

THE EFFECTS OF TRAINING ON EMPLOYEE PERFORMANCE  
A CASE STUDY OF VINAL ALUMINIUM COMPANY LIMITED, OWERRI, IMO  
STATE, NIGERIA

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**Abstract**

The study examined the effects of training on employee performance using Vinal Aluminium Company limited Owerri, Imo State Nigeria as a case study. The study is a descriptive survey and quantitative methods of data collection and analysis were applied. It tested the relationship between training and job performance in an organization. The study showed that training enhances job performance in an organization. It makes the workers job responsibilities easier to perform and fosters confidence amongst the workers. This study recommended that all organizations should adopt, practice and sustain staff training for the actualization of efficiency and effectiveness in the employees job performance. We therefore lay emphasis on training and retraining of all staff regularly in every organization.

**Key Words:** Employee Performance, Training, Organizations, Workforce.

**Introduction**

The success of any industrial organization is determined by such factors as capital, equipment, manpower, etc. Among these factors, the human factor is the most indispensable and therefore the most important as it is the human element that creates services needed and compels other factors to work. Organizations are however, in constant and continuous competition in their effort towards actualizing success and also to be stronger among their numerous business competitors. This singular most important goal can only be attainable if organizations realize the urgent need of keeping their human resources up-to-date. It is therefore imperative to note that in the face of the contemporary global challenges where there are tremendous and dynamic changes being experienced politically, economically, environmentally, technologically, etc. Organizations could only survive and compete favorably by periodically training and re-training their employees to enhance their job performances. Proper staff training results in satisfied and productive workforce.

According to Jerry Shaw([www.smallbusiness.chrom.com](http://www.smallbusiness.chrom.com)), companies can reap the rewards of providing training for their employees because well-trained workers help increase productivity and profits. Investing in employee training should improve worker

retention rates, customer satisfaction and creativity for new products ideas. Effective training saves labor by reducing time spent on problem solving and saves money in the long run by producing a better workforce. According to Nassazi (2013), It is important not to ignore the prevailing evidence on growth of knowledge in the business corporate world in the last decade. This growth has not only been brought about by improvements in technology nor a combination of factors of production but increased efforts towards development of organizational human resources. Aidah Nassazi maintained that it is ,therefore , in every organizations responsibility to enhance the job performance of the employees. Certainly the implementation of training and development is one of the major steps that most companies need to achieve this. As is evident that employees are a crucial resource, it is important to optimize the contribution of employees to the company aims and goals as a means of sustaining effective performance. As core assets to organizations, human resource management should be prioritized and sustained through training, retraining and continuous training of staff to maximize their job performance. . Hence, training is seen as a process of developing certain skills, knowledge, habits and attitudes in the employee for the purpose of increasing the efficiency and effectiveness of her job positions. On this note it is highly suggested that a developing country like Nigeria requires training for the purpose of increasing the efficiency and effectiveness of her workforce (Nwizu:2010). Manpower development has been identified as aspects of quality human resources management even in developed countries (Onah.R.C:2005) Hence, the management of every organization should thus come to the realization, that human resources constitute the most crucial element in the achievement of any organizational objective. It is against this background that the management of organizations should not rely only on the availability of physical resources such as capital, equipment, building, etc. but rather should realize that these physical resources depend on the human intellect to harness and exploit them fully for the realization of organizational goals.

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

Most organizations do not pay adequate attention to staff training. Some see it as a form of expenditure rather than an investment, and as such, do not take the exercise very seriously. Also, the few organization that recognize the need for training do so in a laissez-faire manner without seriousness and commitment. Hence, the programmes are not carried out regularly and uniformly for the entire staff. Only the junior staff at the point of entry into the organization are given one form of orientation/ training or the other. Production companies carry out training programmes for the staff/workers in the production departments only. In some cases, rarely does the management go for training to enhance their development. They tend to forget that training and development is a continuous process. These organizations do not consider the necessity for a well defined and sustained training and development programmes for staff and management to upgrade their performances. Some organizations attach much importance to the availability of physical factors of production which depend on the human intellect which is the active agent to exploit them. In other words, the success of any organization depends on the capability and expertise of its workers at all levels. It is however against

this background that we consider the effects of training on employee performance. We have chosen Vinal Aluminum Company limited Owerri, Imo State, Nigeria as a case study.

