



Train me and I Will be better: Effect of Training and Development on Employee Performance in an Organization

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Abstract: *This study examined the effect of training and development on employee performance and productivity in First Registrar Nigeria. Data for the study was collected through primary sources that are from the questionnaire, in-depth interviews, and focus group discussions. Statistical software was used to check the level of impact staff development and training have on employee input or output in an organization. The study selected 8 first registrar companies in Nigeria. The questionnaire distributed among the respondents was 80 in number. Data were analyzed and discussed. The results show that First Registrar Limited undoubtedly, over the years had already established an existing program and policy that finance their staff development and training; organizes staff training courses periodically to enable their employees to be up-to-date with their knowledge and talents and to guarantee that extreme competence is in their organization. From group discussion, it was evident that various training conducted in First Registrar Limited has an impact on the employees. The study, therefore, recommends that employees must stretch their skills through the broadening of their present job, accept redeployment to other departments from time to time, accept transfers to other branches, and management on the other hand should promote employees to a higher position with a greater challenge.*

Key words: *Training, development, human resources, productivity, performance.*

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1. INTRODUCTION

All employee Training program is designed to improve the value of human capital of every organisation and anyone that doesn't add value should be removed from the organisational schedule. It is mandatory for all organisation to adopt the culture of training and development and make it a continuous activity. Training to improve staff strength and performance is very dynamic since it allows the employee to enlarge and increase their market value in an organisation, it gives them job security and earning power (Mamoria (2015). Training molds employee behaviour and makes them participate and add importantly to the organisation. Organization increases their productivity through employee input. Mamoria additionally stated; that when employees receive adequate training, they will make better use of material and equipment which will minimize wastages in an organization.

Perhaps in an organization, human resource is the most important. It comprises menfolk and womenfolk that are operational in an organisation. Accordingly, every organisation must have capable and experienced employees that will work in synergy for the purpose of achieving organisational stated goals. It is assumed that employees become competent through the experience they gained in the workplace, through formal education, and specific skills or knowledge they acquired from the organisational training and development. The study revealed that the more skilled the employees are in achieving their firm's objectives, the healthier their performance is compared to their contenders. All organisations are advised to give maximum attention to staff training as a mechanism of winning experienced or skilled employees who will assist in increasing their performance.

First Registrar functioned as a unit of First Bank of Nigeria Plc before its incorporation as a limited company. It offers Administration Services for more than 30 years to its shareholders, Business organisations, and to all levels of Government. First Registrar Nigeria Limited was incorporated as an independent company in May 1999 after the re-structuring of the Banking sector by the then CBN Governor, Prof Charles Soludo. During the court session in 2012 December, they passed a resolution the meeting that First Bank should separate the totality of its holdings from the First Registrars in agreement with Central Bank of Nigeria instructions, and prior to that, First Bank of Nigeria is the sole owner of First Registrars Limited as one of its subsidiaries. Accordingly, with the new development, they appointed new Directors and retained a management team that is competent to work with Bayo Olugbemi as their leader.

In 2015, First Registrar Limited strengthened its market headship by launching a new identity and increasing its service offering to become the First Registrars and Investor Service Limited in Nigeria. This study set out to know if actually training of any type takes place in the First Registrar, the perception of the staff concerning development and training, and the effect it has on a firm's productivity. First Registrar is one of the sectors that grow the economy speedily. It creates jobs due to its labor-demanding nature and the noteworthy effect on employment in other sectors. This work tries to find out ways in which various training methods have assisted in staff development and productivity/ performance level in First Registrar.

Most commercial banks in Nigeria do not attach any seriousness to their staff development despite the efforts of the human resources department towards achieving corporate performance. Some of them believed that sending staff for training is a punishment meted out for erring staffer. In First Registrar, we conducted a face-to-face interview and focus group discussion amongst staff from

eight branches who had received some form of training, their views about it, and how it has affected their input in their workplace. The interview was audio recorded for better interpretation during analysis. Over time, management and customers of First Registrars have been complaining about the attitudes and skills of their employees towards their jobs despite several training undergone in the organization.

Consequently, this study examined if employee rate of turnover can actually reduce or increase due to the level of training given to them over time. It also observed reasons some organization doesn't attach importance to staff training and if actually training affects the performance of employees in First Registrar Limited in Nigeria.

