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**THE IMPACT OF TRAINING ON EMPLOYEES' PERFORMANCE**

**All Professional People's Community Group**

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**ABSTRACT**

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<p>The dismissals, sanctions and punishments given to employees at their work place prompted the researcher to find out what was happening. In doing so, the researcher found out, the employees were lacking in some areas of their work and it made the researcher come up with this study of the impact of training on employees' performance. To achieve this, the researcher came up with the main objective of the study which was to find out how training will have an impact on employees' performance. From this main objective, the researcher was able to come up with some research questions such as, what training techniques, theories and training delivery methods organizations put in place for a better training for their employees to help them get the required knowledge and skills they need.</p> <p>To get answers to these questions, the researcher used both primary and secondary ways to collect data for the study and used some sampling techniques. The researcher took a sample of thirty workers from the organization and administered a questionnaire to them. Though faced with difficulties during the process of acquiring necessary information needed, the researcher still managed to get various responses from the employees when the questionnaires were administered, and the researcher was able to come up with the conclusion that, training does have a positive impact on employees' performance.</p> <p>The researcher noticed that organizations could not meet up with the various changes in the market environment, the technology, population growth, demands, taste and fashion of customers. To meet up with all these changes, training is involved. Also, the researcher noticed that, some employees are instead kicked out of organizations when they fail to give out the required skills needed for the job. The researcher decided to find out how far and how deep organizations take and consider training for their employees and how it will affect their performance at work.</p>		
<b>Key words</b> Employee, Performance, Training		

## **CONCEPT DEFINITIONS**

KSAOCS- Knowledge, skills, abilities and other characteristics.

APPCO- All Professional People's Community Group

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## **1 INTRODUCTION**

The aim of this study is to discuss the impact of training on employee's performance. This chapter gives an introductory information on the problem, background and objectives of this work. Training refers to the teaching and learning activities carried out for the primary purpose of helping members of an organization acquire and apply the necessary knowledge, skills, abilities, attitudes and other characteristics (KSAOCS) needed by a job or organization. Training constitutes a basic concept in human resource development. It is concerned with developing a skill to a desired standard by instruction and practice. Training is a highly used tool that can bring an employee to a position where they can do their job effectively, correctly and conscientiously. Training is also the act of increasing knowledge and skill of an employee for a job. Societies have changed and become more complex throughout the centuries thereby making the skills, tools and work needed to be done have also changed and to manage these changes job training is involved.

Improved capabilities, knowledge and skills of the talented workforce proved to be a major source of competitive advantage in a global market, (McKinsey 2006). In order to develop these skills, it requires effective training programs which in turn may also affect the commitment and motivation of the employee. In order to improve employee performance through superior level of commitment and motivation, most companies apply long term investment in the building of new skills by their workforce, long term planning thereby enabling the employees to cope with the uncertain conditions they may face in the future.

For an organization to run effectively, it requires efficient and skilled employees or personnel. The required skills and knowledge needed are not taught efficiently in classrooms or formal education. In this regard, employees need intensive and extensive training to contribute to the organization's growth. An organization must properly train every new employee and make them an integral part of it to win the hearts and minds of the employees. Training must be done by every organization since its aim is to improve the performance of the employee. Training vary from organization to organization in relation to the factors affecting it which include; degree of change from both internal and external environment and the necessary skills needed for the work. Training needs are examined by some companies before outlining and implementing the training methods needed for the employees. Training plays an important role in the economic development of countries. In developed countries like Finland, Germany, Sweden and America, training has contributed to their economic growth. Meanwhile, a country such as Cameroon that has the necessary resources but still lacks economic growth since appropriate attention is not being given to train employees to cope with the necessary changes in the market economy.

In less developed countries like Cameroon for example, though there are plenty resources available, they are not fully exploited. In not only Cameroon but most African countries, employees are hardly trained. This is because most employees get jobs on biased basis. This is because, most graduates looking for opportunities to practice what they studied in school are required to have at least two years of experience of the job being applied for. With this kind of condition, employees with the right knowledge of the job available will not be gotten, so therefore when employed, they will really need to undergo training to get the necessary KSAOCS. Some of the employees rather refuse to undergo the training process thereby not bringing in new innovative ideas or making the companies go forward. Some of the employees who go for the training end up not taking the training process seriously.