### **Conceptual Framework**

Employee performance refers to job related activities expected of a worker and how well those activities were executed or carried out. Workforce includes all workers, staff and persons hired and paid by an organization who participates in one way or another for the purposes of achieving the organizational goals. Training is an effort towards developing capabilities and competence among employees through the continuous provision of qualitative assistance to workers to acquire knowledge, skills and attitude necessary for the performance of specific tasks or jobs as well as to create a conducive environment for employees' development. According to Abiodun (1999), human resources are the most potent assets that any organization possesses. Without them, machinery/equipment, materials and even capital of the company will amount to nothing as nothing gets done without the input of the manpower resource of any organization. Onah(2005:116)maintained that improving quality and increasing productivity require personnel who are continually learning how to adapt to changes accruing in the larger environment, specifically, how to take advantage of emerging technologies, socio-economic trends etc Training is a process of learning a sequence of programmed behavior. It gives people an awareness of rules and procedures to guide their behavior. It attempts to improve their performances on current job or prepare them for an intended job. It therefore becomes imperative for any organization to achieve its objectives and meet up with its set targets to switch investments from machinery to people and focus on becoming a learning organization.(people management magazine 2003:34).There is increasing need for organizations to have trained and competent personnel to perform its activities. According to Armstrong(1928:549), training is the use of systematic and planned instruction and development activities to promote learning. Douglas S et al cited in Ubeku(1975:273) saw training as a process of transferring skills from those who possess them to those who do not. The survival of organizations depends grossly on the people who drive its objectives. In his contribution, Daudu (1981:137), defines training as the means and process of impacting specific skill, which equip individuals to perform specific job. In a similar development, Robin (1989:434), while writing on training pointed out that training is directed towards upgrading and improving an employee technical skills. However, Ruc& Byans(1983:474) sees training as a process that involves the acquisition of skills, concepts, rules or attitudes in order to improve present and future organizational performances. Isyaku (2000) postulates that the process of training and development is a continuous one. Akinpoju (1999) postulates that training and development is not exclusively reserved for newly recruited staff but also it is a necessity for the older employees. Therefore, for the purpose of enhancing individual performance, it is important that training and development be made a continuous process that should last through an employee's entire working life.

### **Purpose of the Study**

The major purpose of the study is to examine the effect of training on employee performance in Vinal Aluminium Company Limited, Owerri, Imo State, Nigeria.

Specifically, the study was designed to examine :

1. If manpower training is a regular exercise in Vinal Aluminium Company, Owerri.
2. If training makes an employees job easier to perform in Vinal Aluminium Company, Owerri.
3. If training makes an employee confident on the job in Vinal Aluminium Company, Owerri,

### **Scope of the Study**

The scope of this study shall be limited to issues relating to training and employee performance in Vinal Aluminum Company Limited located at Kilometer 4 Owerri /Onitsha express road, Owerri, Imo State, Nigeria.

### **Research Questions**

The following research questions guided the study:

1. Is manpower training a regular exercise in Vinal Aluminium Company Owerri?
2. Does training make your job easier to perform in Vinal Aluminium Company Owerri?
3. Does training make you confident while performing your job in Vinal Aluminium Company Owerri?

### **Design of Study**

This study adapted survey research design. Survey aims at collecting data, and describing it in a systematic manner, the characteristic feature of facts about a given population (Nworgu, 1993). Here, responses of the employees responses were collected in order to examine the effect of training on employee performance in Vinal Aluminium Company Limited Owerri, Imo State, Nigeria.

### **Population of Study**

The population of study consists of all the staff of Vinal Aluminum Company Owerri. There are about 65 staff in Vinal Aluminum Company Owerri, Imo State Nigeria. These workers are permanent staff of the organization. Thus Students on Industrial training exercise are not included in the population.

### **Sampling and Sampling Technique**

The study does not make use of sampling process as we studied the entire population. As noted above, the entire population is relatively small and the researcher has an ample time for this study. Hence, the study addressed the entire population than a representative sub-set that sampling portends.

### **Instrument of Data Collection**

A two-part structured questionnaire was designed for data collection. The first section pertained to demographic information of the respondents and included sex, age, educational qualification and department in the organization. The second section contains research questions used for testing the relationship between training and Job performance in Vinal Aluminum.

### **Reliability and Validity of the Instrument**

The researcher used the test-retest reliability method to indicate the extent or degree of consistency of the measuring instruments. Here, the same questionnaire was administered to the staff of Vinal Aluminum Company at two different points in time and the results of the two tests established a high coefficient of correlation and was concluded as being reliable. Also, the researcher made use of content validity to really ascertain whether the questionnaire was measuring what it was designed to measure. Hence, copies of the questionnaire were presented first to the colleagues and to experts in manpower training/ research for scrutiny and vetting before the actual administration to the respondents.

