

IMPACT OF TRAINING AND DEVELOPMENT ON STAFF PERFORMANCE, OF KOGI STATE POLYTECHNIC.

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Abstract

This paper sought to investigate the impact of training and development on staff performance, of Kogi State Polytechnic. The paper adopted correlational research design. 76 Staff of Kogi State Polytechnic were used as sample for the study. Three research questions were formulated and answered, while null hypothesis was tested 0.05 significant level. Questionnaire was developed and used for data collection. It consist of sixteen (16) items, Structured on 4 point likert scale. A test retest reliability of the instrument yielded a coefficient of 0.78. Mean and Standard deviation was used to answer the research questions while pearson r' was used to find out the relationship between the effect of training and development on staff performance. The result indicates that there is significant relationship between training and development, and staff performance of Kogi state Polytechnic. The paper therefore recommends that regular training (workshop and seminars) should be carried out, among other things for continuous improvement of work performance of the Staff.

Keywords: Training, Development and performance.

Introduction

The main object of every organization is to improve its performance but it can never be possible without the efficient performance of the staff. Therefore, the performance management system came into effect as a management reform to address and redress concerns, organizations had about performance (Sharif, 2002). In banking sector, a wide range of reforms that focus on the performance have also been implemented (Downs, Chadbourne, & Hogan, 2000; Gleeson & Husbands, 2001).

Performance refers to the accomplishment of something or mere working effectiveness. In an organization performance is realized at the levels of organization, process and individuals and the interrelationships among these will define the vantage points of the organization. In contributing to the overall goal of the organization, training and development processes are implemented as this benefits not just the organization but also the individuals making up that organization. For the organization, training and development leads to improve profitability while cultivating more positive attitudes toward profit orientation. For the individuals, training and development improve job knowledge while also helping in identifying with the goals of the organization. Training and development is defined as the planned learning experiences that teach employees how to perform current and future jobs.

Its main aim is the improvement in the performance of individuals participating in

training and development activities. Learning is achieved through training and development. Therefore, it should mean to be translated as organizational resource by which the people acquire, infer and utilize. As such, performance contributes to the growth of the organization, specifically since the staff can implement what they learnt by showing competencies and expertise acquired through training and development. Recently, training and development, and how it impacts the performance of the employees in the business setting have received a significant attention from the researchers.

Purpose of the study

The main purpose of this study was to investigate the impact of training and development on staff Performance and Productivity among members of staff from Kogi state Polytechnic

Research Question

- 1) To what extent has training and development contribute to the individual performance and productivity?

Research Hypothesis

- 1) There is no significant relationship between staff training and development on their performance and productivity.

Scope and Limitations of the Study

The study is limited on the elements of human resource management, particularly in the area of training and development. This study was carried out in among members of staff of Kogi State Polytechnic, Lokoja. The researcher distributed questionnaires to randomly selected members of staff from Kogi state Polytechnic from six different departments

Literature Review

Training and development

Training and Development basically deals with the acquisition of understanding, know-how, techniques and practices. In fact, training and development is one of the imperatives of human resource management as it can improve performance at individual, collegial and organizational levels. As the process of 'increasing one's capacity to take action, organizations are now increasingly becoming particular with organizational learning and therefore collective development. Organizational learning, on the other hand, refers to the "efficient procedure to process, interpret and respond to both internal and external information of a predominantly explicit nature. According to Easterby-Smith (1999), the emergence of the concept of organizational learning is central to the hitherto idea that prior advocacies of learning are tended to its commercial significance and are lacking of empirical information on learning processes.

Strategically, organizational learning, which makes use of training and development as one of the several responses, deals with the acquisition of

understanding, know-how, techniques and practices. These intellectual intangibles can be translated into an organizational resource through the people that acquire, infer and utilize such towards the achievement of the organization-wide training and development (Armstrong, 2006). Training and development are planned learning experiences which teach employees how to perform current and future jobs more effectively. Sims (2002) emphasizes that training focuses on present jobs while development prepares employees for possible future jobs. Basically, the objective of training and development is to contribute to the organization's overall goal.

