticized by so many researchers and organizations. The aim of this study is to examine the effect of training on employee performance in Bayelsa state civil service. While the objectives are to evaluate the impact of employees training on service delivery.

Research Questions

The following research questions were formulated for this study.

1. Does training enhance employee service delivery in Bayelsa state civil service?
2. Does training result to employee job satisfaction in Bayelsa state civil service?
3. Does training improve employee morale and confidence in the civil service?
4. To what extent does training affect employee job turnover?

Review of Related Literature

The success of any organization depends on appropriate use of human assets available in the organization. All other assets could only be supplementary to human assets. Towards augmenting the human resources and to cope with changes that are both internal and external, the organization has to concentrate necessarily on developing the ability, wisdom and skills of its workforce. For the development of human asset, 'training' becomes the base. Training is a toll to attain individual, organizational needs related to the jobs undertaken and is also intended to improve the work culture of the group involved in a group task. An ideal training program can be expected to change the attitude. Skills and develop forward vision of the employee towards the task.

The total and sincere involvement of human asset is the only organizational resource, which is capable of self-propulsion and value addition. For other organizational assets there may be depreciation over the years of use, whereas the human asset appreciates over the years due to experience. It is an asset with the gathered knowledge, experience and skill that helps to tackle the problems and paves the way for innovation. Unless people are developed and kept satisfied there will be an adverse result. Even though the organization addresses to its development constantly, the employee initiative for self-development is the base. Every person in an organization is an independent entity having his own ideas and sense of values. Each one in the organization has his own ego, urge for survival and a desire for development, in fulfilling the objectives of the organization, he is also pursuing his individual objectives. It would not be wrong to state that basically people come to work to achieve their own self-needs and objectives and, in this process, ultimately, the organization gets benefited.

If an organization effectively develops its human resources, it automatically enhances the performance productivity. Human behavior is a complex phenomenon and is affected by many factors. In the course of redesigning and reinforcing the workforce, the management with appropriate

training should make the people understand the present objectives and direct its ability for the future. with this view and the constantly changing environment, the skills acquired in the academic institutions, no longer provides a guarantee for the future. With this viewed the constantly changing environment, the skills acquired in the academic institutions, no longer provides a guarantee for future advancement for middle aged employees.

The lack of technical advancement into the future, each individual must recognize and develop suitable the applicability of the skills and techniques in solving problem situation or condition. They must also expect change and accept it as a challenge, the organization must develop suitable training to meet future eventualities and also favourable opportunities should be created. individuals differ substantially in their abilities as far as the work environment is concerned. It becomes necessary to shape the ability for changing job environment through training and development. To do the required job, intellectual ability, inherent intelligence and physical ability to perform the works are to be coordinated. matching of abilities of employees with job requires effective training and development. This article aims to advance understanding of the effect of training on organizational job performance by reviewing theory on previous empirical studies, on the relationship between training and organizational performance.

Concepts of Training

‘Training and development is a very important tool of human resources, Management (HRM) (Vlachos2008). According to li, et al. (2008) training is the set of activities which prepare the employees to train needed skills sets and to deliver more efficiently in their current jobs. in the environment of today’s business an employee is needed to cope with various pressures and are required to keep their skills and knowledge current to stay competitive. Tai (2006) asserts that more adaptability, ability, flexibility, motivation, maintenance of skills and efficiency are greatly enhanced by proper training and development of employees.

According to Vlachos training and firm’s performance, are indirectly related, in most of the manufacturing industry, the prevailing training programs are mostly instructed and on the job is the most preferred mode. Bartel (1994) in her study found a positive and significant relation between training and labour productivity. Guidetti and Mazzanti (2007) found that high performance and training activities are positively associated. It is also affected by labour flexibility in various directions. Apospori, et al. (2008) in their study of southern European countries have discovered the impact of training on firm’s performance. Equipping of service level staff enables them toward service orientation.

Training is the planned effort that facilitates the acquisition of job-related knowledge, updating skills sets, and impacts the behaviors of an employee. In the implementation of human resource management (HRM) tools training is an important factor responsible for productivity observed in firms is a direct outcome of training programs.