### **Method of Data Collection**

The researcher administered 65 copies of the questionnaire to the respondents on their meeting day. At the end of the administration, 65 copies of the instrument were also collected. Questionnaire response rate was 100%. The researcher administered these instruments personally to the respondents so as to make clarifications on the items if the need arises.

### **Method of Data Analysis**

To derive useful meaning from the data generated, the following statistical techniques and procedure were used:

- The use of statistical charts such as line graphs were applied in the presentation of responses from the research questions of this study.
- To test the hypothesis, Chi-square non-parametric statistical method was employed. The decision rule was strictly adhered to. Hence, Ho (null hypothesis), is Rejected if  $X^2$  calculated is greater than  $X^2$  table value. This indicates that there is no significant relationship between the two variables under investigation and H1 (alternate hypothesis) is upheld. This indicates that there is a significant relationship between the two variables under investigation. However, the rule also maintains that if otherwise, Ho ( null hypothesis) be Accepted.

The chi-square ( $X^2$ ) is defined by the equation below.

$$X^2 = \sum \frac{(O-E)^2}{E}$$

Where  $\bar{O}$  = Observed Frequency

E = Expected Frequency

$\Sigma$  = Summation of all items

**Research Question 1: Is training of staff in Vinal Aluminum Company a regular exercise?**

**Table 1**

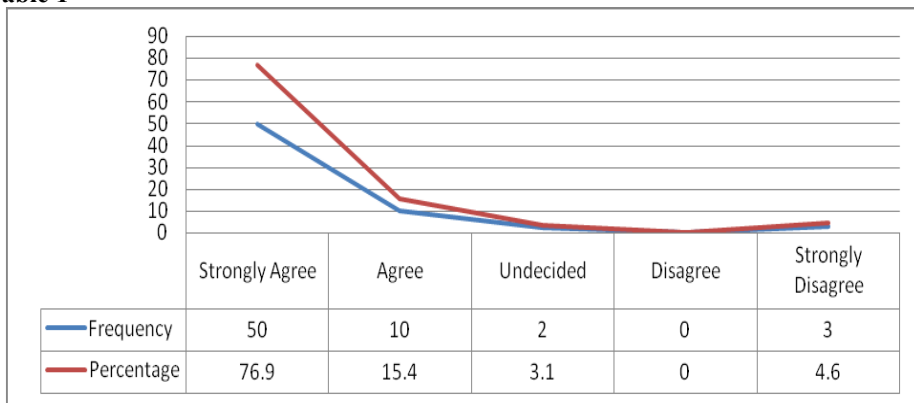


Table 1 above portrays that fifty (50) respondents representing 76.9% of the workers strongly agreed to the statement above. Ten(10) respondents representing 15.4% agreed. Two (2) respondents representing 3.1% were undecided. None disagreed while three (3) respondents representing 4.6% strongly disagreed.

**Research Question 2: Does training make your job easier to perform?**

**Table 2**

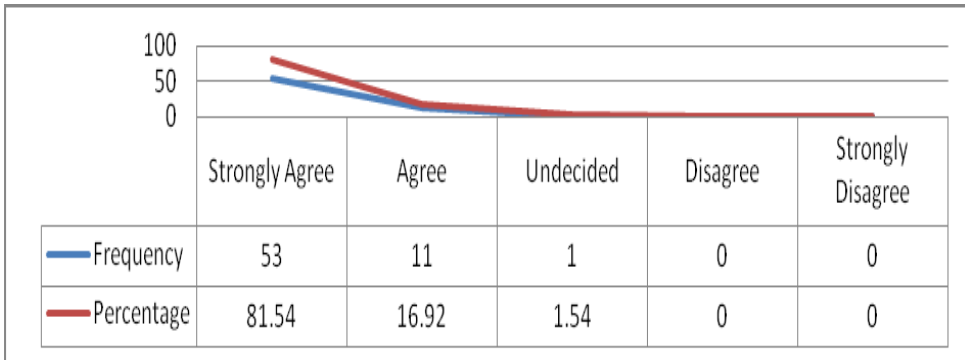


Table 2 above shows that fifty-three(53) workers representing 81.54% of the entire staff of Vinal Aluminum company strongly agreed to the statement above. Eleven (11) respondents representing 16.92% agreed. One (1) respondent representing 1.54% of the population was undecided. The analysis also disclosed that none respondent disagree and strongly disagreed respectively.