2. EMPIRICAL REVIEW

Studies on training and development literature indicate a strong positive correlation between an organization's human resource management practices and a firm's performance, for example, training increases output and input, staff performance, employee participation in decision making, high rate of turnover, and return on investment and absolutely affects employee's understanding, abilities, talents, and competency.

Farooq, M, & Aslam, M.K (2011) found that it is not possible for a firm's rate of turnover to be high without best-utilizing staff capabilities, this scenario can occur when an organization meets up with the needs of its employee as to when due. Farooq et al found that there is a strong correlation between employee training and performance as $r=0.233$ which shows that the only way to ascertain the neglected needs of the employee is through training. Training is the prerequisite in building their competence level to enable them to perform effectively towards achieving organizational objectives.

The study of Sultana et al (2012) in the Telecommunication industry in Pakistan found that in Pakistan 50% dissimilarity in employee performance is brought about through staff training platforms. The result shows that training is a good indicator of workers' performance and through training, the organization recognizes the performance of its workers thus their talent, skills, and capabilities need to be shaped in accordance with the company's requirements. Employees feel secure and committed whenever the organization treats them positively. Therefore all managers should endeavor to identify factors that hamper training efficiency and should adopt good methods to neutralize the effect it may have on the employee.

Ahmad and Bakar (2013) found that a high employee commitment level is dependent upon the training methods and learning outcome. Their findings agree with the results of Kim (2016). Consequently, all training programs should be organized in a way that employees will buy in.

2.1.Theoretical Review

The underpinning theory adopted for the study is the human capital theory which supports the tendency towards investment in training and development because such investment is considered very beneficial for the performance and productivity of employees, and overall organizational performance. Generally, people assumed that developing human capacity increases an organization's survival (Bruederl et al 2014). This theory is centered on the understanding and capabilities of small business owners. As a result, the human capital theory has the assumption that experiences are transformed into knowledge thus this assumption causes a problem because years

of experience are not a yardstick to measure expertise (Sonntag 2012). Hence, it is not surprising that human capital factors such as years of industry experience, educational level, and years in managerial position are not good indicators of organizational success even though in some studies they are significant (Bruederl et al. 2010, Rauch and Frese 2012). Investing in a human being is an immaterial asset or quality that is not listed on the company's balance sheet. It is classified as the economic value of staff experience and talents which comprises talents, education, training, health, intelligence, and other things valued by the employers such as trustworthiness, reliability, and regularity. The concept of human capital acknowledges that all labor is not equal but employers have the opportunity of increasing their capital by investing in their employees through education, training, skills, and talents acquisition since all employees have economic value for their employers and the economy in general.

Human capital increases productivity and profitability, therefore the more company invests in their staff the more productive and profitable they become.

3. RESEARCH METHODS

3.1 Research Design, Instrument, and Data collection procedure

Research design provides guidelines that direct the researcher towards solving the problem of the study. The study adopts a descriptive and quantitative survey method which involves using a designed questionnaire in collecting information from the study population and in-depth oral interviews. The study is descriptive since it aimed at observing; describing and documenting aspects of a situation as it naturally occurs. It will also make references to phenomena as they exist in real life.

For this study, the respondents comprise employees selected from eight First Registrars Limited in some of their branches in Nigeria. We strongly believed that this selection standard will enhance the reliability of our findings and cover various standpoints of the subject of the study (Rubin & Rubin, 2005). For the sample size determination, ninety staff were selected for the study using the rule of thumb.

The instrument used for this study was a semi-structured questionnaire that was designed by the researcher to discover the influence of training on organizational productivity and how it can increase employee productivity. The questionnaire items comprise sections A, B, and C. Section A deals with the socio-demographic characteristics of the respondent while section B focuses on training programs in an organization, and section C focuses on development. The items were placed on a four-point rating scale of Strongly Agree = 4 points, Agree = 3 points, Disagree = 2 points, and Strongly Disagree = 1 point. Face-to-face interviews were conducted and detailed questions interrelated to their enterprising experiences, job responsibilities, management duties, perception about training and development, type of participation, and selection of staff for the training program.

During the interview section, participants were allowed to talk freely about and around the theme of organizational training and development in First Registrars & Investor Services Limited. All interviews were audio-recorded and notes were taken during the discussion. Respondents were interviewed separately at a different location convenient for them. After the interview, the audio

records were listened to numerous times and checked simultaneously to ensure completeness and accuracy in the interpretation of responses.