Meanwhile in Finland, I learnt and from my experience at work, once you sign the employment contract, you get to be on probation immediately you resume work for at least a month. This is done in order for you to know, master and learn what the job description is and the KSAOCS required for you to do the job. With this kind of method put in place there are bound to progress, innovative ideas from employees and increase in economic growth.

At N-Clean Oy, each employee employed must undergo a four months' probation period to become versed with the daily equipment used for the cleaning services, how to use them and where to use them. N-Clean Oy is a cleaning service company founded in Finland in the year 2004 who employ thousands of people for cleaning services for different companies in Finland. They offer cleaning in business

premises, ship cleaning and hotel cleaning. Their equipment is provided by Vileda which is a German household and cleaning products company which sells different mechanical brands of cleaning products.

With all these professional equipment available, professional training that lasts at least four months employees are bound to get and obtain the necessary KSAOCS needed for the job description. It is not only N-Clean Oy that carries out training but almost all companies do carry out training programs for their employees to best utilise their skills and advance their skills to in order to get best output results which they get at the training thereby increasing their productivity level unlike Cameroon, not enough professional equipment and even if there is, it is not being fully utilised.

During the process of the study, the researcher faced some difficulties. Some of the difficulties faced were as follows: some of the workers were not welcoming and this made it very difficult to work with them since they could not respond to some questions asked by the researcher. Some information was not disclosed and not given out reasons being that information were confidential.

Change is constant and cannot be controlled. For employees and organizations to meet up with these changes from both internal and external environment, training is required. This training is done for the necessary skills and knowledge required to be gotten. The problem that made the researcher carry out this research is to know, whether these training that will be done in organizations to meet up with the constant change will eventually produce or have a positive impact on employee performance.

The main objective of this study is to assess how training increases employees' performance. Some other objectives of the study are to examine the various methods used in training employees and to examine the various strategies put in place by the management for the training process to be successful.

To address the research problem, the researcher came up with the following research questions: What are the various training methods used in training employees in the organization? How do employees respond to the training?



## **2 THEORIES OF TRAINING**

In this chapter, the different theories and ideas of different authors about the importance of training, its theories, types of training and the various training methods will be discussed. Employees are the most asset of every company as they can break or make a company's reputation and can adversely affect profitability. Without proper training, employees both current and new do not receive the information and develop the skills sets for accomplishing their tasks at their maximum potential.

### **2.1 Types of training**

There are two types of training which are mostly used by companies and organizations to better the skills of their employees in order to get the best output products and services. They include; on-the -job and off- the- job training.

Investment in training can improve a company's financial standing. Poor performance often results when employees do not know exactly what they are supposed to do, how to do their jobs or why they need to work a certain way. Training can help solve these performance problems by explaining the details of the jobs.

This should reduce duplication of effort in the workplace, the time spent correcting mistakes and the problem solving necessary to correct bad performances. Improved performance from employee training can reduce staff turnover, lower maintenance costs by reducing equipment breakdowns and result in fewer customer complaints. Better performance from employees typically creates less need for supervision and brings increased worker output.

Training is a necessity in the workplace. Without it, employees will not be able to have a firm grasp on their responsibilities or duties. Due to fast pace technological and global developments, the companies are now facing new changes as well as challenges. In order to cope with these challenges, more improved and effective programs are required by all companies. According to(Farooq & Aslam 2011), managers are trying their level best to develop the employee's capabilities, thereby creating good working

environments within the organization. This struggle by the top management not only improves the employee's performance but also creates positive image of the firm worldwide.

Effective training programs helps employees to get acquaintance with the desired new technological advancement thereby gaining full command on the competencies and skills required to perform a job and to avoid job mistakes and errors. Effective training programs helps in constructing a conducive learning environment for the workforce and train them to cope with the upcoming challenges more easily and in time, (Tai-Wei 2006).

On-the-job training is sometimes called direct instruction or sit-by-me training in England. On-the-job training is a face-to-face, one-to-one kind of training at the job site, where someone who knows how to do a task shows another how to do it. On-the-job training is still used today. In fact, it is probably the most popular method of training because at its minimal level, it requires only a person who knows how to do the task and the tools the person uses to do the task, (Bedington 2001, 31). An advantage of this type of training is that, it allows instant feedback about what the learner is doing right or wrong, allowing correction of erroneous action immediately.

