

Training and Employee Efficiency of Universities in Rivers State

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Abstract: *This study evaluates theoretically the relationship between training and employees' efficiency in Universities in Rivers State. It examined the effect of training on employees' efficiency. The literature reviewed showed a significant effect of training on employee efficiency. It is therefore concluded that through proper training, the organization creates and improves the nature of the present workers. Training additionally has a noteworthy part of the employee efficiency by instilling in them the important skills required to perform different tasks in the organization. The research recommends that continuous training should also be done to keep the workers abreast of emergent technologies and outcome of training programs should be evaluated through customer surveys, peer surveys and superiors' evaluations.*

Keywords: *Employee Efficiency, Training, Universities in Rivers State*

Introduction

The link between inputs and outputs, as well as the degree to which inputs were effectively translated into outputs, are what are measured by efficiency (Low, 2000). To get maximum results The Total Productive Maintenance system developed by Porter recommends the elimination of six different types of losses, which are as follows: (a) reduced yield – from start-up to stable production; (b) process defects; (c) reduced speed; (d) idling and minor stoppages; (e) set-up and adjustment; and (f) equipment failure. Efficiency increases in direct proportion to the number of inputs that are required to produce a given result. According to Pinprayong and Siengthai (2012), the efficiency of a company exposes the performance of its input and output ratio, but the efficiency of an organization represents the improvement of the organization's internal processes, such as its organizational structure, culture, and community. An entity's performance in terms of management, productivity, quality, and profitability might be improved by improving the organizational efficiency to an excellent level. According to Pinprayong and Siengthai's (2012) research, seven dimensions may be used to determine the effectiveness of an organization: organizational strategy, the creation of corporate structures, the development of management and business systems, the growth of corporate and employee styles Encouragement of staff commitment, Growth of staff members' abilities, and Achievement of subordinate objectives.

The distribution of resources among the many possible applications is the essence of efficiency (Kumar & Gulati, 2010). Although efficiency exposes an organization's operational excellence in the process of source utilization, it is essential to recognize that this does not always suggest the firm is achieving outstanding performance in the market. This is a key point to keep in mind.

Organizations may have effective management, but if they have bad operational management, the entity will have inefficient performance despite good management (Karlaftis, 2004). An organization that is both inefficient and ineffectual is certain to experience a costly failure. In this scenario, there is neither an appropriate strategy for the distribution of resources nor an organizational view of the future of the company. The company has problems with its leadership, a high personnel turnover rate, and a lack of clarity around where the business will be standing in the future. If the company can efficiently manage its resources but is unable to achieve the objectives it has set for itself over the long term, the company will eventually go bankrupt. This approach minimizes expenses while also contributing neither originality nor value to the enterprise. Because management has not established a policy that is oriented toward the consumer, there is a persistent emphasis on efficiency. Such an organization will use all of its efforts to put in place a stringent resource allocation strategy, which will result in stringent staff cost management and a decrease or even elimination of the costs associated with training. These acts contribute to poor morale across the business, a high turnover rate of personnel, and a low level of satisfaction among customers. An organization that is efficient but not effective cannot be competitive, and it will ultimately fail and go bankrupt.

As a result of globalization, changes in technology, political and economic environments, and other factors (Evans, Pucik & Barsoux, 2002), organizations are facing increased competition, which is prompting these organizations to train their employees as one of the ways to prepare them to adjust to the increases above and thus enhance their performance. One mustn't overlook the preponderance of facts on the expansion of knowledge in the business and corporate sector during the last decade. This expansion has not just been brought about by advancements in technology nor by a combination of means of production; rather, it has also been brought about by greater efforts towards the development of organizational human resources. Every corporation thus must improve the work efficiency of its workers, and unquestionably the adoption of training and development programs is one of the primary measures that the majority of businesses need to take to accomplish this goal. Because it is abundantly clear that workers are an essential resource, it is essential to maximize the contribution that employees make to the purposes and goals of the organization as a method of ensuring that efficient performance is maintained. As a consequence of this, it is incumbent upon managers to guarantee that there is a sufficient supply of employees that is both technically and socially competent, as well as capable of career progression into specialized areas or management roles (Afshan, Sobia, Kamran & Nasir, 2012).

