
THE IMPACT OF TRAINING ON EMPLOYEE'S PERFORMANCE IN PUBLIC SECTOR ORGANIZATION: A CONCEPTUAL PAPER

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Abstract: Organizations are concerned with human resource development with a view to enhance employee's performance and ultimately the overall organizational performance. Staff training and developments are carried out through different ways, some providing immediate short term results with others provides future long term effective on the employee's performance. This study examines the effect of training in-terms of in-service, on the job training, and conference on employee's performance in terms of effectiveness and efficiency. The studies that used training on employee's performance provide differing results. This study has review previous literatures and conceptualized that training has strong effect on employee's performance.

Keywords: Employee's performance, Human resource training, Public sector organization

1. Introduction

Human resource is one the important factors that believe to be a key factor in the effective performance of organizations, without effective and efficient human resources, organizations cannot achieve excellence, human resource is the live wire of organizations. Despite the use of technology in modern management, humans are still relevant and most adaptive resources of the organization. The strategic values of human resource stem from the fact that apart from other resources employed in the course of production (land, capital, technology etc) which are passive, human resource is endowed with discretionary decision-making power and have a competitive advantage over other resources. Therefore, human resources need continuous



training to acquire more skills and knowledge to sharpen them towards the performance of their task effectively. It also faces the challenges of the dynamism of our environment especially as it applies to our institutions of learning.

This goes with the belief that human resources are the major and essential ingredients of an organization, which is used with other resources to achieve organizational objectives (McCourt & Eldridge, 2003). Considering the tremendous importance of human resources in an organization, every, therefore, should place greater emphasis on training and development of manpower and provide a supportive working environment. This is in a bid to turn potential human resources into actual resources.

Training is the imparting of knowledge to an employee on a specific area or skill for the efficient execution of the jobs he is employed to perform, while development is the overall enhancement and growth of employee's skill and abilities through a conscious and unconscious mode of learning. The main purpose of training and development is to improve the employee's competencies to perform their jobs better (Kearney, 2010). Employees cannot be effective and efficient in their jobs if they don't acquire and develop their knowledge and skills. A scholar like Nwachukwu (2009) was of the opinion that employee productivity is the outcome of his function, ability, will, and situational factors.

Atimes, an organization may have employees with the ability, determination and appropriate equipment and managerial support, but their performance fell below expectation. The reason may not be far from their poor skills and knowledge, usually acquired through training and development. Therefore, organizations need training programmes in order to facilitate the training and development of their employees. The essence of training programmes is to bridge the skill-gaps between actual and desired job performance and equip employees with relevant skills and competencies that distinguish exemplary job performance from average performance. This study has examined the impact of human resources training as an instrument for employee performance in term of effectiveness in Abubakar Tatari Ali Polytechnic Bauchi, Bauchi state Nigeria.



2. Employee Performance

Originations gave special consideration on individual and group performance of its employee's, performance was perceived differently, some define it as the outcome or contribution of employees to make them attain goals (Obasan, 2011). While, Ngu, (2010) affirm that employee performance is the combined result of effort, ability, and perception of tasks. The performance of an employee is quite imperative for organizational outcomes and success, the improvement of employee performance can be much easier by the use of new technology and practice as it motivates workers to perform effectively. According to Luthans (2000) employee performance is the ability of employees in doing certain work. The performance of an employee is used to measure the contribution of employees on the tasks assigned to them, employee performance is "behavior or what employees do, not about what employees produce or the outcomes of their work" (Aguinis, 2009). Performance explains the consequences results from the function of work or activity within a certain period coupled with organizational goals.

Armstrong (2006) claims that performance is the development of quantified objectives, employee performance is not only a matter of what people achieve but how they achieve it. The achievement of specified tasks against predetermined or identified standards of accuracy, completeness, cost, and speed Sultana, (Irum, Ahmed, & Mahmood, 2012). High performance is a step towards the achievement of organizational goals and tasks. Yusrizal and Lawal, (2006) saw the performance as an act of accomplishment and an exhibition of skills. Performance is the total expected value of the organization of the discrete behavioral episodes that an individual carries out over a standard period of time (Motowidlo, 2003). While, a scholar like Rashidpoor (2000) argues that, employee performance is a set of behavior which a person shows in relation to his job, in other words, its count as efficiency gained due to the person's job type. In view of these definitions that have mentioned above, it can be concluded that performance is the work that can be achieved by a person or group of people in an organization either quantitatively or qualitatively in accordance with the authority and duties of responsibility, in an effort to achieve the objectives of the organization concerned legally, not violating the law and in accordance with the organizational moral and ethics.



3. Training and Development

Irrespective of the diversities in the definition of training by authors, the meaning of the “training” still remains “to develop individual employee”. Training is perhaps one of the best-known techniques of manpower development (Anitha, 2014). It is orienting a worker towards the needs of an organization, for the purpose of maximum output and attainment of the organizational goal and objective. Training according to Dessler (2011) means giving new or current employees the skill they need to perform their jobs. Armstrong (2003) posits training as the formal and systematic modification of behavior through learning which occurs as a result of education instruction, development, and planned experience. Training is a continuous procedure of obtaining specific information, increasing skills and learning concepts, rules or attitude in order to promote effectiveness on a particular job (Fajana, 2002).