Off-the-job training involves lectures, training courses, workshops and group discussions. This kind of training enables employees to apply new skills learned and knowledge acquired in a safer working context. Training should be provided when the employees lack the desired information and skills to work productively, (Sisson 2002, 15). Off-the-job training is efficiently used when many employees have a training requirement and the resources are available for the training.

Training is the main driving force for the success of an organization though few people argue against it. To meet the current and future challenges of organizations', training assume a wide range of learning actions, ranging from training of the individual for their present tasks and moreover, knowledge sharing to improve the organization horizon and customers service which focus on their career development and enrichment, thus expanding individual, group and organizational effectiveness.

To implement good strategic training techniques, the organization must have a good strategic human resource management put in place (Richard 2009). To improve the productivity of employees, the human resource management must connect the strategic goals of the organization with the work of the

employees, (Bratton (2003). Many influential, sophisticated and innovative theoretical frameworks in the field of training have been developed since 1992. These more subtle, meaningful focused and comprehensive theories have led considerable empirical study to be carried out in the field of training, (Salas & Cannon-Bowers 2001). The purpose of training in work situations is to develop the abilities of employees in order to meet the current and future needs of the organization.

Training plays an important role in employee commitment. The training programs must meet the expectations of the employees. Companies are more likely to retain employees who view their training as relevant to their jobs and subsequently have a positive commitment to their company. A successful training program consists of management providing employees with accurate information and communication about the training as well as programs that ensures that the training is relevant to their jobs.

Training can be done internally by current employees, or by hiring an external company or consultant. Determine what it is you want your employees to learn through training. Then see if someone in your organization has those skills and would be able, and have the time, to do the training.

Many factors determine whether a training program will be effective for a company that has lost employees, depending on how many workers are leaving. For example, using temporary workers to fill in for former employees on occasion might save costs. Management can determine if a training program will work out by looking at the increased workloads for employees caused by vacancies, the stress and tension from turnover, declining employee morale and the decreased productivity that results from high loss of employees.

Job satisfaction generally increases, and self-esteem improves when employees better understand the workings of the company. Training can also enhance morale on the job and loyalty to the company. Workers who believe their company offers excellent training opportunities are generally less likely to leave their companies within a year of training than employees with poor training opportunities.

## 2.2 Training Theories

(Michael Frese 2009) described action theory as one that explains how people can change dynamically to meet up with the normal and unusual situations and how learning is regulated. It is also concerned with the processes involved in the interaction between environmental inputs and behaviour in one hand and how cognition regulates behaviour and performance on the other hand. Action theory is a systematic tool for understanding how knowledge of cognitive processes in a performance situation is regulated by using the focus, sequence, action structure components. Trainees feel more comfortable with this theory and often try to apply to other problems at their work place.

Constructivism and experiential learning theory states that, knowledge and skills can be improved in different ways without necessarily any one ideal solution. In a specific environment, skill moulding and the various aspects of performance needs to be comprehended, demonstrated and defined. This will enable people and groups to pinpoint gaps and deficiencies in performance in a specific skill area. This type of dynamic social participation should also accelerate the learning process.

Transformative learning theory was developed by Jack Mezirow in the late 1990s. he used it to describe how people use and develop critical self-reflecting to consider their experiences and beliefs and to make them change emotionally. Transformative learning theory encourages and enables trainees to participate actively in shaping the application and content of the learning activities. Commitments and personal job satisfaction are crucial aspects of this type of empowered learning theory (Michael, Michael, Ann and Peter 2015). When implemented, transformative learning theory provides opportunities for critical thinking about their assumptions. It also provides opportunities to be able to relate to those going through the same transformative process (Mezirow2009). Transformative learning theory also provides opportunities to act on new perspectives (Howie and Bagnall 2013.)

According to situated learning theory, the materials we use or create basically situate the trainee in his or her operational context. Here, the issues and problems are identified where the trainee to an extent is involved and familiar with the specific context. Situated learning involve situations in which trainees are involved on a regular basis. The situational skills that trainees receive are supposed to be used in similar situations. Training activities are shared and are, to some extent, actively created in cooperation with other trainees working together to resolve and identify issues. To train the employee, get the necessary KSAOC, it is very important to know the training technique to use according to the work required.