The performance of an organization's human resources has a direct impact not only on the present state of affairs but also on the organization's prospects for the future. As a result, the competencies possessed by employees are an essential component in determining both the present and the future state of affairs of an organization. The training that a company provides for its employees may have an impact on how well it operates (Iqbal, Ahmad & Javaid, 2014, Padamanaban & Shakeel-Ul-Rehman, 2013; Elanga & Imran, 2013). The performance of employees at their jobs may be improved by the implementation of many different training approaches, which, in turn, leads to an improvement in the performance of the company as a

whole. As a result, training techniques have the potential to be the most important aspect of an organization's performance, which supports the need of researching them. Recently, one of the most significant foci of study attention has been directed toward the influence of organizational practices regarding the management of human resources and the provision of training (Manning, 2015; Jayakumar & Sulthan, 2014; Treven, Treven & Zizek, 2015).

Training has the potential to bring about several benefits, including an increase in the level of dedication and collective empowerment among workers, as well as an improvement in job satisfaction among workers (Voegtlin, Boehm & Bruch, 2015; Ajibade & Ayinla 2014; Sung & Choi, 2014). Utilizing contemporary strategies and cutting-edge educational theorizing is an essential component of educating today's workforce. The use of effective training techniques that are in a position to capture the attention of workers and improve the learning process is essential to the accomplishment of the goals of the training program (Teck-Hua & Catherine, 2015; Mishra & Smyth, 2015; Alwekaisi, 2015).

The attitudes of trainees towards the training practices and results are the foundation for the success of training practices; thus, attracting the attention of learners during training is connected to an important problem that creates the basis for the success of training practices. According to Nu'man (2006), trainees who have a favorable attitude toward training activities increase the advantages they get from the experience. In their investigation of the organizational evaluation, Bartuseviciene and Sakalyte (2013) looked at the following: Comparison between effectiveness and efficiency Al-Mzary, Al-rifai, and Al-Momany (2015) researched training and its influence on the performance of workers in Jordanian Universities from the viewpoint of employees: social transformation in contemporary society; In the study conducted by Bhat (2013), the influence of training on employee performance was analyzed using the instance of Yarmouk University. Halawi and Haydar (2018) investigated the impact of training on employee performance using data from the Retail Banking Sector in India. Their findings were as follows: An analysis of the Bonus and Khatib & Alami Companies as a case study. According to the findings of the research described above and the kinds of literature that were examined, we have determined that there is a dearth of literature about the connection between employee training and the productiveness of universities located in the state of Rivers, Nigeria.

REVIEW OF LITERATURE

Concept of Training

Training has long been acknowledged as an important HRM function, and academic authors have devoted a large deal of their research time to studying it (see e.g. Gordon 1992, Beardwell, Holden & Claydon 2004). As a result, training has taken on many different meanings. According to Gordon (1992), training is the planned and systematic alteration of behavior via learning events, activities, and programs that result in participants attaining the levels of knowledge, skills, competencies, and abilities necessary to carry out their tasks successfully.

It's worth noting that, as scholars continue their investigation into the training research field, they also continue to argue for its significance. According to several of these academics, the increased competitiveness and the relative success of companies that place a high value on staff development have played a significant role in the current realization of the significance of training (Beardwell et al. 2004). Additionally, Beardwell et al. (2004) note that as a result of technological advancements and organizational changes, some businesses have begun to realize

that their success is directly tied to the abilities and knowledge of their employees, necessitating a significant and ongoing investment in employee training and development.

In Cole (2001), highlights the advantages of training to include better morale, decreased production costs and turnover, change management and recognition, expanded responsibility, and the prospect of increased compensation and promotion.

Concept of Employee Efficiency

Workplace efficiency is critical. Additionally, companies must cost-effectively develop their goods to be successful (Everard & Burrow, 2001). As Schermerhorn, Davidson, Factor, Poole, and Woods (2017) note, Drucker's famous comment "There is probably nothing so worthless as doing with great efficiency what should not be done at all" provides a way of distinguishing between effectiveness and efficiency. It's only efficient if it's useful. To put it another way, efficient action produces a beneficial outcome. It must be able to do its job (Noordzij, 2013). When efficiency is already in existence, it is possible to speak about efficiency. To be efficient, one must be able to accomplish a task or generate a product by using as little resources, time, or effort as possible. When it comes to reaching organizational objectives, it's all about resources and speed. The maxim "doing things well" was coined by Drucker in 1974. When it comes to determining how efficient a company is, production is the metric that matters most (Everard & Burrow, 2001).

The speed and precision with which an employee completes a particular assignment is a measure of an employee's efficiency. To put it simply, if you manage an employee properly, they'll be more productive, and that's the point of the notion (Fandom, 2017). The efficiency of an employee is a complicated quantitative measure that describes the output created by an employee's efforts and accomplishments (TaskManagementGuide, 2018). According to Akerele (1991), many factors are to blame for Nigerian workers' low productivity, including employers' inability or unwillingness to pay workers adequately for the amount of effort they put in, and the arrogant display of wealth by the privileged class, which demoralizes the working class so much that it reduces their productivity.

