



“The Effect of Training and Development on Employee Performance in a Private Tertiary Institution in Ghana” (Case Study: Pentecost University College (Puc) - Ghana)

Philipina Ampomah¹

¹Department of Secretaryship and Management Studies, Cape Coast Polytechnic, Ghana

Abstract

Training and development is one of the key factors in improving employee performance in most organisations today. Evidence derived from research showed that there is now a broad discussions amongst commentators that skills training and career development improve employee performance in the organization. The study focused on the effect of training and development on employee performance in a private tertiary institution in Ghana; a case study of Pentecost University College. The study used the simple random sampling technique to select staff from all levels of management. A high response rate of ninety-six percent was obtained using the personal method of data collection, based on which the analysis was made using the frequency tables and charts. The study found out that employees are aware of the purpose of training in the organisation, the training objectives are clear to them before the training as well as the selection criteria. The study also found out that employees are motivated through training; and training and development results into higher performance. The study recommended that training and development of all staff should be vigorously pursued and made compulsory.

Keywords: Training, Development, Human resource, Elements of training, PUC, Ghana.

Contents


1. Introduction.....	30
2. Review of Literature	30
3. Methodology	31
4. Results and Discussion	31
5. Conclusion.....	33
6. Recommendation	33
References	33

Citation | Philipina Ampomah (2016). “The Effect of Training and Development on Employee Performance in a Private Tertiary Institution in Ghana” (Case Study: Pentecost University College (Puc) - Ghana). Asian Journal of Social Sciences and Management Studies, 3(1): 29-33.

DOI: 10.20448/journal.500/2016.3.1/500.1.29.33

ISSN(E) : 2313-7401

ISSN(P) : 2518-0096

Licensed: This work is licensed under a [Creative Commons Attribution 3.0 License](https://creativecommons.org/licenses/by/3.0/) 

Funding: This study received no specific financial support.

Competing Interests: The author declares that there are no conflicts of interests regarding the publication of this paper.

Transparency: The author confirms that the manuscript is an honest, accurate, and transparent account of the study was reported; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained.

Ethical: This study follows all ethical practices during writing.

History: **Received:** 4 June 2015/ **Revised:** 2 September 2015/ **Accepted:** 9 September 2015/ **Published:** 25 September 2015

Publisher: Asian Online Journal Publishing Group

1. Introduction

Human resource is the lynchpin of any organization; either non-profit or profit oriented. Without people, an organization cannot exist. Attention on the people and the meeting of their needs is important to achieve corporate objectives. According to [Yahaya \(2007\)](#) training and development is a very important component of human resource administration and management. It is thus seen that in Ghana the government is taking adequate steps to ensure that people acquire the necessary knowledge and skills. The provision of secondary and technical schools, vocational training institutes and colleges, professional and tertiary institutions, as well as the educational reforms currently taking place in the country, are all geared towards the acquisition of skills and knowledge to ensure effectiveness and efficiency in our workplaces ([Professor Mike Ocquaye, 2004](#)). With these efforts by the government, it has become necessary for organizations to provide long and systematic training and development programs for its employees. According to [Maund \(2001\)](#) if employees are to experience flexibility and effectiveness on the job, they need to acquire and develop knowledge and skills, and if they are to believe that they are valued by the organization they work for, then they need to see visible signs of management's commitment to their training and career needs.

1.1. Statement of the Problem

According to [Cole \(2002\)](#) it is a well-known fact that training enhances skills, knowledge, abilities and competencies and ultimately employee performance in organizations. One purpose of human resource is to produce a talent that would be fit in the needs of the organization and be suitable to the human knowledge in their position. The idea of having the right people in the right position is not impossible through the integration of training and development. But on what ways will the training and development affect the level of performance of the employees?

This research is therefore being conducted to assess the effect of training and development on employee performance.

1.2. Objectives of the Study

The study investigated the relationship between training and development; and employee performance in a private university in Ghana. This paper therefore looks at training and development as an HRM practices in a private university and its effect on employee performance in the organization.

Specifically, the aim of the study is to find out:

- i. The training and development practices and purpose in the institution.
- ii. Ascertain the training and development policy in operation.
- iii. The effect of training and development on employee performance.

