



IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE: A THEORETICAL REVIEW

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Abstract

*This study titled *Impact of Training and Development on Employee Performance: A Theoretical Review*. The paper observed that training equips employees with the necessary knowledge to handle their assigned work tasks, but development is futuristic, looking at the skill set needed to handle new work jobs and holding positions of authority within the organization. The paper adopted the secondary method of data collection; the materials for this study will be sourced mostly from written works from libraries and archives they include: text books, journals, newspapers, and magazines. In fact, this research work is mainly based on secondary data. Previous studies, on training, employee performance, relationship between employee training and performance were discussed. The paper noted that the main objective of employee training and development is the inculcation of knowledge, skills, and attitudes relevant to a specific job. In other words, training is job-centered, meant to improve the performance of a jobholder. Training and development are based on the premise that the attitudes, skills, behaviors, capabilities and competencies of employees need to be improved in order to achieve organizational goals and objectives. Based on the review and discussion made, conclusions and recommendations which aim at improving employee performance were made with regard to employee training and development in various organizations.*

Keywords: *Employee, Training, Development, Performance, Organization*

Introduction

Training and development is an important human resource (HR) practice mostly used by organizations to retain competent employees and enable them attain organizational goals once they are equipped with skills that enable them perform. Therefore, organizations aim to train and develop their employees to add value to human resource section. Organizations should therefore make training and development a continuous activity of their employees.

Mishra (2018) training and development as a function concerned with organizational activity aimed at bettering the job performance of individuals and groups in

organizational settings. Training and development can be described as an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of employees. The significant goal of every organization, whether public or private, is to improve its productivity, and this accomplishment generally is controlled by the capacities and capabilities of its workforce. Most organizations see human resources as their principal asset for accomplishing their corporate targets. Thus, workers must be equipped and trained adequately to ensure that their knowledge, skills, and capacities encourage the accomplishment of hierarchical objectives and targets (Nweke, 2017).

Training is the crucial area of human resource management; it is the fastest growing segment of personnel activities. Training which is referred to as a course of diet and exercise for developing the employees' effective, cognitive and psychomotor skills assist the organizations to have a crucial method of developing the employee towards enhancing his productivity (Ezeani & Oladele, 2013). In a developing country like Nigeria, training and development of manpower resources is highly needed in virtually all business organizations for its effectiveness (Ezeani & Oladele, 2013). Ameer and Hanif (2013) supported this when they stated that "the need to perform one's job actively and the need to know how to lead others are sufficient reasons for training and development, as well as the desire to meet organizations objectives of higher productivity. Any organization that lays little or no emphasis on training and development, encouraging obsolescence of employees, inflexibility in the organization and appears not to recognize the changing environment in which it operates.

Conceptual Review

Concept of Training and Development

Tahir, Yousafzai, Jan, and Hashim (2014), states that employee training is beneficial in overcoming any barrier or issues between what employees know, and the information required in successfully completing a work task or job. Many employees in organizations' welcome the idea of training and development, as it serves to equip them with the necessary skills to perform their duties. Training equips employees with the necessary knowledge to handle their assigned work tasks, but development is futuristic, looking at the skill set needed to handle new work jobs and holding positions of authority within the organization. In line with Hafeez and Akbar (2015) developing or fostering an individual involves equipping the person with conceptual and theoretical (hypothetical) knowledge on work operations or activities, and processes. Valid training and development programs are responsive to the fast-paced marketplace and changing market needs and preferences. Nwokeocha (2014) defined training as the inculcation of knowledge, skills, and attitudes relevant to a specific job. In other words, training is job-centered, meant to improve the performance of a jobholder.

Concepts of Employee Performance

Employee performance can be described as the record of outcomes achieved for each job function during a specific period of time. It very well may be shown in progress or

improvement underway, easiness or effortlessness in using the new technology or innovation, and highly motivated or energetic workers or employees. At the same time, employee performance can simply be seen as employees undertaking the activities as expected and outlined in their job description. The management or administration and leadership or authority of a firm ought to survey or assess workers' or employees' performance on a premise or basis of their normal endeavors or undertakings either on a yearly, semiannual, or quarterly basis (Athar & Shah, 2015).

Employee performance is defined as the outcome or result of the contribution or commitment of employees or workers to make them attain goals while performance might be used to define what an organization has achieved or accomplished with respect to the process, results, relevance, and success. Employee performance is everything about the performance of employees in a firm or a company or an organization. It involves all aspects or viewpoints which directly or indirectly influence and relate or recognize to the work of the employees (Elnaga & Imran, 2013). Employee performance is usually monitored through regular performance appraisals to ensure the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost, and speed.