Empirical review

Several factors have been employed in this study to examine the variations in employee performance before and after training: quality/quantity of work, planning/organization, initiative/commitment, teamwork/cooperation, and communication (Paat and Rumokoy, 2015). There is a considerable difference in performance between employees before and after training in terms of quality/quantity of work, planning/organization, initiative/commitment, teamwork/cooperation, and communication. One of the most effective techniques for improving employee performance is the training program. It's advised that the Bank Indonesia management raise the training's efficacy as well as broaden its selection of training materials and modules (Paat and Rumokoy, 2015).

Analysis of training and performance at the middle management level at a university was the goal of a study by Nu'man (2006). The study compared views of upper managers and middle managers on the training process (defining the training needs, trainer's selection, designing of training courses, and training process evaluation), A secondary goal of the research was for the researchers to provide some suggestions that may aid the university in improving the effectiveness of its training programs, allowing it to play a significant role in the development of

training-related expertise, skills, and know-how. People who work at Taiz University made up the study's population. There were a total of (240) employees, of both sexes. They were separated into two groups: the administrative leadership, which included the president, vice presidents, general managers, and the like, comprised of (70) male and female personnel. The second set of Taiz University employees consisted of (70) male and female managers and department heads (middle management). People who took training courses were solely included in this research. A lack of interest in using cutting-edge educational technologies was found in the study, with the emphasis being placed on more conventional means of teaching. There are no defined guidelines for the selection procedure for trainees, according to the results of the study. The selection procedure for trainees is influenced by personal preferences and ideas, which hurts the training itself. According to the findings of the research, the university's training benefit rate is being lowered due to inefficient training assessment.

Falola and his colleagues (2014) set out to explore the impact of training and development on the performance of workers and the competitiveness of organizations in Nigeria's banking sector. To gather data, the researchers employed a descriptive study design and a sample of 223 valid questionnaires completed by bank employees in Lagos State, Nigeria. Descriptive statistics were used to depict the raw data understandably. The findings demonstrated a clear link between employee performance, training and development, and a company's ability to compete. The results show that the tested dependent variable is strongly linked to the independent construct.

Researchers from Nigeria's the River State University of Science and the University of Port-Harcourt studied personnel training programs at the university libraries. According to the study, the success or failure of a training program is mostly dependent on the educational level of the personnel and the skills they gained from the training. When it comes to employee work performance, training matters, according to research conducted by Bin Atan and colleagues (Bin Atan et al, 2015). A small and medium-sized business in Malaysia was the setting for the research (SME). The research looked at how the company's workers performed on the job as a result of the training they received. The training and job performance of the company's workers were reviewed as part of the functional area linked with successful human resource management procedures. Employees from the company's many manufacturing divisions volunteered to take part in the study, which was conducted through a questionnaire. The research found that good training had a considerable impact on workers' job performance.

Using an integrated research model that combines the most important factors that previous literature has shown to be associated with training transfer and also examines the relationship between training transfer and operational performance, Diamantidis, and Chatzoglou (2014) investigated the medium- to long-term effects on firms of training programs. Training design, trainee self-efficacy, and work environment were all included in the study's transfer variables. To evaluate the validity of this model, data from 126 Greek workers who have participated in different training programs are analyzed using the structural equation modeling technique. The design of a training program has the greatest influence on post-training job performance, coupled with trainees' self-efficacy and post-training behavior.

Statistical analysis of the link between a training approach and employee performance was the focus of research by Al-Awawdeh (2011). The theoretical section of the research sought to estimate the possible impact of important persons and performance, which had been identified. The SPSS regression approach was used to examine the independent variables; training system, training, and obstacles. Al al-Bayt University's administrative departments employed 651 people,

and a random sample of 120 people was selected from that number. All of the independent factors had statistically significant impacts on performance, and the influence on morale was also statistically significant. The two performance factors that were unaffected by the transaction had a favorable impact on each other. Research shows that Al-Bayt University employees require scientific ways to identify their training needs and to develop training programs that address challenges in practice and strive to overcome them. It was suggested that training programs should be developed in light of global trends, so that trainees may be prepared for what may happen as a consequence of changes in the globe.