2. Review of Literature

According to [Armstrong \(2003\)](#) human resource management has gone through series of stages. Environmental and people factor called for its formation. It originated in 1915. The main idea of personal management was to provide welfare facilities and to dip into the personal interests of workers. It later became very important that personal management operations be extended to include personnel support to management in the form of recruitment and selection, basic training and record keeping etc. many activities has now become involving as need arise with the passage of time.

Training is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of training is the job or task for example, the need to have efficiency and safety in the operation of particular machines or equipment, or the need for an effective sales force to mention but a few ([Cole, 2002](#)).

According to [McGhee \(1996\)](#) training therefore can be explained as a planned and systematic effort by management aimed at altering behavior of employees, in a direction that will achieve organizational goals. A formal training program is an effort by the employer to provide opportunities for the employee to acquire job-related skills, attitudes and knowledge.

[Krietner \(1995\)](#) says development is "a systematic process of training and growth by which individuals gain and apply knowledge, skills and attitude to manage work organizations effectively". Development perspective examines the current environment, the present state, and helps people on a team, in a department and as part of an institution identify effective strategies for improving performance. In some situations, there may not be anything "wrong" at the present time; the group or manager may simply be seeking ways to continue to develop and enhance existing relationships and job performance. In other situations, there may be an identifiable issue or problem that needs to be addressed; the Development process aims to find ideas and solutions that can effectively return the group to a state of high performance. Development implies creating and sustaining change.

According to [Noe \(2005\)](#) in the field of human resource management, training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including employee development, human resource development, and learning and development.

These two processes, Training and Development, are often closely connected. Training can be used as a proactive means for developing skills and expertise to prevent problems from arising and can also be an effective tool in addressing any skills or performance gaps among staff. Development can be used to create solutions to workplace issues, before they become a concern or after they become identifiable problem.

Training and development describes the formal, ongoing efforts that are made within organizations to improve the performance and self-fulfillment of their employees through a variety of educational methods and programmes. In the modern workplace, these efforts have taken on a broad range of applications from instruction in highly specific job skills to long-term professional development. In recent years, training and development has emerged as a formal business function, an integral element of strategy, and a recognized profession with distinct theories and

methodologies. More and more companies of all sizes have embraced "continual learning" and other aspects of training and development as a means of promoting employee growth and acquiring a highly skilled work force. In fact, the quality of employees and the continual improvement of their skills and productivity through training are now widely recognized as vital factors in ensuring the long-term success and profitability of small businesses and in addition create a corporate culture that supports continual learning (McKenna and Beech, 2002).

Cole (2002) argues training is one element many corporations consider when looking to advance people and offer promotions. Although many employees recognize the high value those in management place on training and development, some employees are still reluctant to be trained. Training and development offers more than just increased knowledge. It offers the added advantage of networking and drawing from others' experiences therefore it is not uncommon to hear excuses regarding why someone has not received training.

3. Methodology

The research problem of the study was to assess the impact of training and development on employee performance. A case study of Pentecost University College – Ghana.

The simple random sample technique was used in selecting the sample. This method of sampling was used to select thirty respondents across all sections of the university.

4. Results and Discussion

Table-1. An Overview of the Respondents

Details	Frequency	Percentage
<i>Gender</i>		
Male	13	43.33
Female	17	56.67
<i>Age</i>		
18 – 25	10	33.33
26 - 35	8	26.67
36 - 45	5	16.67
46 - 55	5	16.67
55 - 60	2	6.67
<i>Educational Background</i>		
Senior High level	6	20
Higher National Diploma	9	30
First Degree	13	43.33
Master's Degree	2	6.67
<i>Work Experience</i>		
Below 1 year	5	16.67
1 – 5 years	10	33.33
6 – 10 years	15	50
<i>Status of Respondents</i>		
Management staff	5	16.67
Senior staff	15	50
Junior staff	10	33.33

Source: Fieldwork 2014
Method of training:

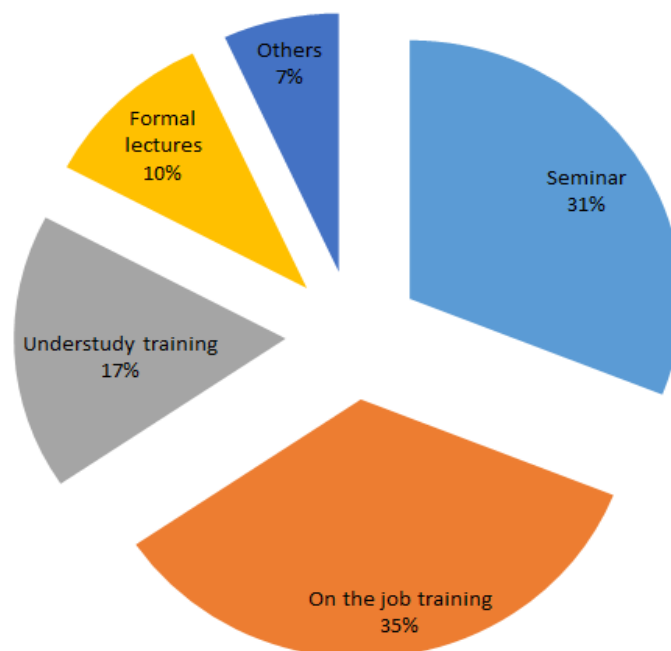


Figure-1. Methods of Training

Figure 1.0 shows the method of training used at Pentecost University College. On-the-job training represents 35%, seminar 31%, understudy training 17%, formal lectures 10% and other methods 7%.

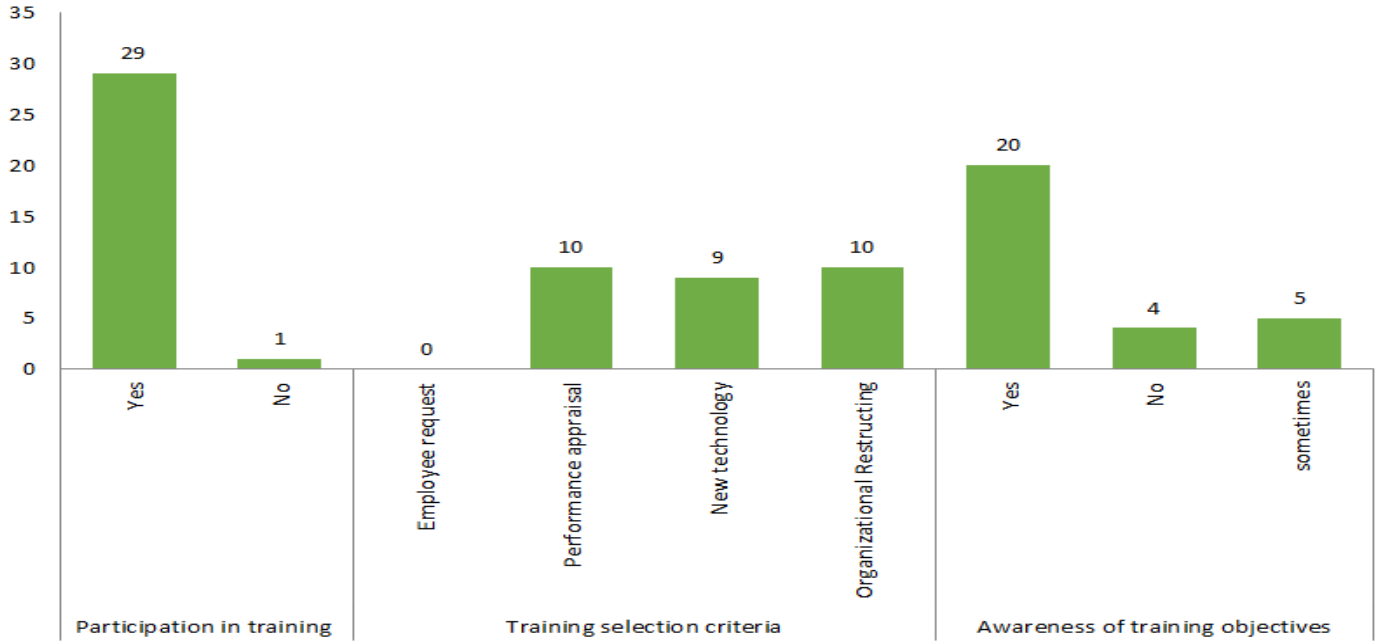


Figure-2. Elements of Training

Figure 2.0 depicts the elements of training. These elements involve participation in training which shows that employees representing 96.7% have participated in training. The training selection criteria which show that performance appraisal 34.48%, new technology 31.34 and organizational restructuring also 34.48% were used to select employees for training. About 68.96% of employees were also aware of training objectives.

