



# The Impact of Employee Training and Development on the Performance of ESUT

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## ABSTRACT

This study investigated The Impact of Employee Training and Development on the Performance of ESUT, from 2015 – 2020. Specifically the study seek to; examine the extent which mentorship has helped to improve the quality of Enugu State University of Science and Technology (ESUT) graduates, determine the effect of employee participation on quality and timely decisions in Enugu State University of Science and Technology (ESUT), ascertain the extent to which staff training has improved the contributions of Enugu State University of Science and Technology (ESUT) on the development of Science and Technology The study adopted survey research design, while 172 staff of the Faculty of Management, Enugu State University of Science and Technology served as the population for the study. A sample of 120 respondents were drawn using Taro Yamane sampling techniques, a structured questionnaire designed by the researcher served as the instrument for data collection. Data elicited from the respondents were analyzed using simple percentage while the test of the hypothesis was done using chi-square ( $X^2$ ) at 0.05 level of significance and 2 Degree of freedom. The findings of the study revealed that: mentorship has helped to improve the quality of Enugu state university of science and technology (ESUT) graduates; employee participation has positive effect on quality and time decision in Enugu State University of Science and Technology (ESUT), staff training has positive significant effect to the contribution of Enugu State University of Science and Technology (ESUT) on the development of Science and Technology. Based on the findings; the following recommendation were made; mentorship should be used for employee training to improve the quality of Enugu State University of Science and Technology (ESUT) graduates, ESUT as an organization should allow employee to participate on decision making in order to enhance performance, ESUT should provide platform and incentive for staff training so as to have a workforce that will be relevant in this era of science and technology

**Keywords:** Employee Training, Development, Performance

## INTRODUCTION

Organizations are created by man to enable him meet objective or goals which his individual effort cannot meet, due to his limitations and weakness. Individual are always confronted with the problem of scarcity of resources. Thus the need to come together and pull resources together, to meet these set goals becomes obvious. This also affirms the relevance of human resources in an organization [1-3]. That is Organizations such as Enugu state university of science and technology (ESUT), have understood that maintaining a competitive edge in the market requires investment on employees. Employees should be equipped with the right skills which acquired through intensive training [4-5]. Organizations around the world require their employees to have the capacity to accomplish goals that justify their wages. If the organization does not obtain the desired or expected output from its employees, they will employ individuals who meet those expectations or implement strategies that ensure poorly performing employees meet performance expectations. In cases were strategies are employed to improve performance, training is the preferred solution [6]. Due to the increase in global competition, Enugu state university of science and technology (ESUT) must find ways to reduce their expenses, while mentorship, and improve the quality, employee

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participation, and quality timely decisions. In this new age, it is also essential that improvements not only focus on output and feasibility of technical processes but also on the employees who execute them. It has therefore become increasingly important for employees to adapt to change quickly, while staying competent and motivated [7]. Efforts on employee training and development demonstrate that organizations are capitalizing not only on high potential employees, but also on individuals who can commit to achieving higher levels of responsibilities. According to Feldman [8], this requires emotional agreement, meaning that the organization and individuals will partner in achieving long term commitment through career advancement and training opportunities. Organization performance is always indicated by financial scales non-monetary, sales, market share and profit methods such as, commitment and efficiency of employee, organizations' productivity, employees' satisfaction, quality of service, and innovativeness. Training and development created capacity building that maximize performance of the organization. [8-9] note that human resource is important in fulfilling the organization objective and act as means of sustainable effective production. The need the manager to ensure that at any moment there should be adequate manpower that offers both technical and social competence and capability in specializing in department or specific managerial position. To maintain a workforce that can effectively manage a diverse customer base of over 30 million and ever-changing technology in the industry, employee training becomes a necessity. This research seeks the impact of employee training and development on the performance of Enugu State University of Science and Technology. Specifically the study seek to; examine the extent which mentorship has helped to improve the quality of Enugu State University of Science and Technology (ESUT) graduates, determine the effect of employee participation on quality and timely decisions in Enugu State University of Science and Technology (ESUT), ascertain the extent to which staff training has improved the contributions of Enugu State University of Science and Technology (ESUT) on the development of Science and Technology. In its scope, the study was limited to employee training and development to the performance of ESUT, with the following as the independent variable; employee training while the dependent variable is performance