Theoretical Framework

Human Relations Theory

Human-Relations Theory first emerged in the 1930s as an alternative viewpoint to classical theory (Kreps, 1990). Mayo, Roethlisberger, and Dickson first tested the notion, which became known as the Hawthorne Studies (Roethlisberger & Dickson, 1939). These experiments were carried out in four stages: lighting, relay assembly testing, interviewing, and bank wiring testing (the "Hawthorne Studies"). The Human Behaviour school of thinking switched from a focus on production and job design to an emphasis on the interactions of persons. The Human-Relations Approach places a higher value on meeting the needs of the organization's employees, including them in decision-making, and providing them with ways to communicate with one another. According to Human Relations, it is critical to identify the unique requirements of each organization's members, which can only be done via open and honest communication between employers and employees.

Effective management communication, according to Skinner, Essen, and Mersham (2001), is best accessed via the use of a communication audit. To put it another way, the job of human resources relies heavily on communication. The Human Relations Approach is important because it emphasizes the relevance of employees and social variables in the efficacy of internal communication and problems like leadership. As a whole, the human relations approach focuses on the relationship between management and workers, their motivation, and effect on organizational events. Thus, it is easier to see what the company's leaders and workers can do to improve internal communication. Thus, the research will be able to assess whether or not different forms of communication, such as written correspondence and verbal communication such as telephone conversations or electronic correspondence such as emails and memos, are more effective than others.

Systems Theory

A scientist named Ludwig von Bertalanffy first presented the general system theory in 1968 in his book *General Systems Theory: Foundations, Development, Applications* as a way to describe how living creatures' elements interact with one another and with the rest of their environment (Weckowicz, 2000). For an organization, this kind of framework gives a broad analytical standpoint (perspective). Since then, the idea has found application in a variety of academic disciplines, including psychology, history, and physiology. The classical and human relations paradigm has been displaced, according to management theorists' research. The systems theory, according to Booth (1986), is more suited to internal communication. That's because a system approach sees communication as a key component to making organizations work together

smoothly and effectively. Some key components of the systems theory have been discovered in corporate communication research that defines how successful communication contributes to employee productivity, particularly wholeness, hierarchy, and feedback. The components of a system are defined by the system as a whole, according to systems theory (Weckowicz, 2002). Wholeness refers to the interconnectedness of all of the system's components. An organization is only possible since each aspect of a system contributes to it. An organizational structure, according to Miller (2009), is defined as a set of rules that govern the relationships inside an organism. In this way, the primary systems' components are divided into smaller units called subsystems, each of which functions within a broader context. Through the use of feedback (Miller, 2009), decision-makers in a business may create connections within their network by strategizing to stay ahead of difficulties. Interconnectedness and interdependence are two of the fundamental ideas of systems theory, according to Salem (1999). Communication audits are based on the same basic principles.

Conclusion

According to the findings of the theoretical research, it has been discovered that workers are an organization's most important asset, and they should be managed in a way that ensures they contribute their best towards the achievement of the organization's goals and objectives. As a result, it is recommended that effective implementation of training programs in universities be done frequently to increase workers' efficiency.

Implications of the study

In this research, it was shown that training had an effect on the productivity of workers. This study's findings are in line with other studies on management training that have come before it. Different questions are asked of respondents in order to acquire a better understanding of training provided by universities in Rivers State. The emphasis of these questions is on how well employees are involved in training, how they are selected for training, how training is delivered, and how relevant training is to the respondents' jobs. Recommendations were made as follows: Training workers in critical thinking, central leadership, collaboration, and connecting to people may help the company achieve positive firm-level outcomes. The firm may use training to improve the productivity of all workers, which is critical to the growth and success of the organization. For both workers and employers, it's a great tool. However, if an employee is well-trained, he or she will be more effective and valuable. In order to increase productivity and inspire and encourage staff, it is vital to provide them with all the information they need to improve their production. Training helps employees do their jobs more effectively, as well, since they're more equipped to handle their assignments. As a result of this, he or she is more conscientious when it comes to doing routine tasks, such as going to the grocery store or going to the dentist. The worker's self-confidence may also be boosted by the training since he or she has a better understanding of the company and the responsibilities of the job. Having a high level of self-confidence may lead to exceptional achievements and fresh ideas that go above and beyond what is expected. Workers are kept up to date with industry changes thanks to regular training. Employees that are competent and willing to adjust the company's standards assist the organization to maintain a leadership position and become a strong competitor in the business. A well-structured training program ensures that personnel have a solid foundation of knowledge and experience. Organizational rules and processes are particularly important to maintain a high

degree of consistency. It is the responsibility of every employee to be aware of the company's policies and expectations. Security, discrimination, and administrative tasks are all included in this. As a result of frequent training, all staff members will at least be exposed to the information.

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