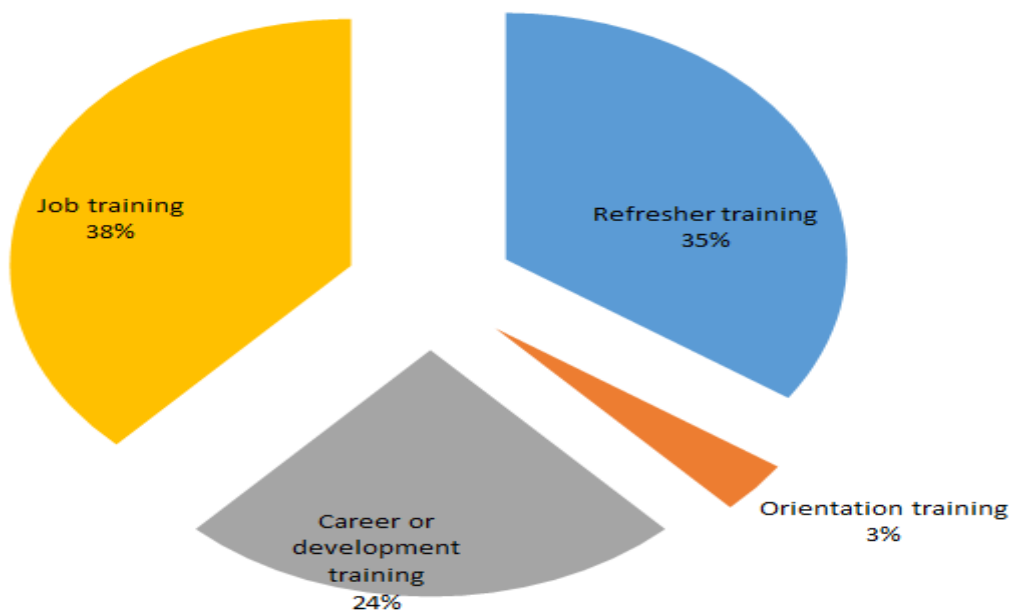


Figure-3. Types of Training

Figure 3.0 represent the types of training used in the organisation. Job training 38%, Refresher training 35%, Career or development training 24% and Orientation training 3%.

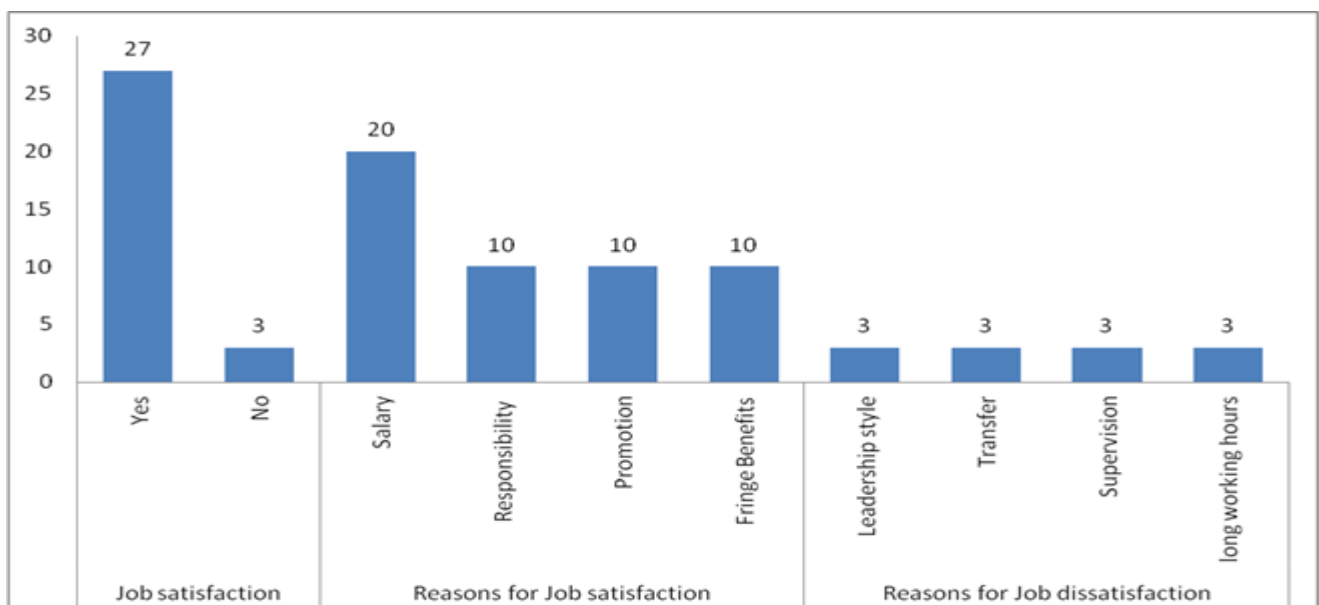


Figure-4. Motivation through Training.