#### **Statement of the Problem**

The general problem, big organizations faces today is the employee and the development of the organizations, it is hard to achieve desired levels of performance hence the need to use employee training tools such as mentorship, improved quality, employee participation, quality timely decisions, employee training contribution, and the benefits of employee training in the organization. Most big organizations have Employee Development programs (EDP) in place, but despite the EDP in place, the performance of the organizations has never been up to the company's desired level. There is low level of organizational performance due to variation in employee training. Sometimes employee are provided with all utilities and equipped with right skills but they may still underperform, this is because the missing ingredient to performance is knowledge and skill which ensure that the employees developed, because of all these tools helped to improve the school in all ramifications especially the performance of ESUT. This study provide contribution on employee training knowledge that can be incorporated to development for it to be an effective tool in improving performance in the south east tertiary institutions using Enugu state university of science and technology (ESUT) as a case study for these research work.

#### **REVIEW OF RELATED LITERATURE**

##### **The Concept of Employee Development Training**

Employee training is a process of helping employees progress in their careers by acquiring new skills. Its goal is to improve the existing competencies of your employees and helping them to develop new ones, all with the aim of supporting your business goals [10-11]. For instance, sometimes letting go of an employee with limited skills, or developing those skills to the organization's standards, will both cost money. However, if those development efforts result in longer-term employee retention, that's a win-win situation for everyone concerned thanks to a well-thought-out employee development strategy [12-14]. Employee training is almost universally recognized as a strategic tool for an organization's continuing growth, productivity and ability to retain valuable employees. If organizations neglect certain challenges, then the employee training process will be cumbersome for the organization, frustrating for employees and of uncertain value for both. *See* Employees Fear Employers Don't Offer Enough Career, Skills Development. Some methods of employee training occur on the job, with the manager or an experienced co-worker leading the development activity in the context of the actual work environment [4].

##### **Performance**

A performance is an act of staging or presenting a play, concert, or other form of entertainment. It is also defined as the action or process of carrying out or accomplishing an action, task, or function. In the work place, job performance is the hypothesized conception or requirements of a role. There are two types of job performances: contextual and task. Task performance is dependent on cognitive ability, while contextual performance is dependent on personality. Task performance relates to behavioral roles that are recognized in job descriptions and remuneration systems [5]. They are directly related to organizational performance, whereas contextual

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performances are value-based and add additional behavioral roles that are not recognized in job descriptions and covered by compensation; these are extra roles that are indirectly related to organizational performance. Citizenship performance, like contextual performance, relates to a set of individual activity/contribution that supports organizational culture.

### **Employee Development and the Performance in Enugu State University of Science and Technology (ESUT)**

Employee is a valuable resource in the Enugu State University of Science and Technology (ESUT). The success or failure of Enugu State University of Science and Technology (ESUT) depends on employee performance. Therefore, Enugu State University of Science and Technology (ESUT) are investing huge amount of money on employee development. The paper examines and investigates the literature review on employee development and performance. The key variables identifies related to employee development and performance are; effect of training , influence of mentorship, the effect of participation, influence of delegation and performance all related Enugu State University of Science and Technology (ESUT).

### **Theoretical Review**

Theoretical literature discusses the theories that guided the study. Three theories were used to underpin the study namely: Raymond Miles' human resource management theory, Resource Based Theory by Penrose and Human relations theory.

### **Human Relations Theory**

Human relation theory was established in 1920's in United State of America to solve social issues and provide policies in labour issues. Human Relations theory developed was to counter the issues of Taylorism that was more scientific management system by introducing socio-psychological technic of solving issues within human resource. As the basis of its new methods of intensifying and increasing labour productivity, theory proposed that human psychological and ethical characteristic like motivation, goals and values were taken into account. According to Human Relations and management theory, it found that there are positive management actions used in improving performance through motivation. These are widely stated in motivation theory that provide employee to play or rest, share vision and mission of the organization and empowerment of the employees through innovation and independency of decision making. It advocates for the training and developing of workforce provides inner synergy of capabilities and high performance. Lastly it advocates for the provision of suitable acknowledgement and incentive when they achieve company objective. The above theory is relevant as it supports almost all the independent variables and some of the dependent variables of the study. The theory advocates for training and development of employees. Empowerment, innovation and making independent decisions which require participatory approach as indicated in the conceptual framework. Giving freedom and responsibility is associated with delegation.

