



Training and Development and Organisational Performance: Standpoint from Private Tertiary Institutions in Nigeria

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Authors' contributions

This work was carried out in collaboration between all authors. Author AOA conceived and designed the study, performed the statistical analysis and wrote the first draft of the manuscript. Authors EKA and WO collected data, wrote the protocol and managed the literature searches. Author LIO managed the analyses of the study. All authors read and approved the final manuscript.

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ABSTRACT

The study examined the link amid employee training and development (T&D) and organisational performance of selected private universities in Ogun State. In solving this challenge, this study employed survey research design. Copies of the questionnaire were administered to three hundred and twenty-two (322) respondents (teaching and non-teaching staff of Bells University of Technology and Covenant University), out of which three hundred and thirteen (313) were correctly completed. Descriptive statistics of tables and percentages were used for data classification and inferential statistics of linear regression for testing of the hypothesis. The findings revealed that the increase in training and development will result to an increase in organisational performance [$x^1 = 0.42, p < 0.05$]. The study confirms that employee retention strategy of training and development is a must for organisations who wishes to improve or attain their desired state of performance. The study, therefore, recommends that the Management of Tertiary Institutions should invest heavily in training and development for their employees which would, in turn, boost organisational performance.

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1. INTRODUCTION

Training serves as a critical subject of human capital management as well as the fastest rising part of workers performance. Training is viewed as schemes for improving workers efficient, physical and mental abilities towards efficient work processes [1,2] as well as communicating corporate vision to workers [3]. It appears to be one of the foundations in which business survival is promoted. To control an enterprise, staffing with competent personnel is paramount. The prescribed educational scheme does not satisfactorily train on particular job skills needed to function in organisations. There is consequently a constant call for a practice of staff development, and training plays a key function in this process. Beardwell and Holden [4] dispute that the rise in the significance of workers training in the current era is greatly inclined to competition problems, retention schemes and overall accomplishment of organisations mission.

Business performance continually remains a central topic for every organisation notwithstanding their goals. It is highly significant for management to observe determinants of corporate performance to aid in deciding suitable means to achieve them. Nonetheless, there is complexity in measuring corporate performance [5]. This was supported by Hefferman and Flood [6] who posits that corporate performance suffered conceptual issues in several areas (in definition as well as measurement). The performance was often viewed to be productivity.

According to Ricardo and Wade [7], performance and productivity differs; productivity depicts the volume of work concluded within a frame of time while performance is broader covering productivity, quality, consistency as well as other key factors and he promoted that performance entailed result-oriented behaviour (criterion-based) and relative (normative) measures, education and training, concepts and instruments, as well as management development and leadership training, paramount for structuring skills and attitudes of workers.

According to Kotter and Heskett [8], they express on such inconsistent measurement of organisational performance positing that researchers focus on quantitative statistics like return on investments (ROI), return on

sales(ROS) etc., he expressed that performance relates to the input/output relationship, and effectiveness measures, focusing on business growth and employees' satisfaction. Hence, from these few literatures reviewed, "performance" ought to be broader to cover effectiveness, efficiency, economy, quality, consistency behaviour and other normative measures [8,7].

Employees' performance relies on determinants like job satisfaction, knowledge and management but there exists a connection amid training and performance [9]. This expresses that workers' performance is vital for promoting performance of the organisation hence training and development (T&D) are valuable for the workers to develop their performances. This can only be possible if the employees are effective on their job; therefore, training and development of employees are inevitable. Also, to sustain capable, experienced and qualified employees in an organisation, provision of adequate training and development cannot be compromised. These challenges portray the sector's dire need of highly skilled employees that are up to the present challenges.

It is extremely hard for workers to execute their functions without any pre-training [10]. Training is vital for workers development and this encourages self-fulfilling skills of the workforce, reduced operational expenditure, confines liabilities and shifting goals along with objectives [11]. Trained workers function better than amateur and inexperienced ones [12]. As a result, it is essential for all firms to train its workforce in order to meet the corporate goals of the business. Training and development, and on the job training have a significant effect on organisational performance [9].

