
**IMPACT OF TRAINING ON EMPLOYEE PERFORMANCE AT REDEEMERS UNIVERSITY
EDE, OSUN STATE.**

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Abstract

Training has always been a matter of contention in most organization, because of the huge capital outlay associated with it, However, most organization are beginning to have a rethink, because of the outstanding achievement recorded by organization with good training culture. This study is majorly about Effect of training on Job performance of employees in Redeemer University, Ede, Osun State. It is based on primary data obtained from distribution of questionnaires. Furthermore, the variables considered in this study are training and employee performance, also the data generated from the distribution of the questionnaire were analyzed using regression analysis, and the result shows that training has significant relationship with job performance. Base on this finding the study, recommend that management of universities in Nigeria, should always make adequate plan for training, since this will significant increase their motivation.

1.1 Introduction

Employees are the most valuable asset of every company as they can make or crack a company's reputation, which may adversely affect its profitability. Employees often are answerable for the enormous bulk of necessary work to be done as well as to ensure students continuously patronize the University. Therefore, without proper training, employees both new and current may not receive the essential information and skill needed to accomplish their tasks at their maximum potential. Employees who go through proper training tend to keep their jobs longer than those who do not. Training has traditionally been defined as the process by which individuals modify their skills, knowledge, attitudes, and behavior (Robbins and DeCenzo, 1998). There are different ways of defining the word training. It may be defined as a systematic development of the knowledge, skills and behavior required by staffs to perform satisfactorily on the task or job (Shaheen, Naqvi & Khan, 2013) or simply learning that is provided in order to improve performance on the present job (Amin, 2013). On the other hand, Elnaga and Imra (2013) define employee training programs, which provide workers with information, new skills, or professional expansion opportunities. It can take place in numerous ways, on the job or off the job; in the organization or outside the organization. Regardless

of the view, the term training draws elements of acquiring new knowledge to help manage both present and future situations. An ever rapidly changing business environment, therefore, demands a lifelong learning as an indispensable coping strategy. Business environments change from time to time which calls for continuous upgrading of employee skills and capabilities to get better on their job performance, growth and the ability to adapt to the rapidly changing economic environments for the organization to remain competitive (Amin et al., 2013). Pfeifer, Janssen, Yang, and Backes-Gellner (2011) support this by saying that next to schooling, human capital gathering after entry into the labour market is well thought-out as key to economic performance at both the micro and the macro level. Furthermore, Elnaga and Imra (2013) posit that to develop the preferred knowledge, skills, and abilities of the employees, to perform well on the job, it is required for management to initiate effective training programs that will also affect employee motivation and commitment.

1.2 Statement of Problem

The Management of most Universities in Nigeria, often set aside huge amount of money for training and re-training their staff, so as to be able to improve the image of the university and also ensure the university survive the continuous competition among other similar educational institutions, However most of this training have not yielded the expected result, because, significant number of staffs in these universities, still have challenges with operating computer, using the internet, handling of students records to mention a few. The problem of this study is to examine why most universities still have employees who are still very deficient in some basic skill despite all the special intervention by the management of these institutions.

1.3 Research Questions

In order to achieve the objectives of the study, proffering answers to the following research questions become imperative:

- i. What relationship does training have on work done by the employee of Redeemer's University?
- ii. Does training have a relationship with the motivation of employees in Redeemer's University.?

1.4 Objectives of Study

The major objective of this study is to investigate the extent to which employee training enhances the performance on employees of Redeemer's University. The specific objectives are as follows:

- i To examine if there is any relationship between training and job done by employees of Redeemer's Univerisity.
- ii. To ascertain if the there is any relationship between training and motivation of employees in Redeemer's University.?

1.5 Research Hypotheses

- i. There is no relationship between training and work done by employees of Redeemer's university?

ii. There is no relationship between training and motivation of employee in Redeemer's University?

1.6 Significance of the Study

This research work is important because it will help management of universities and employees to appreciate training, and give more attention to quality training, because it will reveals the benefit and challenges associated with it. It will also enhance other educational institution to give preference to quality training so as to improve their growth potential in the long run.

1.7 Literature Review.

1.7.1 Conceptual Review

1.7.1.1 Concept of Training

Effective training and improvement programs aimed at improving the employees' performance. Training refers to bridging the gap linking the current routine performance and the standard desired performance. Training could be given through different methods such as on the coaching and mentoring, peers cooperation and contribution by the subordinates. This team work enables employees to actively participate on the job and produces healthier performance, hence improving organizational performance. Training programs not only develops employees but also help an organization to make most excellent use of their human resources in favour of gaining competitive advantage. Therefore, it seems mandatory by the firm to plan for such training programs for its employees to improve their abilities and competencies that are needed in the workplace, (Jie and Roger, 2005). Training not only develops the capabilities of the employee but sharpen their thinking capacity and creativity in order to take better decision in time and in more productive manner (David, 2006). Moreover, it also enables employees to deal with the customer effectively and answer to their complaints promptly (Hollenbeck, Derue and Guzzo, 2004).