### 2.3 Training delivery methods

There are several kind of training methods used by different companies, but we will look at the ones mostly used around the world by most companies and employers. These include; seminars, e-learning, mentoring, simulation and team training.

Using seminar training, the employees to be trained are gathered into small groups for regular meetings on specific topic in which they are expected to actively get involved with. These seminars help the employees become familiar with their job functions and help them to solve issues on a regular basis, (Holladay and Quinones 2003). Where the need for workers to gain knowledge increases as the need for manual workers decreases, lifelong learning is seen as the key to the continued success of modern society.

E-learning is considered by many as the only viable solution to the problem of delivering the resources required to facilitate lifelong learning (Murphy, Walker, Webb 2001). E-learning practices are neither simple nor coherent. This means that, the implementation of E-learning is happening with a varying degree of success. This has to do with computer technology. In this method, employees can use computers to access learning materials, lectures given by the trainer with the use of internet. With this method also, the trainees can access and obtain quality information anytime at any given time or place. Although it is very good to use for training, many people still feel that it has its drawbacks and is still too great to commit to, (Fischer 2011). This can of training method is widely used in developed countries. Also, most companies in Finland used this kind of training. Some of the training is done by mostly obtaining the materials on the website of the company while others get to have live training through videos on the website.

Training can also be done through mentoring since mentors possess the necessary skills, knowledge and ways to resolve issues which the trainees can learn from. In mentoring, an experienced person assists another in developing specific knowledge and skills that will enhance the less experienced person's personal and professional growth. During this process, a safe learning environment is created for taking risks during the training period, specific issues are focused on and networks and resources are made available for the training to be successful. Mentoring is career focused on professional development and employees provide both professional and personal support. Two types of mentoring exist which are formal and informal mentoring. Informal mentoring is accessible only to a few employees and its

benefits are limited only to those who participate while formal mentoring is one that expands its usefulness and corporate value to employees. (Dessler, 2015).

Simulation is the act of imitating the behaviour of some process or situation by means of something suitably analogous (especially for study or personnel training). This method is commonly used by business organizations and it is a very popular method. It provides a life-like point of care learning experience. A well-constructed simulation allows trainees to answer the question, “if I do this, what happens?”. It provides learners with an opportunity to test out different scenarios to see what works and to understand how they arrived at the right and wrong answers. It gives trainees the confidence and knowledge they need to apply their new skills in the real world. The value of simulation is known and seen only when it is followed up with a debriefing and coaching session. Simulation shows us how we react to real life situations and helps in preventing errors and optimizes the way we respond to situations.

Team training is mostly used by industrial sectors, government and the army. This kind of training is carried out in groups where the issues are solved by groups and feedback is being given during the training process. Team training is training in which teams are used to increase individual procedural proficiency and knowledge in functioning as part of a team and overall team performance. Team training is based on emphasized applied studies and controlled research studies. Team training takes place at a training site, it has four elements which are:

Inputs: this includes resources, trainees, task characteristics and preparations.

Training process which includes; task work (problem solving, procedural learning and social support), team performance and team work.

Team training has had the most powerful impact on affective and process outcomes, which implies that the team training can help benefit teams who are facing issues with negative affect such as lack of trust and lack of clarification in roles.

Mediating variables which includes; promotive interaction, accountability and team processing.

Outcomes which is the last element and it includes; individual and team proficiency, team activities after training and positive and supportive relationships. After the training, the team becomes a reference group for members and influences members values and attitudes.

Companies and organizations always want to make that, before and after the training is done, the employees must be able to get and understand the importance of the training program and by so doing

they tend to put in place some interventions before the training programs begin. Some of these interventions are; Pretraining environment and climate. This intervention simply explains that before employees are taken to carry out the training program, the employers should endeavour or make sure the training environment and climate are conducive for the program to take place, (Salas & Cannon 2001). This is so because, if the environment is not a conducive one, employees minds may tend to stray away from the program being taught and paying attention only to the safety of their life thereby distracting them from acquiring the knowledge being passed out to them. So, companies tend to make sure that the environment for the training is safe and conducive for the intended program.

