

Effect of Training and Development on Employee Performance in Some Selected SMEs in Maiduguri Metropolis

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Abstract: *The study examines the effect of training and development on employee's performance of Small Scale Enterprises (SSEs) in Maiduguri Metropolis. The objectives of the study are to assess the effect training and development on employee performance in some selected SMEs in Maiduguri Metropolis. The study was carried out in Maiduguri, primary source was used as the source of data, the population of the study comprises of two hundred and thirty-nine (250) respondents. The sample size is one hundred and fifty respondents (150) selected in the study population using Yamani (1967) formula. The data was collected by used of structured questionnaire, the data collected was analyzed using simple regression analysis. The major findings of the study reveals that there is significant effect between training and development and employee performance short refresher training courses were recommended for school administrators and education bureau officials*

Keywords: *training, small scale enterprise, employee performance.*

INTRODUCTION

Employee are an organisation's most valuable asset which needs to be trained and developed based on organisation and individual needs. As a result of the ever-changing organisational environment, lifelong learning is a vital coping mechanism. Employee performance is a major concern to all organisations. If employee are to experience flexibility and effectiveness on the job, they need to acquire and develop knowledge and skills, and if they are to believe that they are valued by the organisation they workforce, then they need to see visible signs of management's commitment to their training career needs (McDowall & Saunders, 2020). To enhance job performance, training skills and behaviours have to transfer to the workplace, maintained overtime and generalized across contexts (Holton & Baldwin, 2020).

According to Hakala et al (2018), the dynamics which are possible to disturb the performance of employees at workstation are the limited nature and purpose of occupation pleasure, alteration of orderly growth or depressing the job gratification above influence. Employee performance basically depends upon a lot of factors like performance appraisals, employee inspiration, employee commitment, payments guidance and improvement, job safety, business configuration etc.. There is no doubt in it that employees are the building blocks of an organization. As put forward by Hameed & Waheed (2017), the most value adding possessions (assets) available to any firm, business, or organization are its workforce. The performance on part of the workforce is the driving force behind the survival of any business firm. Further, they are of the view that well

performing employees contribute to the efficiency and success of the organization. So, performance is crucial for the organizations and making strategies to improve performance and measuring it from time to time are a basic step that is to be taken. Without desired performance results, it is of no use continuing to invest in processes and projects. If we define employee performance then we may say that “the set of employee behavior, results, and outcomes that come after completing the job tasks using certain components.

Training is the process of inspiring new or current personnel, especially in public and political service, with knowledge and expertise to fulfill their organizational objectives based on public policy direction. Cheminais et al. (2018), defined training as planned and purposeful activities the training and development contribute to the culture of enhancing learning to improve employee performance in the schools. It's necessary that the employees need to be well-trained to reach more capable of achieving performance. Harrison (2017) point out that the achievement of employee performance through training resulted from increasing knowledge, skills and abilities to carry out job-related tasks to achieve more corporate goals and influencing the performance of the organization

Objective of the study

The main objective of the study is to assess the effect of training and development on employee performance in some selected SMEs in Maiduguri Metropolis. The specific objectives were to:-

- Examine the effect of job instruction on employee performance
- Assess the effect of vestibule training on employee performance.
- Determine the effect of refresher training on employee performance

Literature Review

Concept of Training

- Training is the process of inspiring new or current personnel, especially in public and political service, with knowledge and expertise to fulfill their organisation objectives based on public policy direction. Cheinais *et al.* (2018) and Goldstein (2019) defined employee training as a systematic planning and behavioural changes through instructional events, programs and instructions that help people to get the necessary information, expertise and skills or attitudes through the learning experience in order to attain an efficient performance in a particular activity or set of activities. Ezeani & Oladele (2014), define training as development process of equipping employee with new skills to develop their knowledge and expertise to assist an organisation to enhance productivity and remain relevant globally and attractive clients. Training is a strategy that may also encourage innovation in the work place (Sung & Choi, 2017).

According to Ahmed *et al.* (2020), training improves satisfaction level of employee rewards them with competitive edge over other employee and transforms them into valuable employees. Training also helps to increase job knowledge and skills, it also expand the intellect an overall personality of the employee (Ahmed et al. 2020). Training provides necessary knowledge, skills and abilities to perform a job properly (Elnaga & Imran, 2014).

Furthermore, training is considered important in developing a feeling of belongings among employee satisfaction (Waziri & Trans, 2016). According to Kadiresan et al. (2015), development is setting up and making employee ready for potential vacancies and issues, moreover when organisation communicate with employee about skills gap, they decide who to train, which areas they need training and when to do it; only training can be introduced properly (Kum et al., 2014).