1.7.1.2 Concept of Employee Performance

According to Hawthorne studies, and many other research work on productivity of worker highlighted the fact that employees who are contented with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs (Landy, 1985). Moreover, it is stated that workers are more likely to turnover if they are not satisfied and hence demotivated to show good performance. Employee performance is higher in happy and contented workers and the management find it easy to motivate high performers to attain firm targets. (Kinicki and Kreitner, 2007). The employee could be only satisfied when they feel themselves competent to perform their jobs, which is achieved through better training programs. Recognizing the role of training practices, facilitate the top executives to create better working environment that ultimately improves the motivational level as well as the performance of the workforce. According to Leonard-Barton, (1992), an organization that gives merit to knowledge as a source of gaining competitive edge than competitors, should build up a system that ensure constant learning, and on the effective way of doing so is training. Pfeffer (1994) highlights that well-trained workforce is more capable of achieving performance targets and gaining competitive benefit in the market. Training is determined as the process of enabling employee to complete the task with greater

efficiency, thus considered to be vital element of managing the human resource performance strategically (Lawler, 1993; Delaney and Huselid, 1996).

1.7.1.3 History of Training

The oldest form of training in industry is the apprenticeship system, which was developed in the middle ages by the trade guilds. During the Elizabethan period, apprenticeship began to gain recognition in England in the shape of law, but the practice of apprenticeship goes back much farther than that. The records of ancient Egypt, Greece and Rome contain constant reference to the passing on of skills from one generation to the other. As early as 2100 B.C the Babylonian Code of Hammurabi had made explicit provisions for artisans to teach youths through some form of apprenticeship.

1.8 Theoretical Review

1.8.1 Kaizen Costing System theory

According to Sani & Allahverdizadeh (2012), Kaizen has its origin in Japan. This concept refers to the process of “continuous improvement” (Rof, 2012). According to Rof (2012), the principle behind the Kaizen Costing application is on achieving small, gradual but continuous improvement in the production process at a minimal cost. Kaizen Costing technique can be defined as the application of continuous improvement specifically to reduce cost (Blocher, Chen, & Lin, 1999). It focuses mainly on making production and service delivery amounts rather than through large innovations.

Kaizen essentially tries to ensure that everyone in the company continually reconsiders how the task is undertaken and whether there is a better way of doing it (Sani & Allahverdizadeh, 2012). The implementation of this approach is to ensure continual improvement will cost reduction takes place. In other words, it encourages constant reduction by tightening the standard.

Therefore every business is continuous in nature i.e., going concern, the improvement in the management of inventory, cost, investment will have a positive effect on the enterprise. One of the major importance of cost accounting is to enhance performance evaluation and determine inefficiencies which bring about minimisation and control of cost and the maximization of profit.

1.9 Empirical Review

Francis, et al. (2014) conducted research on training and development: A tool for employee performance in the district assemblies in Ghana. In a sample of fifty (50) full-time staff members of Kumasi Metropolitan Assembly, the research revealed a direct relationship between training and development and employee performance ($r = 0.3347$, $p = 0.030$). Also, the results of the data analysis indicated that significant relationship exists between training and development and job satisfaction (r value (0.3338) is greater than p -value (0.0307)). Finally, the study revealed that management and employees faced peculiar problems during training and development exercises. Management complained about funds while employees' expresses concern about the time allotted to various training and development programs.

Uzma, (2015) carried out research on the impact of training on employees' performance (Evidence from pharmaceuticals companies in Karachi, Pakistan). The paper presents a concise summary of the literature on the value of training in improving the performance of the employees. Four pharmaceutical companies are selected. A survey of 356 employees via self administrated questionnaire. The analysis showed a positive significant relationship between them and the results revealed that the more the employee gets training, the more efficient their level of performance would be.

Job (2015) conducted a study on the impact of training and development on workers' productivity: A study of selected oil service companies in port Harcourt. The study was based on a combination of literature review and questionnaire surveys. For this study, 109 questionnaires were distributed among the employees of the ten selected oil service companies. From the study, it was observed that most organizations meet their needs for training in an ad-hoc and haphazard way, while others set about identifying their training needs, then design training activities in a rational manner and finally asses the results of training. The paper concludes that there is a significant positive relationship between training/development and workers productivity. There is also a significant positive relationship between training/development and employees' job security.

1.10 Methodology

The research design used in this research work is Survey Research design, which involves the distribution of a questionnaire to selected respondents considered by the researcher. The respondents considered for these study includes staffs from English Department, Financial Studies Department, Business and Economic Department, Directorate of Student Service and Development, and French Department, Computer Science and Political Science Department. The research instrument used by the researcher was Questionnaire. The Questionnaire used was self-constructed, and its content was based on ideas borrowed from existing literature. The researcher distributed Sixty(60) questionnaires which were distributed using now- random sampling (i.e. purposive sampling) based on researcher judgment. The variables considered in this study are training and employees performance, which was represented by training of employees and motivation of employee. The data from the questionnaire were analyzed using multiple regression statistical tool in SPSS.