Preparative conditions: Here, the companies should be able to give out some of the preparatory information about the training program before it begins to pre prepare the minds of the employees on what they are to face, (Salas & Cannon 2001). This might even go a long way for some employees to gather the little knowledge they can get before the training proper thereby preparing themselves for the program and not going into it without having a knowledge on it. This will make the training program more effective since there will be contributions of ideas not only from one party but from both parties of the program thereby making the learning process interesting.

## **2.4 Importance of training**

Training of employees and managers is essential in this changing environment. It is an important activity of human resources development which helps in improving the competency of employees.

Training gives a lot of benefits to the employees such as improvement in efficiency and effectiveness, development of self-confidence and assists everyone in self-management. Training becomes mandatory under each step of expansion and diversification. Only training can improve the quality and reduce the wastages to the minimum.

Training is also very essential to adapt according to changing environment (Driskell J.E 2011). The investments put in training employees makes them feel valued thereby creating a supportive working environment. Employees gain access to training they do not know of thereby making them feel appreciated and challenged and it makes them feel satisfied in their jobs.

Most employees rely on others to complete basic work thereby creating a weak link in the organization. When training is done, it strengthens the weak employees by adding to their skills and knowledge

thereby closing the weak link in the organization and make them work without constant help or supervision from others (Giovanni E. 2013).

Productivity of an organization increases when training occurs. Employees gain the knowledge required thereby ensuring successful projects and increasing the organization's turnover and market share. Training helps employees come up with new ideas and new ways in improving their products with the new skills and knowledge acquired from the training.

Due to training, employees tend to remain with their employer rather than go looking for new employer because the participation in the training makes them feel valued thereby reducing recruitment cost of the organization since there is staff retention,(Infande A. 2015). A strong and successful training strategy helps to develop the employer brand and makes the organization a prime consideration for graduates and mid-career changes.

Training does not only develop employees but also helps an organization to make best use of their human resources in favour of gaining competitive advantage. Therefore, companies must plan for such training programs for their employees needed at the workplace.

Training does not only develop the capabilities of the employee but sharpens their thinking and creativity ability in order to take better decisions in time and in a more productive manner. This helps them deal with the customer in an effective manner and respond to their complaints in timely manner.

Training helps employees develop self-efficacy and this results in superior performance in the job thereby replacing the traditional weak practices by effective and efficient work-related practices. This will increase the employee's job satisfaction and morale, increase motivation resulting in financial gains, adopt new ideas and technology thereby reducing employee turnover.

According to (Swart 2005), bridging the performance gap refers to implementing a relevant training intervention for the sake of developing skills and abilities of the workers and enhancing employee performance. He further elaborates the concept by stating that training facilitate organization to recognize that its workers are not performing well and a thus their knowledge, skills and attitudes needs to be moulded according to the firm needs. There might be various reasons for poor performance of the employees such as workers may not feel motivated anymore to use their competencies, or maybe not confident enough on their capabilities, or they may be facing work- life conflict. All the above aspects



must be considered by the firm while selecting most appropriate training intervention, that helps organization to solve all problems and enhance employee motivational level to participate and meet firm expectations by showing desired performance. As mentioned by (Swart et al. 2005) this employee superior performance occurs only because of good quality training programs that lead to employee motivation and their needs fulfilment.

According to (Wright and Geroy 2001), employee competencies changes through effective training programs. It not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Through training the employee competencies are developed and enable them to implement the job-related work efficiently and achieve firm objectives in a competitive manner.

However, employee performance is also affected by some environmental factors such as corporate culture, organizational structure, job design, performance appraisal systems, power and politics prevailing in the firm and the group dynamics. If the above-mentioned problems exist in the firm, employee performance decreases not due to lack of relevant knowledge, skills and attitude, but because of above mentioned hurdles. To make training effective and to ensure positive effects of training on employee performance these elements should be taken into consideration (Wright and Geroy 2001).

Being the intellectual property of the firm, employees proves to be a good source of gaining competitive advantage, and training is the only way of developing organizational intellectual property through building employees' competencies.

