



Research Paper

Impact Of Training On Employee's Performance In Indorama Eleme Petrochemical Limited And Warri Refining And Petrochemical Company Limited

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Abstract

The study was set to examine the impact of training on employee performance in Indorama Eleme Petrochemical Limited and Warri Refining and Petrochemical Company Limited. The study adopted the cross sectional research design with questionnaire, focus group discussions and interviews as the primary data sources. A total of 350 respondents from the both firms made up the sample population using Taro Yamane formula for sample size determination. The result of the study revealed that 71.8% of the study population agreed that training of personnel impacts employee performance positively, the interview reports and focus group discussion reports was not different. The study hypothesis showed that a that a significant relationship exists between training and employee performance in IEPL and WRPC and therefore recommends that the management of Indorama Eleme Petrochemical Limited and Warri Refining and Petrochemical Company Limited should conduct more extensive training programme for its employees relevant to the changing needs of jobs, business and the advancement in technology, globalization and today's economic instability and competitiveness in the global market as this will enhance the employees performance.

Keywords: Training, Employee, Performance, Impact.

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I. Introduction

Employee performance is an individual level variable, that is, it demands the job effect, is the job performance which is the most important dependent variable in industrial and organizational psychology. According to Kehoes Wright (2013). It is referred as how an individual behave with the duties and responsibilities or assigned to him/her in his/her workplace at dynamic situation.

Employee development program centers on acquiring broader skills that can be applied in a wide range of situation, which includes skills such as decision making communication, and leadership.

Training program comes with very precise and measurable goals such as learning how to perform a particular procedure with accuracy or how to operate a piece of machines. Development indicates that it is future oriented. Development related to the employee's current job, it prepares the employees for other jobs or positions in the organization and increases their ability to move into jobs that may not yet exist. Development may also help employees prepare for changes in responsibilities and requirements in their current jobs, such as changes resulting from new technology, work designs, or customers.

Employee development is one of the most crucial functions of Human Resource Management. It means to develop abilities of an individual employee and organization as a whole so that the organization can achieve its goals and objectives. Employee performance can be defined as the extent to which an organizational employee contributes to achieving the goals of the organization. Employee performance is originally what an employee does or does not do. According to Armstrong, (2003) Employee performances as a variable depend on employee development.

Many researchers Pulakos, (2004), Armstrong, (2012) claim that management support is an important condition for employee performance. As Morrison and Phelps (1999) also indicate, when employees perceive that the management supports their job related efforts, then it is likely that improved job performance will be noticed. Further, Parker et al. (2006) state found that management support is positively related to commitment and productivity (employee-related factors) Dermol and Cater (2013), stated that the acquisition of new knowledge and skills through training leads to improved employee's knowledge and skills, so they can

successfully deal with new everyday job-related challenges and, thus, improve their job performance. Armstrong (2012) argues that job communication is crucial factor, which is related to employee's overall performance.

Training is considered to be an investment rather than a necessary cost, and employee are satisfied with the training provided it was also observed that managers of organization sincerely used knowledge and skills tests to assess them, yet they often assess job-related special duties and responsibilities. Organizations do not believe that frequent evaluation of employee's skills has a strong impact on employee performance.

Training is teaching or developing in any skills and knowledge that may relate to a specific and useful competence. It is any activity leading to a skilled behavior. It can also be seen as the process of teaching employee's new basic skills to do their job perfectly. According to Dessler (2003), training is the process of teaching new employees the basic skills they need to perform in their job. Therefore, the art, knowledge and skill to accomplish a specific job in a specific way are called training.

According to Kottke (1999), the basic function of training is to gain knowledge, co-operation inventive thinking and resolving problems. Any organization that wants to prosper and meet with its goals and objectives, must train their employees. Employees need training in computer skills and manufacturing due to advancement in technology and competitions in global market.

According to Paradise, (2007), many organizations spent millions of naira on training of their employees annually. According to Al Salam (2010), training is defined as an organized process through which employee's behavior and feelings are changed in order to increase and improve their effectiveness and performance.

Training is aimed at improving the behavior and performance of employees. Della – Torre and Solari (2013), have revealed that employee and organizational performance were positively related to effective training practices. Ayanda, (2011), and Omolo, Oginda, Otengah, (2013), have found empirical evidence of the influence of training and development of employee on organizational productivity and mutual benefits for the employer and employee.

In the present day where globalization and radical changes takes place, organizations are striving hard to maintain a viable and knowledgeable work force. Obviously, employee training and development has become not only an activity that is desirable but also an activity that an organization must commit resources to in order to achieve their objectives and goals.

Training of employees attempts to improve skills, and to the existing level of knowledge so that the employee is better equipped to do present job, or be prepare to do a higher future task.

Due to advancement in technology, globalization, economic instability and many new problems, new knowledge and job requirements needs constantly training for the employee. Training must be a continuous process in order to effect changes in the behavior of the employees for better performance. Also training will help the employees meet up to the current and future jobs/task requirements. The achievement of this in the modern day organizations is was necessitated the need for this study.