1.11 Model Specification

The model specification used in this study is based on the description of the relationship between the dependent and independent variables of this research work.

$$Y = f(X) \text{-----}(1)$$

Where Y = Dependent Variable is Training

X = Independent Variable Job performance represented by motivation

The multiple linear regression model for this study is therefore

$$Y = \beta_0 + \beta_1 X_1 + e \text{-----} (1)$$

Where: β_0 = Constant

β_1 = Regression Coefficient

X_1 = Independnet variables

Y= Dependent Variable

e = error term

1.12 Result and Data Analysis

- Testing and Interpretation of Hypothesis 1

There is no relationship between training have on work done by employees of Redeemer’s university?

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.941 ^a	.885	.181	126.47033

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	100788.254	1	100788.254	6.301	.001 ^a
	Residual	367879.097	23	15994.743		
	Total	468667.351	24			

Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	60.733	27.129		2.239	.035
	Workdone by employees	246.228	98.089	.464	-2.510	.001

The regression analysis result above shows that the Model summary results shows that Pearson Correlation coefficient value (R) is 0.941 this indicate that there positive correlation exist between training and work done by employees of the selected university. This result was corroborated by the result of the R-SQUARE which indicated a value of 89% (0.885). This value implies that 89% of the variation in the dependent variable can be explained by the independent variable while the other 11%, that is (1-r²) can be accounted for by other factors outside the model. The regression analysis result also reveal that the ANOVA and Regression coefficient statistics shows that the P-value obtained(i.e.0.001) was lower than the significance value of 5% specified in SPSS for this analysis.

Decision for Hypothesis One: Therefore, since the significance value obtained for Hypothesis one is lower than the 5% significance value specified in SPSS for this analysis, that is $P(0.002) < P(0.05)$, it can be concluded, that the Null hypothesis will be rejected while the alternate hypothesis will be accepted. This implies that increase in training can be used to predict expected performance of employee at Redeemer’s University, this also implies that that it important for the university management to ensure enough time and resources are set aside for university employees to undertake relevant and quality training within and outside the university.

• **Testing and Interpretation of Hypothesis 2**

There is no relationship between training and promotion of employees in Redeemer’s University?

Model Summary

Model	R	R Square	Adjusted R Square	
1	.822 ^a	.676	-.043	142.71156

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	235.802	1	235.802	.012	.002 ^a
	Residual	468431.549	23	20366.589		
	Total	468667.351	24			

Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	37.474	31.227		1.200	.242
	Motivation of employees	-2.220	20.633	-.022	-.108	.002

The regression analysis statistic above establishes that the Model summary, which is part of the regression test result generated by SPSS, Regression command, shows that Pearson Correlation coefficient value “R” is 0.822 this indicate that there a positive correlation exist between training and promotion of the employees in Redeemers university, and this interpretation was also supported by the R-squared value, which is 68% (0.676), and this means that 68% of the variation in the dependent variable can be explained by the independent variable while the other 32% can be determine by other exogenous factors outside the model. The regression analysis result also reveal that the ANOVA and Regression coefficient statistics shows that the P-value obtained(i.e.0.002) was lower than the significance value of 5% specified in SPSS for this analysis.

Decision for Hypothesis two: Therefore, since the Regression result obtained shows that Hypothesis two indicated a P-value of (0.002) which was lower than the 5% significance value specified in SPSS for this analysis, that is $P(0.002) < P(0.05)$, Thus, it can be concluded, that the Null hypothesis will be rejected while the alternate hypothesis will be accepted. This implies that training has significant relationship with motivation of employees in Redeemers University, which also indicates that training can be used to predict the motivation of the employees in various unit and department of the University employees, since both variables has significant relationship on each other.

Discussion of Result

The statistical findings of this study indicates that there is significant relationship between Training and work done by employees of Redeemer's University, this is because $P < 5\%$, that is the P-value obtained (i.e.0.001) was lower than the critical value of 5% specified in SPSS for this Analysis. This findings also shows that motivation and training has significant relationship with each other, this was also established by the result of the regression analysis which shows that the P-value obtained(0.001) was lower than the critical value of 5% specified in SPSS for this analysis. The finding also implies that the management can significantly improve the growth rate of the university by investing robustly on training of its staffs.

1.13 Conclusions and Recommendation

This study concludes that employees Training significantly enhances performance, this is because the result of the regression analysis shows that the P-value obtained (0.001) was lower than the critical value of 5% specified in SPSS for this analysis. The study therefore recommends that management should intensify training, especially those that relates directly to employee's present responsibility. The study also concludes that that training enhances motivation of employees, this is because the statistical findings shows that there the P-value obtained (i.e.0.002) was lower than the critical value of 5% specified in SPSS for this analysis. Hence it recommends that management should introduce more training since this help employee to develop more motivation towards their work

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