Cheramie (2007), argued that, management, mostly feel hesitant while investing in its human resource due to various reasons. Sometime, despite receiving effective and timely training programs, employee intend to cash it for the sake of their own market value and employment opportunity, or willing to change job just because of higher salaries, and thus, firm investment in training results as a cost rather than profit. It is also observed that due to the resistance of the organization towards offering training, propels individuals to invest themselves for their career development and greater performance (Baruch, 2006).

### **3 METHODS AND PROCEDURE**

The data collection methods and the organization study will be discussed in this chapter. The researcher used both primary and secondary ways to collect data for the study and used some sampling techniques. The researcher took a sample of thirty workers from the organization and administered questionnaire to them.

#### **3.1 Background of the study**

All Professional People's Community Group (APPCO) has evolved into being a real international phenomenon. It started in 1989 in Sydney originally operated as Cobra Group because of the efforts of the company's very dynamic founder and chairman Chris Niachors, the APPCO group now has its presence in twenty-six countries spread across five continents, reaching out to million people every day. The company goes on creating and rewriting history in face-to-face sales and marketing, the group has over fifty major clients in these countries and its represented in more than one million human commercials every day. The thrust is on providing the best of marketing solutions to clients and the best of shopping solutions to customers. In the year 2010, the name was launched to APPCO Group worldwide to focus on global sales and marketing. It deals with a wide range of products and services in more than fourteen industries including telecommunication pay TV, broadband, insurance, fundraising, consumer products, energy, home efficiency, training and educational courses.

APPCO group Bamenda went operational in the year 2011 and was chaired by Chia Frederick. They have various range of products and services offered to consumers. It started off with twenty employees and increased as time went by. APPCO spread widely in Cameroon in different regions. Their products and services are offered both online and face-to-face services. They also put in place training programs for their employees and they mostly used on-the-job training method. The training lasts for a month for a new employee and for an old employee, it is usually two weeks training. Therefore, the human resource management makes sure that, the necessary tools needed for the training are put in place.

### **3.2 Products and services of APPCO**

Face-to-face customer acquisition creates a connection with consumers, delivers value to clients and supports small business and entrepreneurs. It is also the most cost-effective channel in the marketing mix. It also helps to build a relationship with their clients to understand their products and services. They also offer ongoing support and product coaching to help them deliver a professional and interactive face-to-face selling experience for every customer and achieve their client's acquisition goals

Door-to-door sales services helps them create a connection with their clients target markets and secure hundreds of thousands of new customers for them every year. Due to this marketing technique, it helps to promote their client's products and services in an interactive and personalized way ensuring the right message reaches the right people and it also creates a connection with their clients' potential.

Field marketing opportunities provide a unique and fantastic opportunity for motivated people of all ages to develop their field of sales career locally, regionally and intentionally. They also provide client provide training and all materials and support they need to fulfil the clients' face-to-face marketing or donor acquisition requirements.

### **3.3 Data Collection Method Use**

The researcher used both primary and secondary methods of data collection. Primary data is data collected directly from the field and the information gathered or gotten has not been used by anyone. Therefore, the researcher got her primary data from observations and questionnaire.

Secondary data is data that has originally been gotten by someone else in which another person can use to carry out his or her own research. The researcher got her secondary data from text books, pamphlets and internet.

Questionnaire was used because the researcher wanted to find out directly from the respondent their opinion and what they had in mind concerning the company. The method was time saving and could easily be distributed and the respondent was direct and clear.

The researcher wanted to make use of existing materials from the prominent writer and from the internet. The methods used were cheap and much easier to gather information. To serve as a source of reference to other people who will want to take this topic for further studies.

### **3.4 Sampling and Sampling Techniques Used**

The researcher used the sample size and sampling techniques that were used. A sample is a part of a bigger populations or number of subjects, persons or things selected from a wide population for the study. So, a sampling size of thirty workers were taken for this research.

Sampling technique refers to the means through which any one data can be measured. The sampling technique used in this study was the random sampling technique or the quota sampling which allows the researcher to choose from specific groups of people. This piece of work was carried out in APPCO group Bamenda with the various departments such as, human resource management, accounting department, marketing department and the customer service department.