Also, the significance of training as a vital function of management has been continually debated by scholars [13] both in developed and developing countries focusing on manufacturing, banking sector and not on the educational sector. The prevailing dynamic nature of educational settings and environment demands adequate strategy in improving quality of services, products and innovations through skills acquisition techniques. In recent times, the educational sector faces barrages of problems ranging from fraud, ineffective performance of academics, high labour turnover, which in-turn led to some employees' retrenchment and employee

resignation. Workers are not motivated to function due to poor retention schemes, poor salary structure, conflicting goals, and agency problems. All these issues are greatly occurring in Nigeria due to its structural issues. In light of this background, this study investigated the relationship between employees' training and development and organisational performance of selected tertiary institutions in Nigeria.

2. LITERATURE REVIEW

2.1 Conceptual Framework

2.1.1 Training and development

Fanibuyan [14] posit that training is the orderly process of shifting the behaviour as well as attitudes of the workforce in line with pursuing organisational objectives while development is any programme usually intended at enlightening managerial workers beyond immediate basic operations of the job but towards the improvement of the efficient performance of all managers. Training is intended towards imparting information and/or directions to advance the recipient's performance as well as to aid attaining a vital stage of knowledge or skill [15]. Development entails preparing workers for advanced responsibilities in the nearest future.

Development with respect to Ezeuwa [16] entails the use of human resources to purposefully adjust man's physical and biological environment as well as the introduction of new ideas into the social structure to his benefits. To develop employees, [17] promotes that they can be prepared for vacant higher responsibilities within their capability. Development tends towards improving human relations and interpersonal abilities [18].

Plethora of scholars [19,20,21] express that T&D schemes could be a two-way street, with respect to facts that training can compel workers to also resign attributable to additional skills. Consequently, individuals in key units that have need of continuous updating of abilities for instance Information Technology can resign if provisions are not accessible for strengthening those skills [21]. This stirs a necessity for the organisation to structure and execute retention policies to prevent their trained workers from parting instantaneously after training.

Promoting workers T&D is viewed as a key influence in workers retention. The organisation

has the discretion to create schemes in form of T&D for those staff which produces a return on investment. From the viewpoint of [20], companies motivate development for the workforce through employee appraisal, bonus on employee interests, as well as formulate plans for implementation. Sommer [21], suggested that corporate bodies and individuals invest in workers through occasional training. Training develops the expertise of workers. When workers are engaged to boost performance, entities ought to provide training program. From the viewpoint of Parker and Wright [19], employees have perception to acquire new knowledge and skills which they apply on the job and also share with other employees.

Jerez-Gomez, Cespedes and Valle-Cabrera [22] sees training to make available expert technique as well as abilities to workers and furthermore aids to correct shortages in workers efficiency, whereas development offers the expertise and capabilities to workers which will aid the entity in future time. The development comprises cultivating relations, communication, hi-tech understanding, problem deciphering and simple literacy. Garg and Rastogi [23] posits that feedback is crucial for companies from workers in competitive environs and as workers amass more knowledge, the better their productivity and withstanding global work challenges. Workers access to T&D programs is key in assisting company's growth, mainly in terms of performance as well as technological advances.

Clark [20] expresses that companies obligation to employees can be shown through the provision of training schemes. Training furthermore mirrors company's stratagem that is grounded on value increase instead of cost reduction. Prominent companies acknowledged that broad variety of T&D are vital means in attracting as well as retaining flexible, cultured and technologically inclined workers that company's need to thrive in a hi-tech economy [24].

2.1.2 Performance

This concept refers to how well an entity completes a task. Basic measures of organisation success are profitability, lower turnover and absenteeism, customer satisfaction, productivity, market growth, effectiveness, efficiency and attaining a competitive advantage [25]. According to Kotter and Heskett [8], performance related to input/output relationship, and effectiveness measures, focusing on business growth and employees' satisfaction.

2.2 Theoretical Review

Hertzberg two factor theory also denoted as Hertzberg's motivation-hygiene theory or dual factor theory was chosen to guide this study because of its direct relevance to the research topic, employee retention strategy of training and development and organisation performance. The theory advocates that satisfaction and dissatisfaction are separate and independent feelings [26]. There are some variables called motivators which primarily contribute to satisfaction alone, and there are other variables called hygiene which primarily contribute to dissatisfaction alone. Employee retention is a result of employee satisfaction at their workplace which Hertzberg referred to as a motivational factor. Conversely, if motivational factors are

absent in an organisation it causes dissatisfaction, thus, employees tend to leave the organisation thereby negatively affecting its performance. Hertzberg two factor theory best explain the topic under consideration which is training and development and organisational performance. Hence, it was chosen to serve as the theoretical framework guiding the study.