Figure 4.0 shows that employees are motivated through training; 90% which leads to job satisfaction and dissatisfaction is at a minimal level; 10%.

Table-1. Effect of training and development on employee performance:

Opinion on training and development effect on performance by Management:		
Details	Frequency	Percentage
Higher Performance	25	83.33
Lower Performance	5	16.67

Table 1 depicts the effect of training and development on employee performance. It showed that 83.33% of employees performed in higher levels after training.

4.1. Discussion

The purpose of training and development activities at Pentecost University College is to achieve employee performance, acquisition of skills and competencies and organizational performance in terms of completion and change. The main purpose of training is to improve knowledge and skills and to change attitudes and behavior for the purpose of enhancing employee performance and organizational effectiveness. Training is one of the most potential motivators which can lead to many possible benefits for both individuals and the organization. New technology requires that employees update their knowledge, skills and abilities needed to fit in with new processes and techniques. The results indicate that, training policy the institution has was formulated to achieve the purpose of training and development and the policy also provides a coherent structure for training and development activities that improves access to training meant to help attain employee performance.

The main objective of the study was to find out training and development effect on employee performance. The study found out that employee’s link their performance to training which indicate that training and development improve on employee performance positively resulting in job satisfaction. Table 1 indicates 83.33% resulting in higher performance. The interview with training manager and the human resource manager did indicate that training and development of employees did boost employee performance and leads to job satisfaction.

5. Conclusion

The study seeks to assess the impact of training and development on employee performance in private institutions using Pentecost University College as a case study and findings and recommendations provided. Since training and development at Pentecost University College is planned and systematic, the management should make sure the processes involved are duly followed and provide measures in correcting its training and development activities when the need arise. The findings of this research indicated that Pentecost University College nature of work depends mainly on high technological and sophisticated equipment. This makes continuous training and development of its human resource crucial and vital, taking into consideration the rapid technological advancement. From the results of the study, it can be concluded that Pentecost University College certainly had a well-established policy to invest in the training and development of employees. It also organizes training programs from time to time for its employees to update their knowledge and skills and to ensure that maximum staff efficiency exist in Pentecost University College. Employees who realized the need for change in attitude and want to develop themselves through formal education in order to be abreast with modern technological advances are sponsored by the institution or by themselves with assistance from the institution to acquire these skills.

6. Recommendation

- i) Training and development of all staff should be vigorously pursued and made compulsory.
- ii) Career Planning and development: Career progressions projection plans and training and development projections should be made available to each employee.
- iii) Evaluate training for effectiveness: The basis upon which each category of training is to be evaluated should be continued and adopt to change while considering how the information required evaluating learning events would be obtained and analyzed.

References

Armstrong, M., 2003. A handbook on personnel management practice. 9th Edn., London: Kogan.
 Cole, G.A., 2002. Personnel and human resource management. 5th Edn., Continuum London: York Publishers.
 Krietner, S., 1995. The good manager’s guide. 1st Edn., London: Synene Publishers.
 Maund, L., 2001. An introduction to human resource management, theory and practice. New York: Pelgrave Macmillan Publishers.
 McGhee, 1996. Nature of learning. 1st Edn., Boston: McGraw-Hill Book Company.
 McKenna, E. and V. Beech, 2002. Human resource management-a concise analysis. 1st Edn., UK: Date Publishing Company Ltd.
 Noe, R.A., 2005. Employee training and development. 3rd Edn., Boston: McGraw-Hill Irwin.
 Professor Mike Ocquaye, 2004. Former Minister of the Ministry of Education at the 5th Congregation of Central University College, (August 2004).
 Yahaya, K.A., 2007. Impact of investment in human resource training and development on employee effectiveness in Nigerian banks. Available from < <http://yahayahmad.com/>.