### **3.5 Questionnaire Designed and Administration**

Questionnaire was designed to help the researcher obtain information that was needed for the study. The questionnaire was in a way that the respondent had to answer either yes or no and some questions were meant to be answered by the respondents stating what they think about the question. This questionnaire gave answers to these questions and they were answered by members from the various departments. The

questionnaire was also administered to observe if the workers will pin point out the areas where they need to increase their performance.

## **4 PRESENTATION AND ANALYSIS OF DATA**

This chapter is focused on the presentation and analysis of the results obtained by the researcher. The data below was analysed using the statistical methods and representation on tables. The data below was gotten from the questionnaire given out to be answered by the researcher.

### **4.1 Identification of Respondents**

The population under study is the staff of APPCO Bamenda branch and the respondents were from different departments which are; human resource, accounting, marketing and customer service departments. Below is a table showing the staffs from different departments responded to questions.

**TABLE 1. Identification of respondents**

<b>DEPARTMENTS</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
Human resource department	9	30
Accounting department	6	20
Marketing department	8	26.7
Customer service department	7	23.3
<b>TOTAL</b>	<b>30</b>	<b>100%</b>

From table 1 above, it is seen that most workers from the human resource department expressed their thoughts and ideas freely to the questionnaires administered. Followed by the marketing department, customer service department and lastly the accounting department.

The researcher administered 30 forms to different departments of the organization in which all the questions were closed ended questions. Closed ended questions are questions in which the possible answers have already been proposed. An example of a close ended question has responses like YES or NO.

## **4.2 Analysis of Data Collected**

The data presented is based on training and its impact on employee's performance. The analysis below was based on the questionnaire given out by the researcher to gather the required information for the research. Below are some questions posed:

**TABLE 2. Do employees give out as output what is required of them**

<b>RESPONSE</b>	<b>FREQUENCY</b>	<b>PERCENTAGES</b>
YES	10	33.3
NO	20	66.7
<b>TOTAL</b>	<b>30</b>	<b>100%</b>

From the above table 2, 33.3% of the workers agree that the output they give out is what is required of them while 66.7% say that what they give as output is not enough.

**TABLE 3. Do employees face a lot of difficulties when there is a change**

<b>RESPONSE</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
YES	16	53.3
NO	14	46.7
<b>TOTAL</b>	<b>30</b>	<b>100%</b>

From the above table 3, it indicates and shows that, when a change comes or is implemented in the organization, 53.3% are of the fact that employees do face a lot of difficulties while 46.7% say they do not face difficulties.

**TABLE 4. Are the training needs of workers identified**

<b>RESPONSE</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
YES	11	30
NO	19	70
<b>TOTAL</b>	<b>30</b>	<b>100%</b>

From the above table 4, most of the respondents say their training needs are not identified that is 70% of them. The 30% of the respondents say their training needs are being identified in the organization.

**TABLE 5. When these training needs are identified, how is the training carried out**

RESPONSE	FREQUENCY	PERCENTAGE
On-the-job training	20	66.7
Off-the-job training	10	33.3
<b>TOTAL</b>	<b>30</b>	<b>100%</b>

From the above table 5, 66.7% of the respondents were of the fact that, when these training needs are identified, the training administered to most employees is on-the-job training. Also stating that, the off-the-job training is mostly given to employees of higher positions thereby limiting other employees from attending trainings from out of their jobsites.

**TABLE 6. What were the objectives of the training programs when administered**

RESPONSES	FREQUENCY	PERCENTAGE
Acquire skills	10	33.3
Improve performance	20	66.7
<b>TOTAL</b>	<b>30</b>	<b>100%</b>

From the above table 6, 33.3% of the respondents were of the fact that, the training programs put in place are just to acquire new skills while 66.7% of the respondents agree that, the training programs are put in place are to improve their performance.

**TABLE 7. Does training have an impact on employees' performance**

RESPONSES	FREQUENCY	PERCENTAGE
YES	30	100
NO	/	/
<b>TOTAL</b>	<b>30</b>	<b>100%</b>

From table 7 above, all the respondents agreed that training does have an impact on employees' performance thereby increasing their productivity in the long run.



### **4.3 Interpretation of results**

From the analysis above, it will go a long way to improve not only the employees' performance but also that of the organization if the training needs of employees are being identified and programs are put in place for them. This is so because with training programs in place, employees do not only get to improve their performance but also get to acquire new skills which stands as a motivation for them to make sure they attain the organization's goals and visions.