In the same vein, Michael & Chipunza [25] opined that organisation who wishes to improve commitment and motivation which a key to increasing organisational performance should concentrate on enhancing intrinsic satisfaction rather than extrinsic reward. By implication, this implies reshaping employment to offer employees challenging tasks as well as opening for learning as well as a feeling of fulfillment.

2.3 Empirical Review of Literature

Author	Country	Objective	Methodology	Findings
Engetou [27]	Kumba	Focused On The Effect Of Employees' T&D On Firms Performance	Descriptive Statistics	Research Findings Reveal That Training And Development Is Paramount In Every Entity Mainly For The Amateur As Well As Experience Employees
Shahazdi & Naveed [28]	Pakistan	Researched the effect of T&D on organisational employee performance	Regression analysis	Findings exhibited a positive association amid T&D and employee performance
Emeti [29]	Nigeria	The Study Observed The Influence Of Training/Development On Performance Of Paint Manufacturing Entities	Pearson Product Moment Correlation	Manufacturing entities That Invested Substantially On Training And Development Survived The Operational hitches.
Adenuga [12]	Nigeria	Aimed At Establishing The Effect Of Workers' T&D On Performance Of First Bank, Nigeria Plc	Descriptive Survey Design Expos-Facto Design Pearson Product Moment Correlation Co-Efficient	The Result Shows Significant Association Amid Workers' T&D And Organisational Performance
Vinesh [30]	Meerut	Role Of T&D In An Organisational Development	Conceptual Review	It Is Preparing Companies To Convert Information And Knowledge Into Practice With A View To Improving Organisation Efficiency And Output, As well as The Quality Of the Management Of People
Raza [31]	Pakistan	Examine The Association Amid T&D Strategies and Organisational Performance	Primary Data Regression Analysis	The Findings showed That Bulk Of The Workers are Contented With The Planned T&D Of The companies and it improved Organisational Performance

Author	Country	Objective	Methodology	Findings
Obi-Anike&Ekwe [3]	Nigeria	The Study Sought To Determine The Nature Of The Relationship Between Training/Development And Organisational Effectiveness In Nigerian Public Sector	Descriptive Statistic Chi-Square, Pearson's Correlation And Linear Regression	There Is Positive Relationship Between Training/Development And Organisational Effectiveness
Ndibe [32]	Nigeria	This research work focused on the influence of workers training on organisational performance	Primary and secondary data Correlation analysis and one sample T-test	Findings revealed a positive as well as significant connection amid workers training and corporate performance
Nganga [33]	Kenya	The Study sought To explore The association amid T&D in Human Resource Practice And Organisational Performance.	Explanatory Research Design Correlation Technique	The Findings recognized A Positive association amid Training And Development And Performance
Tay, Emma & Marcie [34]	Anglo, Germanic, Nordic, And Eastern European Nations	This study Examined The influence Of Training An Employee On Organisational Performance In Anglo Nations	Survey Data	Training Positively impacted The rate Of Productivity Nonetheless The Effect Was Reduced For companies With Older Age Profiles
Aigbepue & Mammud [35]	Nigeria	Observed The Influence Of T&D On Business Performance	Primary Data	Results Disclose That business Performance Hinge T&D largely.
Raja, Furqan & Muhammad [36]	Pakistan	Its Focus was To Comprehend The Influence Of T&D On corporate Performance.	Comprehensive review of Literature	findings demonstrate That T&D Has Significant outcome On corporate Performance
Niazi [37]	Pakistan	Examined T&D Strategy And Its Role In corporate Performance	Descriptive Statistics	Findings Shows That The T&D Creates Learning environment Which Guarantee That Workers via Value Addition Can Successfully Accomplish Their goals, Achieve Competitive Advantage And Pursue Self-Growth: This Results From Decent T&D.