### **Human resource Management Theory**

The theory of human resource management was developed by Raymond Miles in 1965. It directs that labor force has untapped resources. Miles argued that every employee come into a firm with several different resources that can be tapped by the management to increase overall production. This includes physical energy and skills self-direction, capabilities and creativity to enable the organization to maximize employee performance.

### **Empirical Review**

A study was carried out by [3] on the effect of training development on employee performance in supermarket industry research in Karachi, Pakistan. The research took 100 respondents as the sample size and used questionnaires to gather information. The findings indicate a positive and significant association between training and development and employee performance in the supermarket within Pakistan. There is a research gap that exists in this study as the research was done in the supermarket industry. The researcher would thus want to explore if the same exists in the tea industry. The research was also carried out in Pakistan whose setting is different from Kenya where the current research took place. A study was carried out in Nigeria by [6] on the effects of training and manpower development in employees' productivity and organizational performance, using First Bank Of Nigeria PLC as a case study. The study applied structured questionnaires to a sample size of 75 drawn by simple random sampling. The data generated was analysed using descriptive statistics .The findings of the study show that majority (70%) of the respondents agreed that training and manpower development has enhanced their efficiency and job productivity. Secondly, Majority (80%) of the respondents agreed that manpower development enhanced organizational performance. A research gap exists in the above study as the researcher only found out that training and development enhances effectiveness and productivity this research would thus want to find out if it also affects the level of costs, innovation and tasks completion level. The sector, in which the study was done the banking sector, is different from the current sector of study the tea sector. The country of study also differs the above study was done in Nigeria while the current study was done in Kenya.

**METHODOLOGY**

This study was carried out in Enugu State University of Science and Technology (ESUT|). The population for the study consisted 172 staff of Faculty of Management in ESUT, the reason for using faculty of Management is because it is the largest faculty in ESUT. A sample of 120 respondents was sampled for the study using Taro Yamane Sampling Technique. Simple percentage was statistical tool employed for data analysis while the chi-square were used for testing the hypothesis at 0.5 level of significance.

**PRESENTATION OF DATA AND ANALYSIS**

In this chapter, data generated were presented, analyzed and interpreted. However, it commenced with the distribution and return of the instrument of data collected.

**Distribution and Return of Questionnaire**

**Table 1: Questionnaire Distribution and Response Rate**

Options	Number of Questionnaire Distributed	Number of Questionnaire Returned	% of Returned Questionnaire	Number Of Valid Questionnaire	% of valid Questionnaire
Senior Staff	91	91	75.83	89	74.17
Junior Staff	29	29	24.17	26	21.67
<b>Total</b>	<b>120</b>	<b>120</b>	<b>100</b>	<b>115</b>	<b>95.84</b>

**Source: Field Survey, 2023**

Table 1 shows the 120 copies of questionnaires distributed, and were still returned back with 100%, while 115 copies of the questionnaire representing 95.84% are only valid copies for the study due to mis-handling. The valid copies are used for rest of the analysis of this work.

**Table 2: Distribution of Responses, to what extent which mentorship has helped to improve the quality of Enugu state university of science and technology (ESUT) graduates**

Options	Great Extent	%	None	%	Little Extent	%	Total
Senior Staff	60	52.17	5	4.35	20	17.39	85
Junior Staff	20	17.39	5	4.35	5	4.35	30
<b>Total</b>	<b>80</b>	<b>69.56</b>	<b>10</b>	<b>8.70</b>	<b>25</b>	<b>21.74</b>	<b>115</b>

**Source: Field Survey, 2023**

**From table 2,** 60 respondents represents 52.17% for great extent, 5 respondents representing 4.35% for none, 20 respondents represents 17.39% for little extent are all for Senior Staff. While 20 respondents represent 17.39% for great extent, 5 respondent represents 4.35% for none and 5 respondents' represents 4.35% for little extent, all of this is for Junior Staff.