**Research Question 4: Does training make you confident while performing your job?**

**Table 3**

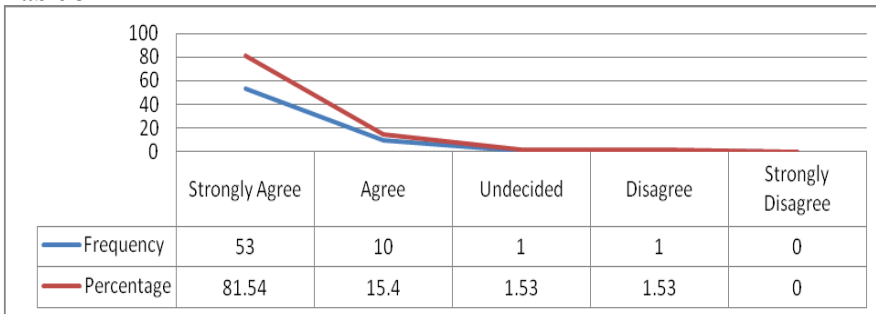


Table 3 above, reveals that fifty-three (53) respondents representing 81.54% of the population strongly agreed that training makes them confident while performing their job. Also, Ten (10) workers representing 15.4% agreed that training makes them confident in their job. One (1) employee representing 1.54% was undecided and also an (1) employee also disagreed. None of the workers strongly disagreed that training makes them confident on while performing their duties.

**Test of Hypothesis**

**HO:** There is no significant relationship between staff training and job performance in Vinal Aluminum Company.

**H1:** There is a significant relationship between staff training and job performance in Vinal Aluminum Company.

To address this research work empirically, the chi-square( $X^2$ ) statistical analysis were used. To test the above hypothesis, research questions no. **1, 2 and 3** shall serve this purpose. The outcome (observed frequencies) is shown below in table 5

**Table 5: Observed Responses**

S / NO	SA	A	UD	D	SD	TOTAL
1	50	10	2	—	3	65
2	53	11	1	—	—	65
3	30	29	5	1	—	65
TOTAL	133	50	8	1	3	195

The chi-square formula is given as;  $X^2 = \frac{\sum(O-E)^2}{E}$

$$X^2 = 7+13.3+2.9+2.2+4.5 = 29.9$$

$$X^2 \text{ cal} = 29.9$$

Here, having the **degree of freedom (df)** as **8 at 0.05 level of significance**, we shall thus apply the decision rule to determine whether to accept or reject the null hypothesis.

**Decision rule 1:** Reject  $H_0$  if  $X^2$  calculated is greater than  $X^2$  table value.

**Decision rule 2:** Accept  $H_0$  if otherwise.

**$X^2$  calculated is 29.9**

**$X^2$  table value is 15.50**

Therefore,  **$H_0$**  is rejected because **29.9** is greater than **15.507** which implies that the alternate hypothesis is upheld.

Hence there is a significant relationship between Training and Job performance.

**Summary of Findings**

1. Staff Training is a regular exercise in Vinal Aluminum Company Owerri, Imo State, Nigeria.
2. Training enhances job performance in any organization. It makes the workers job responsibilities easier to perform.
3. Training and Manpower development creates and fosters confidence among the workers in Vinal Aluminium Company, Owerri.

**Discussion and Analysis of Findings**

Training of staff in any organization remains an important variable towards the actualization of the organizational goals and aspiration. However, it has been observed that for training to yield the desired and optimal dividends, it has to be carried out regularly as a continuous exercise. In Vinal Alminum company Owerri, Imo State Nigeria, it was observed that training of staff was a regular exercise(see table 1). The company has adopted the on-the-job type of training programme. This involves assigning a new employee to an experienced supervisor or senior co-worker. The idea is that in the course of carrying out his routine assignments, the trainee learns by observing the supervisor or co-worker and working with the actual equipment or materials that will be used when the training is completed (Onah:2015).Table 1, reveals that fifty(50)