Closing the skills gap is now a critical area of human resource development for organizations to continuously penetrate the market. Skills gap basically threatens the productivity and competitiveness both in organizational and operational levels. This requires that human resource management professionals should start the cultivation of the workforce from the recruitment period. However, this is not easy considering that there are specific works which require customization of skills and that not all newly hired employees acquire social skills aside from the basic skills. In responding to the challenges of the skills gap and skills deficiency, human resources (HR) professionals have to develop programs that will address the problem (Sims, 2006).

Building the organization is an imperative for the existence and survival of modern organizations. Consistently, companies are investing on their internal customers or employees thus taking advantage of the human capital management. Sense of ownership is also important, requiring HR professionals to develop strategies that will ensure superior knowledge, skills and experience to settle within the workforce. Learning activities shall put skills enhancement and development assignments at its core as well as empowerment and career development. This is lifelong learning which guide the organizations particularly human resource department to make an ongoing investment with organizational members and help them build their competencies (Sims, 2006).

The purposes of learning from the staff perspective are basically to acquire skills and knowledge to do the job and to gain promotion and advance career. In facilitating career changes, training and development also caters for the personal and professional developments of the employees. Learning can be defined as knowledge obtained by self-directed study, experience, or both; the art of acquiring knowledge, skills, competencies, attitudes, and ideas retained and used; or a change of behavior through experience (Maycunich 2000). Senge (1990) believes that learning has little to do with taking in information; rather it is a process that enhances capacity. Learning is about building the capacity to create that which one previously could not create.

Regardless of individual differences and whether a trainee is learning a new skill of acquiring knowledge of a given topic, the person should be given opportunity to practice what is being taught. Practice is also essential after the individual has been successfully trained. There are two aspects of practice namely, active practice and over learning. Active learning allows the trainees to perform the task repeatedly or use the knowledge being learned. Over learning occurs when trainees are given the opportunity to practice far beyond the point where the task becomes 'second nature' and is said to be 'over learned'. The fifth and most important of all which will give life to other four is application, because training is useless unless learning can be applied.

Therefore, training and development is beneficial not just for the organization itself but also to the individual employees or staff on the one hand, training and development leads to improved profitability and/or more positive attitudes toward profit orientation, improves the job knowledge and skills at all levels of the organization, improves the morale of the workforce and helps the employees identify with organizational goals. On the other hand, training and development benefits individual employees through helping them make better decisions and effective problem solving, assisting in encouraging and achieving self-development and self-confidence, helping a person handle stress, tension, frustration, and conflict, increasing job satisfaction and recognition and moving the person toward personal goals while improving interaction skills (Sims, 1990).

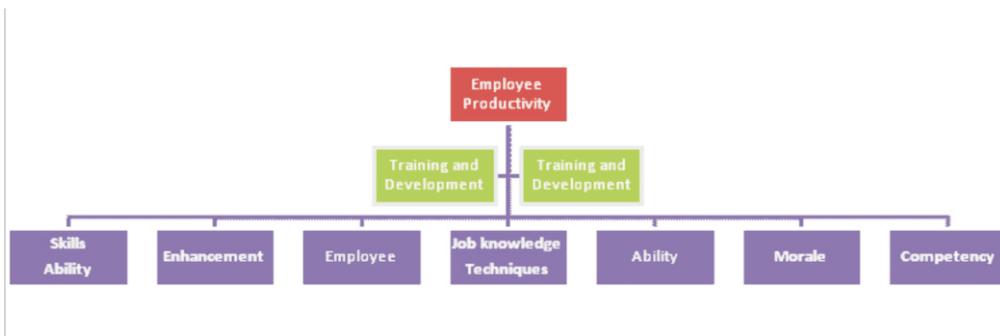


Figure 1: Effects of training on productivity Source: (Sims, 1990).

Research Methodology

This study used quantitative approach. A correlational research survey was adopted. Questionnaire was use for data collection and its reliability coefficient was 0.78. The population of this study consists all the eighty (80) members of staff from Kogi state Polytechnic, Lokoja, while the sample size was seventy six (76) staff. To achieve the objectives of the research 80 questionnaires were distributed among the staffs of these eight departments, that is; ten questionnaires at each department. However 76 questionnaires were returned. The response rate was 95%. The questionnaire was designed on Likert 4 Rating Scale (4= SA, A=3, D =2 and SD = 1). To test the impact of the variables the data were analyzed through SPSS.