**Table 3: Distribution of Responses, what is the effect of employee participation on quality and timely decisions in Enugu state university of science and technology (ESUT)**

Options	Great Extent	%	None	%	Little Extent	%	Total
Senior Staff	80	73.91	5	4.35	15	13.04	100
Junior Staff	5	4.35	5	4.35	5	4.35	115
<b>Total</b>	<b>85</b>	<b>78.26</b>	<b>10</b>	<b>8.70</b>	<b>20</b>	<b>17.39</b>	<b>115</b>

**Source: Field Survey, 2023**

**From table 3**, 80 respondents represents 73.91% for great extent, 5 respondents representing 4.35% for none, 15 respondents represents 13.04% for little extent are all for Senior Staff. While 5 respondents represent 4.35% for great extent, 5 respondent represents 4.35% for none and 5 respondents' represents 4.35% for little extent, all of this is for Junior Staff.

**Table 4: Distribution of Responses, at what extent which staff training has improved the contribution of Enugu state university of science and technology (ESUT) on the development of science and technology**

Options	Great Extent	%	None	%	Little Extent	%	Total
Senior Staff	55	47.83	5	4.35	5	4.35	65
Junior Staff	30	26.09	10	8.70	10	8.70	50
<b>Total</b>	<b>85</b>	<b>73.92</b>	<b>15</b>	<b>13.05</b>	<b>15</b>	<b>13.05</b>	<b>115</b>

**Source: Field Survey, 2023**

**From table 4**, 55 respondents represents 47.83% for great extent, 5 respondents representing 4.35% for none, 5 respondents represents 4.35% for little extent are all for Senior Staff. While 30 respondents represent 26.09% for great extent, 10 respondents represents 8.70% for none and 10 respondents' represents 8.70% for little extent, all of this is for Junior Staff.

### Test of Hypotheses

The hypotheses were tested using the chi-square statistical tool, which is given as;

$$x^2 = \sum \frac{(o - e)^2}{e}$$

Where:  $x^2$  = chi - square

$o$  = observed frequency

$e$  = expected frequency

$\Sigma$  = summation sign

### Operational Assumptions

Level of significance 5% = 0.05

Degree of freedom (df) = (r - 1) (c - 1)

Where:  $r$  = Number of rows

$c$  = Number of columns

$df = (2 - 1)(3 - 1)$

$1 \times 2 = 2$

Critical value or table value = 5.991

### Hypothesis I

H<sub>0</sub>: Mentorship has not helped to improve the quality of Enugu state university of science and technology (ESUT) graduates.

**Table 5 was used for testing hypothesis I**

Options	Great Extent	%	None	%	Little Extent	%	Total
Senior Staff	60	52.17	5	4.35	20	17.39	85
Junior Staff	20	17.39	5	4.35	5	4.35	30
<b>Total</b>	<b>80</b>	<b>69.56</b>	<b>10</b>	<b>8.70</b>	<b>25</b>	<b>21.74</b>	<b>115</b>

**Chi-Square Table**

O	E	(o - e)	(o - e) <sup>2</sup>	$\frac{(o - e)^2}{e}$
80	38.33	41.67	1736.39	45.30
10	38.33	-28.33	802.59	20.94
25	38.33	-13.33	177.69	4.64
<b>115</b>				<b>70.88</b>

Table value = 5.991; Calculated value = 70.88

**Decision:** Since the calculated value (70.88) is greater than the table value (5.991), the H<sub>0</sub> (null hypothesis) is rejected, while the H<sub>1</sub> (alternative hypothesis) is accepted. This means Mentorship has helped to improve the quality of Enugu state university of science and technology (ESUT) graduates.

**Hypothesis II**

H<sub>0</sub>: There is no positive significant effect of employee participation on quality and timely decisions in Enugu state university of science and technology (ESUT).