3.2 Data Analysis

Pearson Correlation Coefficient was used to analyze the data. Pearson correlation is the most common measure of the correlation between sets of data. It shows how well two sets of data are closely related.

4. RESULTS AND DISCUSSIONS

This study aimed at verifying if actually employee training and development scheme exist in First Registrar Limited and the effect on workers' productivity. Eight employees of their firm were engaged in interviews and group discussions. The results and discussions are done sequentially to enhance the audience's understanding of the results at a glance. Section A covers the demographic characteristics of the respondents and other sections examined the data pertinent to this study.

4.1 Descriptive statistics

Here the descriptive statistics of employees on training and development were presented. The analysis of individual responses is obtainable in table 1 below:

Table 1. Respondents Demographic Characteristics

Variable	Response	No of Respondents	Percentage
Age	18-25	20	25
	26-35	20	25
	36-45	30	37.4
	46-55	5	6.3
	56-59	5	6.3
	Total	80	100
Gender composition	Male	50	62.5
	Female	30	37.5
	Total	80	100
Educational Level	SHS	15	18.75
	Ordinary level	15	18.75
	Advance level	20	25
	HND	18	22.5
	First degree	6	7.5
	Master	6	7.5
	Total	80	100
Job Position	Junior/ middle level	25	31.3
	Engineers	5	6.3
	Office Secretaries	10	12.5
	Account	20	25
	Officer/Bookkeeping	5	6.3
	Computer Analyst	10	12.5
	Security Officers 1&2	5	6.3
	Driver	80	100
	Machine operators		
	Total		

Years of service	1-10 years	40	50
	11-20 years	25	31.2
	21-30 years	10	12.5
	31-40 years	5	6.3
	Total	80	100

Source: Field Data, 2021

Analyzing the data obtained from the questionnaire, table 4.1 reveals that the majority of the respondents were between the ages of 36-45 years representing 37.5%, 40 respondents are between 18-25 and 26-35 years respectively while 5% are between that ages of 46-55 years. From the table, the male respondents formed the majority of the target population with a total of 50 representing 62.5%, and 30 respondents representing 37.5 were females. The level of education of the respondents ranges from SHS to Masters Levels. Few of them have a professional qualification, 15 out of 80 are Senior high school graduates, 20 of them are Advance level holders and the remaining have either ordinary level or HND. This implies that different levels of educational qualifications are duly represented in the organization and different forms of training should be involved.

The respondents have served in First Registrar Limited for 1 to 40 years. This means the organization has a blend of experienced and young professionals who require constant refresher training and development to update their skills on the job. The table above also shows that the organisation has different cadres and positions comprising junior and senior staff which indicates that their training and development will come in different types.

Responses from the questionnaire items

Table 2: Responses from the respondents on questionnaire item 1, 2 and 3

S/N	Variables	Yes	No	Total
1	Employee involvement in training and development for the past 10 years.	50(62.5)	30(37.5)	80
2	The purpose of training is to improve knowledge and skills and enhance organizational effectiveness and performance.	70(87.5)	10(12.5)	80
3	Comfortability with the training policy	50(62.5)	30(37.5)	80

Source: Authors computation from data, 2021

From table 2 above, interview conducted among the employees' shows that their involvement in the organization's training and development in the last ten years is positive. 50 respondents agreed that they have undergone one training or the other (directly or indirectly) while 30 respondents representing 37.5% disagreed. The majority of them believed that the purpose of the training is to improve knowledge and skills as well as organizational performance. 62% of the respondents were comfortable with the form of training being given to them in their various cadres while 37.5% were displeased with the form of training.

4.2. EXTRACTS FROM THE INTERVIEWS

Involvement in Training and Development

Findings show that First Registrar Services has been involved in training and development for the past 10 years. This was gathered from the interview with the group training manager and the Human resources manager. It was also confirmed by some of the employees and information contained in other documents on the company's training and development guide.