3. METHODOLOGY

This study examines the relationship between training and development and organisational performance of selected private universities in Ogun state, Nigeria. The research design used was a descriptive survey sourcing data through copies of questionnaire administered to a vast number of teaching and non-teaching, permanent or contract staff of Bells University of Technology and Covenant University. Bells University of Technology respondents were a total of 90 out of 461 employees, while Covenant has a total 232 out of 1187 employees on their payroll as on Thursday 17th May 2018.

The focus of this study is on two private universities (Bells University of Technology and Covenant University) out of three private tertiary institutions located in Ado-Odo local government area, Ogun state. There are fourteen private universities in Ogun state but this study focuses on those tertiary institutions within Ado-Odo local government area. The choice of Bells University and Covenant was based on access to information by the researcher and also backed up by the recommendation of Okere, Imeokparia, Ogunlowore and Isiaka [38] who posited that a minimum of 5-10% of a defined population is considered an appropriate sample size in making a generalization. So selecting two private

universities in Ado-Odo Ota serves as adequate sample for this study. The copies of the questionnaire were administered to respondents applying simple random sampling technique to both teaching and non-teaching staff of the selected universities. This is because simple random sampling is a type of probability sampling technique that affords equal chance to the sample population being studied to be chosen as the sample frame. In addition, Cronbach's alpha was calculated to test reliability with a result of 0.74 which showed all variables possess values greater than the benchmark of .70 [39].

The data were analysed applying descriptive statistics while ordinary least square regression analysis was applied to analyze the hypothesis of the study. The questionnaire duly completed and returned from the respondents were certified and the responses were coded and computed into the Statistical Package for Social Sciences (SPSS), by means of five-point Likert scale measurements.

Table 1. Test for reliability

Variables	No of items	Cronbach's alpha
1. Training and Development	17	.818
2. Organisational Performance	8	.770

4. DATA PRESENTATION AND ANALYSIS

4.1 Data Presentation

A total of 322 copies of the questionnaire were disseminated to the research respondents. Three hundred and thirteen (313) questionnaires were returned duly completed. The 313 copies of questionnaires analysed represented 97% feedback rate. With respect to Mugenda and Mugenda, [40] 50% response rate and beyond is decent for reporting.

Table 2. Demographic characteristics of respondents

	Description	Frequency	Percent	Valid percent	Cumulative percentage
Gender distribution of respondents	Male	209	66.8	66.8	66.8
	Female	104	33.2	33.2	100.0
	Total	313	100.0	100.0	
Age of the respondents	Below 25 years	46	14.6	14.6	14.6
	26 – 39 years	82	26.1	26.1	40.7
	40 – 55 years	137	43.7	43.7	84.4
	55 years and Above	49	15.6	15.6	100.0
	Total	313	100.0	100.0	
Marital status	Single	93	29.7	29.7	29.7
	Married	217	69.3	69.3	99.0
	Divorced	3	1.0	1.0	100.0
	Total	313	100.0	100.0	
Service Length	Less than 5 years	127	40.6	40.6	40.6
	5 – 10 years	98	31.3	31.3	71.9
	Above 10 years	88	28.1	28.1	100.0
	Total	313	100.0	100.0	
Academic Qualification	Doctorate (PhD)	72	23.0	23.0	23.0
	Masters	68	21.7	21.7	44.7
	Bachelor's Degree	113	36.1	36.1	80.8
	Diploma	47	15.0	15.0	95.8
	Others	13	4.2	4.2	100.0
	Total	313	100.0	100.0	

Source: Field survey, 2018

Table 3a. Variables entered/removed^a

Model	Variables entered	Variables removed	Method
1	x ¹ (Training and Development)	.	Enter

a. Dependent Variable: y (organisational performance)

b. All requested variables entered. (Training and Development)

Table 3b. Model summary

Model	R	R square	Adjusted R square	Std. error of the estimate
1	.729 ^a	.531	.516	1.79374

a. Predictors: (Constant), x¹ (Training and Development)

Table 3c. Coefficients^a

Model		Unstandardized coefficients		Standardized coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.834	.996		8.871	.000
	x ¹ (Training and Development)	.403	.048	.427	8.455	.000

a. Dependent Variable: y (organisational performance)