Mean scores and standard deviation were used to answer the research questions. mean scores of 2.50 is refected. it was arrived at $4 + 3 + 2 + 1 = 10 / 2 = 2.5$.

Pearson product moment correlation (PPMC) method was used to test the hypothesis at 0.05 significant level, using the statistical package of social science (spss) version 22

Table 1: Mean and Standard deviation of staff on the effect of training and development.

S/N	Descriptive	SA	A	D	SD	Mean	Std. Deviation	Decision
1	Employees enhancement come through training & Development	25	20	21		4.47	.8402	Accept
2	Training and Development brings positive attitude in staff	31	23	12	10	4.57	.7167	Accept
3	With training and development job knowledge increase in staff	34	14	15	13	4.46	.8236	Accept

4	Training and development teach the technique of performing a job to staff	28	25	13	10	4.43	.8844	Accept
5	Training and development enhance the skills of job of Staff	24	23	19	10	4.32	.8546	Accept
6	Most of the employees consider training and development vital for job	30	20	15	11	3.76	.9362	Accept
7	Competency level of employees increase due to T&D	30	25	11	10	4.39	.7845	Accept
8	Training and development boost up the morale of the employees	29	30	7	10	2.15	1.185	Reject
9	Training and development reduce the stress of the employees	44	11	20	11	3.18	1.195	Accept
10	Skilled employees performance and productivity is more than the unskilled employees	20	22	20	14	4.47	.8402	Accept
11	Performance and productivity increase due to the ability of the employees	38	23	5	10	4.57	.7167	Accept
12	Performance and productivity increase due to the enhanced competency of the employees	27	32	7	10	4.46	.8236	Accept
13	High morale employees give better performance	30	23	14	10	4.43	.8844	Accept

14	Performance and productivity increase due to the job knowledge	28	20	18	10	4.32	.8546	Accept
15	Performance and productivity increase due to the technique of job	40	18	8	10	4.17	.8546	Accept
16	Training and development brings positive attitude in employees	36	20	12	8	2.76	.9362	Accept

Grand mean 4.21 - accepted

The results from the table show the data collected from 76 respondents through questionnaires. All the items were accepted as factors that impact performance and productivity.

Research Hypothesis

- 1) There is no significant relationship between staff training and development on their performance and productivity.

Table 2: Effects of training and Development of the Performance of the staff of Kogi State Polytechnic

	N	Mean	SD	R	P.val	Dec.
Effect of Training/ Development	76	4.32	0.85	0.37	0.43	sig.
Job Performance/ Productivity	76	2.76	0.93			

After applying the Pearson r correlation on the collected data to check the cause and effect relationship between the Training and Development (independent variable) and staff Performance and Productivity (dependent variable) the above mentioned result has been drawn.

Table 2 above shows relationship between effects of training and development on job performance/ productivity of the staff at 0.5 level of significance. The P-value of 0.43 ($< .05$) statistically indicates that the null hypothesis is not accepted. This therefore implies that, there is a significant relationship between effect of training/ development and job performance/ productivity of Kogi state Polytechnic Staff. This result agrees with the assertion of Armstrong (2006), that training and development affects positively on the performance of staff/employee and even prepare them for future job challenges.

Limitations

One major limitation of this study was that it was based only on responses from members of staff from Kogi State Polytechnic; staffs from other institutions were not enlisted.

Conclusion

As the increase of effective administrative management continues, human resource development plays an important role in managing an organization, to achieve effective human resource development on innovation, 'new way of working principles 'for working relations and enhancing employees' capability. Training and Development is an important aspect of human resource development. It is important for organization to get skilled and capable employees for better performance, and employees will be competent when they have the knowledge and skill of doing the task. Training and Development would provide opportunities to the employees to make a better career life and get better position in organization. In doing so, organizations efficiency would be increased. On the other hand, employees are the resources and assets of an organization if they are skilled and trained they would perform better than those who are unskilled and untrained.

Recommendations

This study contributes to the body of research on Training and Development among staff of Kogi State Polytechnic. The study employ government/ management to have regular training of their staff. This study also suggest that institution's interested in their productivity and efficiency is left with no other option than to adopt Training and Development of its staff.

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