High involvement practices such as autonomy, team collaboration, and training are helpful in reducing employee turnover and enhance productivity. Untrained workers tend to change job more often. An increase in high performance work practices converts into decrease in turnover (Bradley, Petrescu and Simmons, 2004). Training programs are particularly helpful when an employer is experiencing a high degree of employee turnover more so during times of economic uncertainty. Even during the times when the business as flourishing an organization should proactively earmark their investment for on the job. Training and other programs balancing of the cost of training with

the perceived benefits of productivity. On the other hand, a trained worker has got the required skills and knowledge and can be a candidate for job turn over.

Therefore, job satisfaction is crucial factor to retain the employee from shifting his jobs. Bradley Petrescu and Simons, (2004) explained that job satisfaction can be effectively improved by creating on- going learning as well as training in work place, moreover their study indicates that training increases satisfaction levels of an employee which in turn enhances or knowledge or training has a positive impact on job satisfaction.

Types of training

The importance of general and specific training is recognized by everyone. Chapman (1993) has pointed out that a major development in the theory of training which is more specific to the job and firm-general training and specific training. General training raises a worker's future in the labor market. Therefore, general training may be arranged in a formal education group because it's valuable to a range of employers and can be obtained in others ways than training in the firms. The firm should only pay for the firm specific component of training which does not help the worker receive higher wages elsewhere.

In contrast, specific training raises the workers' productivity only in the firm providing it either because they have special methods or because they use equipment with which workers must become familiar. The returns on specific training might be lost when the relationship between employer and work dissolves. Thus, specific training is clearly associated with turnover. When employees expect workers to be with the firm for a long time, they will offer training for workers since there is a longer period in which the firm can receive returns from their investment.

Bishop (1991) has questioned Becker's human capital theory whereby the workers pay the full cost of and receives all the benefits to general training that is useful at another firm. His research shows that there are some reasons for the employer to share the cost of general training with the worker. The most important reason why firms share general training costs is government regulation. workers can pay for general training by receiving reduces wages during the training period. However, wage reduction during the general training would probably be forbidden for wage and hours regulations because of minimum wage constrains. When undergoing technological change and pressured by competitors' firms must decide whether to provide general training under minimum wage constraints and predetermined wage structure. Besides the existence of a liquidity constraint, employers may voluntarily pay for general training because of the unwillingness of most workers to pay large amounts of general training. Therefore, firms will offer an optimal to induce worker to undertake general training by sharing the costs of training.

Firm training on job characteristics, firm characteristics and worker characteristics. Black rand lynch (1996) summarized the differences between workers who receive formal training and those who do not. Workers are more likely to receive training if the jobs have the following characteristics: high value-added jobs (e.g., professional, technical and managerial jobs), sales job for complicated, changing and customized products, use expensive machinery on their job, regular, non-temporary jobs. Full time jobs, and jobs where the skills learned are not useful at many other firms in the community. Holding other worker characteristics constant, the likelihood on the characteristics of the jobs they hold, the firms for whom they work, as well as the characteristics of the workers themselves. Therefore, firms usually analysis the training needs to determine where training is needed and who needs to be trained.

The importance of training for employees

Training is a strategic advantage for your company. While almost all of your assets depreciate, your human resources can actually gain value. All you have to do is provide training. Training offers many more than just well-skilled employees. It decreases turnover by providing career opportunities. An educated workforce fewer errors and increase quality. Quality training programs attract employees to your organization. Training is key to your organization's future.

- **Induction Process**

Many corporations with well-defined work cultures and best practices believe in fostering employee spirit and motivate. Induction training programs impairing skill-based knowledge and including organizational ethos the process of assimilation and prepare employees to tackle their job roles and responsibilities in a focused manner.

- **Technologies Refresh**

The dizzying evolution of technologies and IT-based productivity tools calls for periodic employee training. Employee are trained and coached to learn and implement new tools and technologies in the workplace.