According to Cheminais et al., (2018) development is the continuation of education and training in order to gain the necessary experience skills and attitude to be appointed to highest position.

Furthermore, development is the act of increasing and gaining the information needed to carry out specific task or responsibilities in a position. According to Tailor (2020), on the other hand development means those learning opportunities designed to help employees to grow. Development is not primarily skills oriented. Instead it provides the general knowledge and attitude, which will be helpful to employers in higher positions. Development programs are regarded as specific framework for helping employees to develop their personal and professional skills, knowledge, attitude behaviour and consequently improved their abilities to perform specific task in the organisation.

Job Instruction

According to Bhavya (2019), job instruction is a systematic method assuring that the employee can perform the job tasks correctly, safely and consistently. They can both perform the job motions and understand why doing them that way is important. Job instruction is the most commonly used method. Under this method, the individual is placed on a regular job and taught the skills necessary to perform that job. The trainee learns under the supervision and guidance of a qualified worker an instructor. On-the-job training has the advantage of giving first-hand knowledge and experience under actual working condition.

While the trainee learns how to perform a job, he is also a regular worker rendering the service for which he is paid. The problem of transfer of trainee is also minimized as the persons learns on the job. The emphasis is placed on rendering service in the most effective manner rather than learning how to perform the job. On the-job training methods include job rotation, coaching, job instruction or training through stepby-step and committee assignments.

According to MBA Skool (2015), job instruction is a form of simple on-the-job training where a new employee is trained step by step by a supervisor or an assigned coworker. Job instruction is also used to train existing workers about new technology. Job instruction is a program that trains supervisors in how to instruct a person to perform a job correctly and safely and to be productive as quickly as possible, while creating less waste, rework and damage to tools and equipment (David, 2016). Job instruction is a written document that companies and organisations use to explain how to perform a certain task or conduct a certain procedure.

Vestibule Training

Conceptually, vestibule training is commonly used for training of personnel for semi-skilled jobs. The duration ranges from few days to few weeks. It refers to a training school established within the industrial premises, the working conditions and facilities resemble the actual work place (Business Jargons, 2019). In other words, vestibule training is called near-the-job training which means the simulated set-up is established, proximate to the main production plant, wherein the technical staff learns how to operate the tools and machinery that may be exactly familiar to what they will be using at the actual work place (Business Jargons, 2019). Population of the Study

Research Design

The study adopted survey research design to facilitate the accomplishment of its objectives contained in chapter one. The aim is to maximize the value of information collection, analyze the data at minimum cost and avoid invalid inferences. The justifications for survey research design was to enable the researcher know how to observe, control or manipulate variables in the course of the study.

Population of the Study

The population of this study consisted of two hundred and fifty (250) smallmedium enterprises in Maiduguri Metropolis. The population comprised bakeries, packaged water, restaurant and computer services, that is, bakeries 25, packaged water 60, restaurants 90 and computer services 75 which makes the total of two hundred and fifty (250).

Effect of Vestibule Training on Employee Performance

Anova: Single

Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Column 1	4	210	52.5	41.66667
Column 2	4	241	60.25	120.25
Column 3	4	58	14.5	30.33333
Column 4	4	45	11.25	8.916667
Column 5	4	42	10.5	35.66667

ANOVA

Source of

Variation	SS	df	MS	F	P-value	F crit	
Between Groups	9572.7	4	2393.175	50.52445	1.58E-		
Within Groups	710.5	15	47.36667				
Total	10283.2	19					

Discussion of Finding

One of the findings of the study indicates that there is effect of job instruction on organisational performance. This findings agrees with the study of Saline and Goskeway (2015), who investigated the impact of on-the-job training on employee performance in Rileys Hotel Maun, Botswana and found that employees were satisfied with the use of on-the-job training as it increases job performance and increases efficiency

Another finding indicates that there is effect of vestibule training on organisational performance. This finding is in tandem with Olabiyi (2020) who conducted a research on enhancing job satisfaction through vestibule training in construction industries in Lagos State and found that that craftsmen were satisfied with the use of vestibule training as it increases job performance and increase efficiency.

The third finding indicates that there is effect of refresher training on organisational performance. This find corroborates with that of Tesema (2020), who studied on the availability and frequency

of short refresher training courses for secondary school English Language teachers in Jimma Zone, Ethiopia and found and training expert on Education Bureaus) and 11 school directors via interview. Qualitative data were analysed through techniques of description and interpretation. The findings show that short refresher training courses were recommended for school administrators and education bureau officials

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