**Table 6 Chi-Square Table**

O	E	(o - e)	(o - e) <sup>2</sup>	$\frac{(o - e)^2}{e}$
85	38.33	46.67	2178.09	56.82
10	38.33	-28.33	802.59	20.94
20	38.33	-18.33	335.99	8.77
<b>115</b>				<b>86.53</b>

Table value = 5.991; Calculated value = 86.53

**Decision:** Since the calculated value (86.53) is greater than the table value (5.991), the H<sub>0</sub> (null hypothesis) is rejected and the H<sub>1</sub> (alternative hypothesis) is accepted. This implies that there is positive significant effect of employee participation on quality and timely decisions in Enugu state university of science and technology (ESUT).

**Discussion of Findings**

The discussions of findings are as follows: To what extent which mentorship has helped to improve the quality of Enugu state university of science and technology (ESUT) graduates, mentorship is a major strategy to improve any organization because it shows the front liner to any learner (Jehanzeb& Bashir, 2013). This is in line with data analysis above that Mentorship has helped to improve the quality of Enugu state university of science and technology (ESUT) graduates. What is the effect of employee participation on quality and timely decisions in Enugu state university of science and technology (ESUT). Employee participating on any decision making in an organization contribute positive significant in that organization according to [6] and this were revealed in the

hypotheses analysis above, that there is positive significant effect of employee participation on quality and timely decisions in Enugu state university of science and technology (ESUT). At what extent which staff training has improved the contribution of Enugu state university of science and technology (ESUT) on the development of science and technology. Training an employee helped to develop the employee in many ways like intellectual, in the aspect of ICT and even leads to more productivity in the organization and also makes the organization have more firm foundation for long time (Onasanya, 2020). Is line with hypotheses three, Employee training has improved the contribution of Enugu state university of science and technology (ESUT) on the development of science and technology.

## **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

### **Summary of Findings**

From the above analyses, the following findings were made:

1. Since the calculated value (70.88) is greater than the table value (5.991), the  $H_0$  (null hypothesis) is rejected, while the  $H_1$  (alternative hypothesis) is accepted. This means Mentorship has helped to improve the quality of Enugu state university of science and technology (ESUT) graduates.
2. Since the calculated value (86.53) is greater than the table value (5.991), the  $H_0$  (null hypothesis) is rejected and the  $H_1$  (alternative hypothesis) is accepted. This implies that there is positive significant effect of employee participation on quality and timely decisions in Enugu state university of science and technology (ESUT).
3. Since the calculated value (85.22) is greater than the table value (5.991), the  $H_0$  (null hypothesis) is rejected, and  $H_1$  (alternative hypothesis) is accepted. This shows that staff training has improved the contribution of Enugu state university of science and technology (ESUT) on the development of science and technology.

### **CONCLUSION**

The study draw out conclusion from the discussions of findings and summary of findings as the managerial and practical implications of our study are that since five stages of the training and development process of chop bars are obtained, managers should take cognizance of the fact that all the stages are paramount and emphasis should equally be placed on all of them in terms of resources and time. Also in determining the relationship between training and development process and employees' performance, managers should not just evaluate the training and development as a whole since the degree of influence of each stage differs. Since the design of the training and development program emerged as the strongest predictor of employees' performance, managers should see it as the most important stage. If the design of the training and development is not properly done, then there is the likelihood that the entire program will fail or little will be achieved.

### **RECOMMENDATIONS**

Sequel to the findings, the study recommends as follow:

1. mentorship should be used for employee training to improve the quality of Enugu State University of Science and Technology (ESUT) graduates,
2. ESUT as an organization should allow employee to participate on decision making in order to enhance performance,
3. ESUT should provide platform and incentive for staff training so as to have a workforce that will be relevant in this era of science and technology

### **Contribution to Knowledge**

This study is a major contribution to knowledge-base on this subject (the employee training and the development performance in Enugu state university of science and technology (ESUT)). It provides researchers and other knowledge-seeking individuals' data and literature on the subject matter.

### **Suggestions for Further Studies**

Further studies should be carried out on the following:

- (i) The effect of employee training on the development performance of an Organization in Enugu State, Nigeria
- (ii) Training and development process and employees' Performance in the "chop bar" industry
- (iii) Training and Manpower Development, Employee Productivity and Organizational Performance in Nigeria: an Empirical Investigation using ESUT as a case study

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