Tables 2 with respect to gender distribution of the respondents, 209 representing 66.8% are males and 104 representing 33.2% are females. It can be deduced that the high proportion of males is due to the fact that institutions energetic men capable of coping with the hectic nature of work in a University set-up. With regard to respondents' age, it depicts that 46 representing 14.6% are aged below 25 years, 82 representing 26.1% are age between 26years to 39 years, likewise, 137 (43.7%) of the respondents are aged between 40 years – 55 years, whereas, 49 representing 15.6% of respondents are above 55 years. Also, the table reveals that 93 (29.7%) of the respondents are single, 217 (69.3%) are married, while 3 (1%) are divorced. In addition, 127 representing (40.6%) have spent less than five (5) years in their organisation, 98 (31.3%) have spent between five (5) to ten (10) years, while 88 (28.1%) have spent above ten (10) years. Finally, the table also reveals that 72 (23.0%) of the respondents are PhD holders, 68 (21.7%) possess Master's Degree, a large sum of 113 representing (36.1%) of the sample have Bachelor Degree, 47 (15.0%) have diploma certificates; while a minority of 13 (4.2%) have others. qualifications.

4.2 Data Analysis

4.2.1 Hypothesis

H₀: There is no relationship between Training and Development and organisational performance.

H₁: There is a relationship between Training and Development and organisational performance.

This hypothesis examined the relationship between Training and Development and organisational performance. Table 3b shows that the r-square 0.531 (53%), while the adjusted r-square is 0.516 (51%). This implies that 53% of the total variation independent variable y (organisational performance) can be explained by the explanatory variable x¹ (Training and Development). The coefficient of x¹ (Training and Development) is 0.427, while the p-value is .000. This means x¹ (Training and Development) is positively signed and statistically significant at 5% level of significance which implies that increase in Training and Development will lead to increase in organisational performance, consequently, the null hypothesis that there is no relationship between training and development and organisational performance is rejected.

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The study examined and recognised a significant correlation between training and development and organisational performance at Covenant University (CU) and Bells University of Technology (BellsTech). Employees affirm that the knowledge they gained through continuous training has a direct influence on their efficiency

and overall performance in the organisation, aside the aforementioned, employees confirmed that their organisation have a comprehensive policy on training which is linked to performance, hence, training needs assessment is carried out often to enhance employee performance.

Bulk of the respondents confirmed that employee retention at Covenant University (CU) and Bells University of Technology (BellsTech) Ota, is influenced by training and development opportunities relevant to workers, especially since the training enhance workers' performance. The study established that Covenant University (CU) and Bells University of Technology (BellsTech)'s support for workforce training and development covers a key part in augmenting organisational performance. The research findings conform to that of Raza, [31] and Obi-Anike and Ekwe [3], who concluded that employees' performances and by extension organisational performance are enhanced through training and development. By implication, training and development is seen as a tool in which organisations can gain a leading edge in greatly competitive corporate environs.

This study concludes that training and development programs are vital in businesses since they significantly impact performance. Thus, applications of these schemes are pertinent to businesses that desire to improve the performance or attain the desired performance standard. Concluding from the study, it is vital to note that incessant enhancement of workers abilities via training and developmental programmes are essential for business performance. Workers observe institutional provision for training and development as a foremost factor prompting workers retention. The workers cherish the knowledge acquired through training because it helps them to perform better at their jobs and it is relevant in gauging their effectiveness in improving job performance. For training and development to bear a positive effect on corporate performance, the programs must involve every employee irrespective of their cadre and should be directly related to the job of each employee for it to be impactful.

Having established that training and development is positively significantly related to organisational performance, businesses should continually support training and development and also encourage individual and collective training. They ought to also spend

comprehensively in the teaching, training and development of their workers. T&D still serves as a competent resource of keeping important workers. Workers' abilities are improved through T&D and this inspires retention especially where training schemes are tailored concerning workers' profession advancement in the firm.

Consequently, an orientation programme needs to be carried out to sensitise institutions on the importance of employee retention by means of T&D to the survival of their organisation. The sensitisation should not only highlight the importance of workers training, but should itemize other various retention variables, ways through which employee retention process can be carried out and the benefits of each to the institution. The study could also be extended to be cross-sectional covering a larger area in the country or West Africa Sub-region. This would provide a larger population to be selected as a sample from satisfying different statistical analysis consideration. A large sample also provides for enriching the analysis with a reasonable degree of diversity and results could be compared.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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