- **Competitive Forces**

Attendant industry environment and competitive pressures from companies in the same domain keep an organization on its toes. Skills-based training help in keeping an organization sharp-edged and competitively attuned to the rigors of doing business.

- **Learning Organization Model**

Diversity in the workplace, evolving business models and marketplace position tend to shape the development and maturity of organizations.

- **Culture**

Employee training is an outstanding way to establish your organizations culture and transfer it to your people. Your way of doing business, your values about your organization are transmitted in our training classes. Orientation programs, supervisory and employee classes and yearly training meetings transfer the norms and tradition of your company to your workforce. Standards are established, expectations set and agreed to and legends created whenever a training course is conducted. All of this is possible when an outstanding training program is conducted.

Quality

Employees learn how to produce quality products and services during training classes. they learn specific skills and tasks necessary for their assigned jobs. Improved quality brings greater profits and greater job satisfaction for your associates. Quality training also creates standards and expectations for your employees. Standards and expectations are established, and pride is also created by your training program. Business principles related to quality are passed along during your courses. Strategic advantages are gained once quality improves.

- **Productivity**

Productivity increases when employees are properly trained. Effectiveness improves as associates understand how to perform jobs in more efficient manner. more work is completed in shorter periods when everyone knows exactly what to do and how to do it. New employees are trained more rapidly when process documented and training is standardized. Excellent training will be ongoing, and as employees gradually become more familiar with their assignments, gains in productivity are a certainty.

- **Profitability**

Increases in profitability occur when employees are properly trained and developed. Mistakes decreases as consistent and documented training reduces errors. Sales increase when your sales team uses as standardized selling process. Accidents are reduced when safety and security training programs are in place. Customer service scores improve as employees learn and apply a process that

leads a customer satisfaction. Turnover decreases when all managers learn and use an effective performance management process. Excellent training produces increased profits and the promise of a better future for everyone in your organization.

The Advantages of Training Employees

Many companies have effective employee training programs in place for all new employees. Some companies also require employees to go through regular and extended training throughout employment. This employees training can often e expensive for a company, but the benefits of employee training can outweigh the costs over time.

- **Structured and Consistent Work Environment**

One of the biggest benefits of employee training, especially for every new employee, is the chance of promote consistency form the beginning having all of your employees following the same procedures can make for a more effective workplace. This training also helps employers build a more structured work environment that can lead to better productivity.

- **Employee job satisfaction**

Frustrated employees are rarely happy. Lack of training often leads to frustration within the workplace. Adequate employee training can help lessen employee frustration by preparing them to handle the responsibility of the job effectively. Knowing what is expected of them and how to achieve it can cut stress as well, leading to greater employee satisfaction, and likely employee turnaround.

- **Less Empower Turnover**

Ample job training results in employees who perform their jobs more efficiently. Employees who are effective in their jobs are less likely to become dissatisfied, which means they will be more likely to stay with the company. The decreased employee turnover actually means spending less on training over time. When a company is regularly training new employees, it can lead to spending money on the same training over and over again, without the payoff of employees who stay around long enough to begin showing the skills your company needs to operate effectively.

- **Company Public image**

training employees can result in a more experience work force. For companies with a public profile, well trained employees who know their jobs appear more professional. This professional, consistent behavior among your employees can benefit your organizations by helping to establish a good reputation with the public and help inspire public trust in your products or services.

Method of Data Collection

Primary and secondary data was collected for the purpose of achieving the objectives of this study. Primary data was collected with the used of qualitative and quantitative method. The research questionnaire comprises of 2 sections; the first section collected the bio-data of the respondent. The second section collected data on respondent knowledge of the effect of training on employee job performance” seventy-five (75) questionnaires will be administered on respondents from the sample ministries. Secondary data was collected from the official documents of the sampled four ministries, journals, internets, newspapers and previous research work, this will constitute a greater part of the literature review. The data was collected from the four ministries with the use of questionnaire and will be analyzed using percentages and frequencies. The hypothesis formulated for the study was tested using chi-square at 0.05 significant levels with the aid of statistical package for social science (SPSS) 17.0 versions.