II. Methodology

This study adopted the cross-sectional survey design. Both quantitative and qualitative data were collected for this study. The choice of the cross sectional research design is that it is suitable because it involved people's experience and did not intend to manipulate any independent variable but was used to obtain base time information. The qualitative data involved focus Group discussion (FGD) and semi structured in-depth interviews (IDIS). The quantitative data involved the use of Questionnaire for non-management staff and the structured interview for the management staff from selected respondents only. The interview for the management and focus group discussion for few workers allowed for an in depth inquiry thereby providing the privilege to gather more information that were not collected through the questionnaire. A sample size of 350 from the both organizations was used for the study, which is made up of 40 managerial staff, 60 senior staff and 250 junior staff. To determine the appropriate sample size to this study. The Taro Yamane's was used. Data generated from the questionnaires was analyzed using descriptive statistics in form of percentages, charts and frequency tables, while data obtained from interviews was transcribed and interpreted, while the hypotheses were tested using the chi-square.

III. Results and Discussions

Table 1: Personnel Training Impacts Employee's Performance Positively

Responses	Frequency	Percentage
Strongly Agree	150	42.9%
Agree	120	28.9%
Strongly Disagree	20	11.4%
Disagree	60	17.1%
Total	350	100%

The table above, shows that a total of 150 respondents representing (42.9%) of the study population agreed that personnel training impacts employee's performance positively, 120 respondents representing (28.9%) of the study population agreed, 20 respondents representing (11.4%) of the study population strongly disagreed while 60 respondents representing (17.1%) of the study population disagreed.

Focus group Discussion/Interview Report in response to Research Question One

Training and employees' performance

Respondent (1): *Our organization carry out training programmes regularly, to keep employees abreast with technological innovations because training is continuous effort designed to improve employee's competency and organizational performance. It also gives the employees gain knowledge co-operation inventive thinking and resolving problems.*

Respondent (2) *we give our employees intensive and regular training, this is because, any organization that wants to prosper and meet with its goals and objectives must train their employees. It improves effectiveness and performance of employees.*

Respondent (3) *our organization spend millions of naira in training our employees annually. Training is aimed at improving the behavior and performance of employees.*

Hypothesis Test

H₁: There is a positive and significant relationship with training and employee performance in IEPL and Warri Refining and Petrochemical (WRPC)

Table 2: Chi- Square Contingency Table

Categories of workers	Agreed	Disagreed	Total
Operational staffs	190 (177.4)	40 (52.6)	230
Supervisory staff	60 (69.4)	30 (20.6)	90
Managerial staff	20 (23.1)	10 (6.8)	30
Total	270	80	350

$$\text{Expected value (E)} = \frac{\text{row total} \times \text{column total}}{\text{sample size (N)}}$$

$$\begin{aligned} \text{Degree of freedom} &= (c-1)(R-1) \\ &= (3-1)(2-1) \\ &= 2 \times 1 \\ &= 2 \end{aligned}$$

Table 4.3: Computation of observed and expected frequencies on training

	O	E	(O - E)	(O - E) ²	$\sum \frac{(O - E)^2}{E}$
A	190	177.4	12.6	159	0.90
B	40	52.6	-12.6	159	3.02
C	60	69.4	-9.4	88	1.27
D	30	20.6	9.4	88	4.27
E	20	23.1	-3.1	10	0.43
F	10	6.8	3.2	10	1.47

$\chi^2 = 11.36$

At two degree of freedom and at 0.05 level of significance, the critical value of χ^2 is 5.99 and the calculated χ^2 value is 11.36. Based on the above table, the calculated χ^2 value of 11.36 is greater than the table values 5.99. Hence, the stated alternate hypothesis (H₁) is accepted and the Null (H₀) hypothesis rejected. Therefore, we conclude that there is a significant relationship between training and employee performance in IEPL and WRPC. This supports the findings of Al Salam (2010), which stated that training is an organized process through which employee's behavior and feelings are changed in order to increase and improve their effectiveness and performance. He is of the view that training employees will positively enhance their performance in the organization. Also Omolo, Oginda, Otengah, (2013) have found empirical evidence of the influence of training and development on employees and organizational productivity. They strongly agreed that training enhances employee's performance.

IV. Conclusions and Recommendations

This study was set out to examine the impact of training on employee performance in Indorama

Eleme petrochemical Limited and Warri refining and petrochemical Company Limited. This was actually carried out using employees of the both organization, however the study concludes that training is very essential to the success and survival of organizational and the enhancement of employee performance mostly in a global world with advancement in technology and a constantly changing work environment. The study further found that a significant relationship exists between training and employee performance in IEPL and WRPC and

therefore recommends that The management of Indorama Eleme Petrochemical Limited and Warri Refining and Petrochemical Company Limited should conduct more extensive training programme for its employees relevant to the changing needs of jobs, business and the advancement in technology, globalization and today's economic instability and competitiveness in the global market as this will enhance the employees performance.

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