Training is a planned process of inducing attitudes and transmitting skills necessary for effective use of ideas and transfer of experience, thus, regards training as any learning activity that is directed towards the acquisition of the specific knowledge and skill for the purpose of occupation or task (Cole, 2006). He contends that the focus of training is the job or task. The glossary of training, further defined training as a planned process to modify attitude, knowledge skills or behavior through learning experience to achieve effective performance in an activity or arrange of activities. Its purpose in a work situation is to develop the abilities of the individual to satisfy the currency and further needs of the organization (Wanous & Reichers, 2000).

Training is a continuous process of acquiring specific skill, talent, and knowledge of an employee in order to achieve the predetermined goal and objectives (Kearney, 2010). Fisher, (2011) states that training is a planned effort by a company to facilitate employees’ learning of job-related competencies, these competencies include knowledge, skills, or behaviors that are critical for successful job performance. The systematic process of altering the behaviour and attitude of employees in a direction to increase organizational goals and development (Fanibuyan, 2011), as the program generally aimed at educating supervisory employees above and beyond the immediate technical requirement of the job and has the main objective of the improvement of the effective performance of all employees.



Furthermore, Nwachukwu (2003) states that “training is an organizational effort at helping human resources to acquire basic skill required for the execution of the functions for which they were hired or employed”. In line with the above, Ikeanyibe (2009) explains that training is the process of helping an employee to acquire basic skills required for the effective execution of the functions for which he is assigned. In addition to that Oribabor (2000) submits that training at developing competencies such as technical, human, conceptual and managerial for the furtherance of individual and organizational growth. However, training is designed to improve the technical and mechanical skill of personnel. It is also designed for managerial and non-managerial staff.

According to Onah (2008), training organizes and coordinate development of knowledge, skills, and attitudes needed by an individual to master a given situation or perform a certain task within an organizational setting. Similarly, Abiodun (1999) expounds that training is a systematic development of knowledge, skill, and attitude for the effectiveness of an organization. Most of the time when an organization complete the selection process, the new employees need to have some form of training for them to adapt to the organizational methods and systems. Training to them is referred to as teaching operational or technical employees how to do the job for which they are hired.

4. Effect of Training on Employee Performance

Employee training plays a vital role in improving performance as well as increasing productivity in organizations. This, in turn, leads to placing organizations in better positions to face competition and stay at the top (Wright & Geroy, 2001). The competency of employees change through effective training programs and improves, not only the overall performance of the employees to effectively perform their current jobs but also enhances the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organizational performance.

The researches have proved that training enhances employee performance, generates performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies, and behavior (Appiah 2010; Harrison 2000; Guest

1997). The competencies of employee change through effective training programs which affect an excessive increase in job performance (Wright & Geroy, 2001). The effect of training does not only improve the overall performance but also enhance the knowledge, skills, and attitude of the workers necessary for the future job. Thus contributing to superior organizational performance through training the employee competencies are developed and enable them to implement the job-related work efficiently and achieve firm objectives in a competitive manner. Training improves individual and group performance as it reduces the level of employee's dissatisfaction, complaints, absenteeism, and turnover. The direct satisfaction associated with the sense of achievement and knowledge develops their inherent capabilities (Rothwell & Kazanas, 2006). The study provides additional knowledge by replicating the existing model which discussed the relationship between training and employee's performance.

5. Proposition

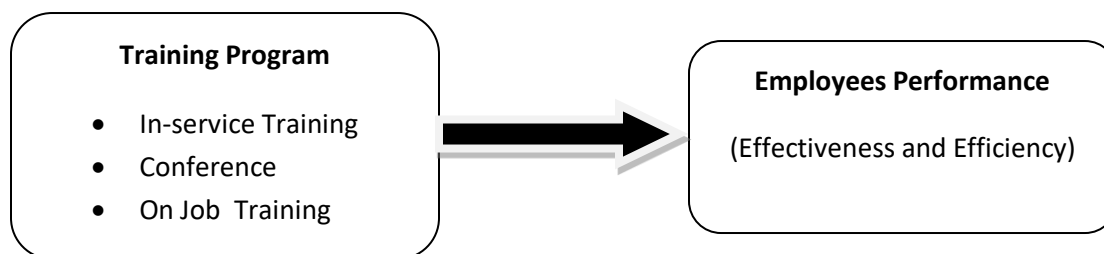


Figure: 1 Research model

H₁: There will be a positive relationship between human resource training and employee's performance

5. Conclusion and Recommendations

This study recorded certain findings that are quite worthwhile to note about the subject matter of the inquiry. The findings of this study indicated that human resource training has a significant effect on employees' performance. This finding agrees with Quartey (2012) who found a strong relationship between employee training and performance. This is in line with Ahmad and Din (2009) suggested that training enhanced performance of employees and Rothwell and Kazanas (2006) have also supported that effective employees training, leads to an



increase in employee's performance. In view of the foregoing, the study made a recommendation that besides in-service training, conference and on job training, another mode of training should examine their contributions on employee's performance.

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