Data Analysis

The two hypotheses formulated to guide the study were analyzed using chi-square test at 0.05 significant levels.

Decision Rule: Reject the null hypotheses if Chi-square calculated is greater than Chi-square tabulated.

Hypothesis 1

Ho₁: Training has no significant effect on job performance.

			Training has effect on job performance		Total
			Yes	No	
Ministry of Respondent	Agriculture	Count	14	4	18
		Expected	13.4	4.6	18.0
Count	Finance	Count	6		14
		Expected	10.4	8	14.0
count	Justice	Count	17	3.6	19
		Expected	14.4	2	19.0
Count	Waters Resources	Count	15	4.9	19
		Expected	14.1	4	19.0
Count		Count		4.9	
		Expected			
Total		Count	52	18	70
Count		Expected	52.0	18.0	70.0

Chi-square tests

	Value	df	Asymp.sig. (2-sided)
Pearson Chi-square	14.453 ^a	3	.002
Likelihood Ratio	14.124	3	.003
Linear-by-Linear Association	8.475	1	.004
N of Valid Cases	70		

a.4 cells (50.0%) have expected count less than 5. The minimum expected count is 100.

The result of our analysis using Chi-square test revealed that Pearson Chi-square calculated 14.463 is greater than Chi-square tabulated 7.81. Therefore, the null hypothesis was rejected and the alternative hypothesis accepted which states that training has effect on job performance.

Ho₂: training has no significant effect on employee job satisfaction and commitment

Chi-square tests

			Does training result to employee satisfaction and commitment in the civil service		Total
			Yes	No	
Ministry of Respondents	Agriculture	Count	13	5	18
		Expected count	14.4	3.6	18.0
	Finance	Count	12	2	14
		Expected count	11.2	2.8	14.0
	Justice	Count	16	3	19
		Expected count	15.2	3.8	19.0
	Water resource	Count	15	4	19
		Expected count	15.2	3.8	19.0
	Total	Count	56	14	70
		Expected count	56.0	14.0	70.0

	Value	Df	Asymp. Sig. (2-side)
Pearson chi-square	46.974a	3	.000
Likelihood Ratio	48.156	3	.000
Linear-by-linear association	27.542	1	.000
N of Valid Cases	70		

a.4 cells (50.0%) have expected count less than 5. The minimum expected count is 2.80.

this result of our analysis using chi-square test revealed that Pearson chi-square calculated 46.974 is greater than chi-square tabulated 7.81 therefore, the null hypothesis was rejected and the alternative hypothesis accepted which state that training has significant effect on employee job satisfaction and commitment.

Data Interpretation

The study was on the effect of training on employee job performance. Data collected from the sampled four ministries was analyzed using percentages and frequencies. Based on the sample size of 80, questionnaires were administered and 70 successfully retrieved and used for the analysis. The result of the two hypotheses using Chi-Square test confirmed the earlier conclusion. The result of the first hypothesis revealed that employee training enhances job performance. Lastly, the result of the second hypothesis shows that employee training results in job satisfaction and commitment.

Summary, Conclusion and Recommendations

Summary

The study was on the effect of training on employee job performance with Bayelsa State Civil Service as a case study. Four ministries were studied and the result of our analysis using percentages and frequencies revealed that training of employees has positive effect on job performance. Two hypotheses were formulated and tested using Chi-Square analytical technique. The result of the first hypothesis confirmed the conclusion of the percentage and frequency computation which further affirmed that training of employee has positive effect on job performance. The result of the second hypothesis also confirmed the conclusion of the percentage and frequency computation which further affirmed that training enhances employees job satisfaction and commitment.

Conclusion and Recommendations

The findings from this study showed that for any organization to achieve its objectives, it must have a satisfied, committed and productive workforce. This can be achieved by ensuring that its employees are given regular and relevant training as failure to do that will be detrimental to the success of the organization. The study therefore recommend that firms should give priority to staff development and training in other to boost employee performances and productivity.

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