With the analysis above, it goes a long way to proof the hypothesis above which states that training do have an impact on employees' performance and training go a long way to improve performance in the organization especially since the world is changing and different methods of doing things have evolved. Therefore, it is important for organizations to update their employees with the necessary skills and knowledge to be able to cope and blend in with the changes.

## 5 CONCLUSIONS

The reason for the investigation of training on employee performance was due to the observation from the intern that rather than finding out ways in improving their employees weaknesses and poor performance, the employees instead get fired or suspended from work. As such, the researcher decided to carry out a research on how and ways in which training affect and improve employee's performance in organizations using APPCO as case study. The researcher was able in gathering information needed from thirty respondents from the organization through questionnaires and observation. From the data collected and analysed, it showed that when the weaknesses of the employees are identified, then training programs put in place, the employee's performance at work is bound to improve and also the employee gets to acquire knowledge and new skills from the training programs put in place by the management of the organization which is done through seminars, on-the-job training, off-the-job training, meetings, conferences where they can get the training. From the case of APPCO, employees were laid off and suspended from work due to the fact they did not know what was required of and they did not have a mastery of their job description. In order not to lose all employees, the management had to use the method of on-the-job training to train its employees about their jobs and their performance had a positive change thereby being in line with the hypothesis that states training do have an impact on employee performance.

According to the researcher's findings, training is necessary in today's organizations and society. This is so because, when the output of every organization is poor and low, the organization is affected, and its goals are not met. Organizations have come to realize that training has a lot of benefits like improving and making employee's gain new skills and increase their efficiency.

In order to enjoy the end results of training, the researcher recommends that, organizations should always identify where their employees are lacking. Employees should be thoroughly involved and participate in the training process, so they get to know exactly where they are lacking. During recruitment, employees hired should be the ones who have at least some knowledge and experience on what the job is all about to avoid low performances. Employees should be allowed to go on seminars. This is due to the fact most people who are sent to attend seminars are those at the senior management and this stands as a barrier to the subordinates.

The researcher noticed that organizations could not meet up with the various changes in the market environment, the technology, population growth, demands, taste and fashion of customers. To meet up with all these changes, training is involved. Also, the researcher noticed that, some employees are instead kicked out of organizations when they fail to give out the required skills needed for the job. The researcher decided to find out how far and how deep organizations take and consider training for their employees and how it will affect their performance at work.

This research is based on just one organization, so the researcher is recommending further research to be done in other organizations by other researchers to improve the effectiveness and efficiency of employees in organizations and find other good training techniques that can be applied in organizations.

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## **APPENDIX**

### **Questionnaire**

The following questionnaire has been made and is intended to assist the researcher in partial fulfillment of the award of a bachelor's degree in Management and to gather information for academic purpose.

Please circle or express your opinion where necessary.

- 1) Gender
  - a. Male
  - b. Female
- 2) Age
  - a. 18-25
  - b. 26-35
  - c. 36-45
  - d. 46 and above
- 3) Marital status
  - a. Married
  - b. Single
- 4) Educational background
  - a. Primary
  - b. Secondary
  - c. High school
  - d. Diploma
  - e. Degree
  - f. A and b

- 5) How long have you worked for your organization?
  - a. 1- 2years
  - b. 3- 5years
  - c. 5- 10years
  - d. 10years and above
- 6) Which department do you work in?
  - a. Customer service
  - b. Human resource
  - c. Management
  - d. Financial department
  - e. Other
- 7) How often is training activities organized in your organization?
  - a. Annually
  - b. Quaterly
  - c. Once a year
  - d. Other
- 8) How is selection for training done in your company?
  - a. Through recommendation
  - b. Compulsory
  - c. Employee request
  - d. Other
- 9) Which delivery methods of training do they use?
  - a. Seminars
  - b. E-learning
  - c. Mentoring
  - d. Simulation
  - e. Other
- 10) Do the delivery methods of training above have an impact on your skills?
  - a. Yes
  - b. No
- 11) If you were asked to rate the training programs you have attended, how will you rate it?

- a. Very good
- b. Quite good
- c. Average
- d. Quite poor
- e. Very poor

Thanks for your participation and response.