"Since I was employed in this organization fifteen years ago, organizational training, and staff orientation, on-the-job training has been in existence. It is my responsibility to ensure that new staff gets trained or given proper orientation about the firm's principles. Staff is being selected according to their ranks to attend one form of training or the other. (Group Training Manager, Awka Branch)"

"The purpose for sending the employees to training and development is for them to improve their skills and knowledge as well as increase organizational productivity. On several occasions, some of the employees take the training for granted while some are serious about it. Some are afraid of change in technology and lack the ability needed to cope with the new processes and production techniques. At the end of the training, one cannot guarantee 100% success of the implementation of what they have learned from the training". However, the ultimate objective, however, is to help improve both individual and organizational performance. (Senior Manager, Onitsha Branch)

Training and Development Policy at First Registrar Limited

The interview with the Group Training manager and Human Resource Managers did indicate that First Registrar Limited has a training and development policy in place.

"However, the processes involved in training are not duly followed because of the costs associated with it. Training at First Registrar Limited is not as planned and systematic as it is supposed to be because the budgetary provisions for training are always below expectation." (Training Manager)

From the responses of the respondents, a large majority of them seem not to be aware of the existence of the training policy. The training policy gives the general direction, provides guidelines, and informs employees of training and development opportunities available. Employees certainly cannot take advantage of the opportunities offered by a policy whose existence they are not even aware of.

Nature and selection for the training

"From my view, I think that the nature of training practices in First Registrars is unplanned and unsystematic. It does not align with best practices regarding the planned and systematic nature of the training process as generally known. Some employee does not know that training practices exist in this firm while some are aware of it but couldn't explain how the selection is being done. Some staff has not

participated in any form of training in spite of the known dividends of training. (Senior staff and Respondents)”

It is very clear that training has long been taking place at First Registrar Limited, from the responses that almost 50% of respondents have participated in training in one form or the other. Subsequently, respondents were asked a series of questions to determine the flow, planned, and systematic nature of the training and development process at First Registrar Limited. The starting point was to know how respondents were selected for inclusion in the training programs they participated in. Table 3 below summarizes the responses of the 50 respondents who ever participated in training;

Table 3. Selection for Training

Selection criteria	Frequency	Percentage
Supervisor recommendation	6	12%
Employee request	3	6%
Performance appraisal	2	4%
New technology	6	12%
Don't know	33	66%
Total	50	100%

Source: Authors computation, 2021

The above table 3 indicates that many respondents (33 out of 50) do not know how they were selected for the training programs they participated in. 6 employees requested to attend a training by themselves, while the remaining were recommended by their supervisors, or through new technology and performance appraisal respectively. The training manager was not able to specify exactly how the selection criteria for his employee training were done.

5. FINDINGS

The study indicates that 'First Registrar Limited has been involved in training and development activities for more than ten years. Data collected from interviews with the Group Human Resource Manager and Training Manager and supported by focus group discussion indicates that indeed training and development activities in First Registrar Limited date back to the early sixties when the Authority was established. The data collected, presented, and analyzed also indicated that the purpose of training and development activities at First Registrar Limited is to enhance the skills, knowledge, abilities, and competencies (SKAC) of employees and thereby achieve improved individual and organizational performance.

On the issue regarding the actual training and development practices and methods on the ground, it was found that the training and development activities are unplanned and unsystematic. The results reveal that some of the respondents have served the organization for only one year, and only 58 out of the 80 have ever participated in the training of any kind in the organization. 36 out of the 58 who have ever participated in training do not know how they were selected for the training. 22 out of the 58 do not know the aim of the training. The organization engages in job and refresher training and the training methods, plans, lessons, and trainers are selected as the situation demands. Training activities are largely not evaluated.

The finding also revealed that some employees sponsor themselves to acquire new skills and knowledge through former education programs. After acquiring that skill organization refused to promote or upgrade them because they felt that the management did not approve the program before they embark on it.

6. CONCLUSION

The study examined how training and development affect workers' productivity in First Registrar Limited. The researcher conducted interviews with the respondents and a focus group discussion was also organized to ascertain the level of involvement of the management of the First Registrar in training and development. After the whole process, First Registrar is advised to take action to correct its training and development activities and ensure that the due processes are duly followed.

From the study, it was seen that the organization has a well-established policy to invest in the training and development of employees, however, the due process is not followed. It was also noticed that the organization organizes training for the employees from time to time but the selection criteria were unknown to the workers. Additionally, employees develop themselves through self-sponsored training to enhance their capability and skills and at times receive no encouragement from the management.

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