workers out of the sixty-five(65) staff strength of Vinal Aluminum Company Owerri, Imo State, strongly agreed that training is a regular exercise. Ten (10) workers also agreed that training is a regular exercise in the organization. Two(2) of the workers were undecided. No worker disagreed that training of staff in Vinal Aluminum Company was a regular exercise, although three (3) strongly disagreed. This observation hence confirms that training of staff is held at utmost priority in Vinal Aluminum Company. It is important to note that the need to regularize training in any organization arises because of the changing and expanding nature of public demands. Training is thus seen as a sure means to cope with this development. Training thus guarantees that people perform their job with less stress and enjoy their job responsibilities. This is however evident in our observation that in Vinal Aluminum Company, workers derive joy and happiness in performing their jobs. There is thus little or no labor turnover in this company. This follows that proper training makes the workforce to be more accomplished in their roles. Enhancing knowledge and skills are fundamental to improving the productivity of any business. This makes workers to be accountable and motivated in their work. There is thus that zeal and moral in discharging their duties and job responsibilities. Training can catapult any organization to its next level. The above is strongly supported when fifty-three (53) out of a total of sixty-five (65) workers in this company representing 81.54% of the entire workforce strongly agreed that training has made their job easier to perform. Eleven (11) workers representing 16.92% also agreed to this statement while only one (1) worker representing 1.54% of the entire workforce was undecided. However, it was equally observed that none of the workers disagreed or strongly disagreed to the statement that training has made their job easier to perform ( see table 2).

This development goes a long way to unmask some of the salient gains of the staff training in any organization. Hence, it does not matter the duration a worker has stayed in or with a particular organization, regular and consistent training can go a long way towards enhancing his/her comprehension of the job responsibilities and its resulted effectiveness. Hence, training is seen as a process of developing certain skills, knowledge, habits and attitudes in the employee for the purpose of increasing the efficiency and effectiveness of his job positions. On this note

it is highly suggested that a developing country like Nigeria requires training for the purpose of increasing the efficiency and effectiveness of his workforce(Nwizu:2010).

Accordingly, as we have observed from the for-going, training makes job performance easier, and by extension helps to prevent industrial accidents and unnecessary wastage of energy. Training has exposed employees especially in the production companies to become aware of their personal responsibility for health and safety. Jobs are easily performed when incidents of risks are reduced. Through training, employees can easily identify hazards, assess risks and take appropriate precautions in any organization. In Vinal Aluminum, it is observed that workers through training are mindful of certain fundamental safety measures in the company. For instance, wearing of helmet, safety hand gloves, industrial safety booths, proper handling of tools and equipments among others. Staff training reduces the rate of accidents, spoiled work and damage to machinery and equipment because the trained employees have acquired increased skill and are motivated to do good work(Ezeani 2005:339).

In a similar development, this study equally confirmed that training makes a staff/worker confident while performing his job. This is evident in Vinal Aluminum Company Owerri, Imo State where fifty-three(53) workers out of a total of sixty-five(65) representing 81.54% of the entire force strongly agreed that training makes them confident while performing their job. Ten (10) workers representing 15.40% agreed to the statement. (see Table 3)

The above analysis leaves us without doubt that training among other things helps workers to be confident enough to carry out the responsibility of his job (Onah 2006:117). It is in concordance with this that we have noted that training improves needed skills which builds up confidence and satisfaction in the employees. This in-turn develops enthusiasm and pride which are indicative of high morale. It therefore, becomes transparently clear that with training a worker becomes confident and satisfied while performing his job responsibilities. Ultimately, it has been deduced from this study that organization should embark on regular training and re-training and continuous training of their staff as a sure means of meeting their organizational goals.

### **Recommendations**

The following are hereby recommended for organizations to adopt with a view to enhancing the workers performance in their job responsibilities and growth of organizations;

1. Since training is a regular exercise in Vinal Aluminum Company, which is responsible for achieving higher performance among workers, we therefore recommend that all organizations, especially production companies to adopt, practice and sustain this exercise for the attainment of ultimate organizational efficiency and effectiveness.
2. Training helps to improve standards, values and enhances job performance in any organization. It makes the workers job responsibilities easier to perform.
3. To further entrench and foster confidence among workers in any organization, training and should be made a regular exercise. Hence, we recommend training, re-training and continuous training of all staff in every organization.

### **Conclusion**

From the assertions of the respondents to questions answered in the questionnaire administered to them, certain conclusions could be made.

Training is employed on regular basis in Vinal Aluminum Company Limited Owerri, Imo State, Nigeria. The fact that staff training is practiced regularly by this organization shows its importance in achieving higher performance among workers. Hence, training plays a critical role in enhancing workers performance towards the attainment of organizational goals. It could also be concluded that its reliability and relevance towards productivity cannot be over-emphasized.

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