Empirical studies on the relationship between Employee Training and Performance

There are many empirical studies that examined the relationship between training and employees' performance in many developed and developing countries around the world. In accordance with, Kiweewa and Asiimwe (2014) focused on the effect of coaching on workers' performance or execution at the Uganda Communication Commission (UCC) using a sample of 80 out of 108 respondents drawn through self-administered questionnaires. To analyze the data, the study used a qualitative method of data analysis in the form of tables and percentiles as well as quantitative techniques, especially Pearson correlation analysis. The outcomes showed that training increases the performance of workers at UCC especially when UCC has handled issues related to need appraisals, training techniques, and evaluations carefully. However, the study presumed that UCC and other sister organizations' in Uganda should be skillful staff or external consultants to formulate strategic plans to guide the implementation and evaluation of organization objectives to enhance the achievement of their mandate at all times.

In line with the study, Nassazi (2013) explores the effects of training on staff performance or execution in the telecommunication business in Uganda. The study focused on the three biggest telecommunication industries or companies in Uganda namely; Mobile Telephone Network (MTN), Warid, and Uganda Telecom (UTL). In this study, the data was collected through the structured questionnaire, which was distributed to 120 respondents at these three companies and was analyzed through descriptive statistics techniques especially the frequency and percentage distributions. The analysis of the results revealed that training features a positive impact on the performance of employees of those companies in Uganda. The study concluded that

these findings would be helpful to human resource policy decision-makers, government, and academic institutions in Uganda.

Inconsistent with Hafeez, and Akbar (2015) inspected the impact of coaching on employee or worker performance within the four companies in Karachi, Pakistan. A sample of 356 employees was selected through a random sampling technique and data collection was done by means of a self-administered questionnaire. The data investigation through Statistical Package for Social Scientists (SPSS) 19 version revealed a statistically significant and positive relationship between training and workers performance at these four companies or organization. Therefore, it was concluded that the training of employees not only improves the efficiency and effectiveness of employees in performing their jobs but it also enhances the efficiency of the companies in which they work.

In line with Victor and Jonathan, (2013), conducted research on: "Training and Manpower Development, Employee Productivity and Organizational Performance in Nigeria: Base on empirical studies" organizations' have been embarking on different training and capacity building program for their employees to enhance productivity and overall performance of the organizations'. Thus, this is due to the recognition of the important or significant role of training and manpower development in the attainment or achievement of organizational goals. Thus, base on the research study on the effects of training and manpower development on employees' efficiency and organizational performance in Nigeria, using First Bank of Nigeria Plc as a case study. The study consists of two variables and the link between variables. The study used structured questionnaires to a sample size of 75 drawn by simple random sampling. The data were analyzed using descriptive statistics. The research findings confirm that training and manpower development have enhanced their efficiency, organizational performance, and job productivity. However, the study recommends that organizations' should conduct a training needs assessment to ensure that the right training is given; ensure that their training programs should be on a continuous process or basis, and motivate staff who performed very well during training sessions so that other staff will, in turn, aspire to excel in life.

Theoretical Framework

The Human Capital Theory was propounded by Schultz (1961) and developed extensively by Becker (1964) who classified expenditures on human capital as an investment rather than consumption. Human capital can be referred to as knowledge, ability, capacity, skills, attitudes, and other acquired traits or characteristics contributing to production. In line with Becker's view, human capital is like or similar to "physical or actual means of production", e.g., industrial facilities, factories, and machines: one can invest or put in human resources (via training, education) and one's outputs depend partly on the rate of return on the human capital one owns (Umar, Emmanuel, Tsado & Oluseyi, 2013).

The theory has been successfully applied by Ngugi (2014) in examining the perceived relationship between training and development in employee performance using the case of Geothermal Development Company (GDC). The research study explains or clarifies how well-developed and equipped human resources can provide excellent or exemplary performance which can enable or empower quality service delivery and overall customer satisfaction or loyalty.

Training attempts or endeavors to close the gap by bringing employees or workers up to, but not beyond, the desired standard or competence, ideal norm, and capability. The widespread investment in human capital creates in the labour force that is skill-base. The relevancy of this theory to this study is that formulation of training programs at the workplace equips employees with vital skills and knowledge which enables them to be vital assets that help the sustainability of an organization. Thus, the theory is relevant in this study in explaining the value of training employees of an organization to improve their performance.

Conclusion and Recommendations

Employee training and development has been identified as a vital instrument that can enhance an organizational performance, productivity and chance of survival in our highly competitive and changing corporate environment. An untrained employee is a liability to an organization as new methods and processes are being developed daily to help organizations innovate and challenge their competitors in the game of business. An organization that fails to train and develop her workforce, or that lay little emphasis on it is encouraging the obsolescence and inflexibility of the employees. Employee failure, therefore, may be ascribed to lack of provision of their training and development needs by the management. Employee training and development can therefore help organizations to develop core competencies and innovativeness that can give them strategic and competitive edge over their competitors, as well as help them to become more productive in the global business economy.

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