

A Literature Review on the Influence of Training on Improving Employee Performance

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ABSTRACT

Numerous studies have been undertaken to explore the influence of training on employee performance on a global scale. Findings from these studies consistently indicate that training significantly improves employee performance. This study sought to extrapolate insights on this subject matter based on a comprehensive literature review. The study was grounded in Human Capital Theory, emphasising the critical nature of investing in employee training. The literature revealed that training positively impacts performance by augmenting employee knowledge and skills, enhancing motivation, alleviating anxiety, achieving targets, and cultivating loyalty and commitment. Consequently, it is recommended that organisations prioritise investments in employee training initiatives, recognising employees as their most asset. Considering the rapidly evolving global landscape and intensified competition, training has emerged as an imperative for private and public organisations striving to thrive in the fiercely competitive global arena. Training methods such as coaching, job rotation, apprenticeship, and induction have been found to influence employee performance positively. Consequently, organisations and management teams must embrace diverse training practices and methods attuned to the organisation's culture and structure, available resources, individual attributes, and the requisites of teams, groups, and departments. A methodical approach to training development, using competence criteria for trainer selection, and exploring alternative motivational strategies to stimulate employee engagement is indispensable for organisational success.

Keywords: Employee, Employee Performance, Organization, Training

I. INTRODUCTION

The success of any organisation relies on many factors. One of the significant factors is human resources and human resource management practices such as training, development, motivation and promotion (Haryono et al., 2020). human resources significantly enhance organisational performance and productivity (Asriadi, 2024; Hasibuan & Rialdy, 2024; Wambui & Nambuswa, 2024). Performance is the degree of achievement, qualitatively and quantitatively, that employees achieve in a specific period per established standards. Employee performance quality can be affected by several things, such as ineffective or unsupportive leadership, reward, training and an uncondusive workplace environment that demotivates employees (Ruswanto et al., 2024).

Globally, researchers have studied the dynamic between training and employee performance. The studies scrutinised both private and public organisations. This ranges from the banking sector, manufacturing industry, agriculture, transport, telecommunications, and education sectors, such as universities, to mention a few. The findings of Yew et al. (2024) from China, Asriadi (2024), Haryono et al. (2020) and Ruswanto et al. (2024) from Indonesia, Lee et al. (2023) in Malaysia all have emphasised on the critical contribution training has on enhancing employee skills and knowledge. That ultimately spurs employee performance and organisational productivity. The world has increasingly looked like a village because of globalisation. Hence, the world has witnessed rapid and drastic changes in market demands, operational activities and tasks, technology and many other changes. The management must keep their employees updated to keep up with global changes (Wambui & Nambuswa, 2024). This implies that training and development is needed to improve employee's skills. The absence of adequate training is believed to be a setback in developing employees' knowledge and technical skills, restricting employees from performing per standards on assigned tasks and activities (Ruswanto et al., 2024).

In Africa, the topic of training and employee performance has also gained attention and recognition from different authors. The studies, for example, Agufana (2022), Idua et al. (2023); Wambui and Nambuswa (2024) in Kenya, Okikiola and Oluwayimika (2022) in Nigeria, Yimam (2022) in Ethiopia, and Mvuyisi and Mbukanma (2023) South Africa on the effect/ impact of training on employee performance has revealed that there is significant and positive relationship between training and improved employee performance. Similarly, in Tanzania, authors such as (Chezue & Mbuti, 2023 Jaffu, 2023 Jaffu & Changelima 2023 Landa, 2018) have also paid attention by surveying the effect of training on employee performance. Both agree on the contribution training makes to improving employee performance.

Wambui and Nambuswa (2024) argued that training is one of the core functions of human resource management. It assists in improving organisational performance. Training is an ongoing activity because some employees leave, retire, are expelled or die, and then new employees are hired over to fill the positions and are left out. Therefore, organisations

must spend money on employee training to benefit from stiff competition (Aktar, 2023). Lee et al., (2023) contend that, for training to yield good results, it needs to be prepared in advance; things like quality materials, modules, instructors and a creative training environment need to be in place.

Training is regarded as one of the core and significant functions of human resource management (Vokshi, 2020). Training is an ongoing process of learning and acquiring new skills and knowledge (James et al., 2022). According to Asriadi (2024), training is the process of teaching specific knowledge, skills and attitudes so that employees are increasingly skilled and able to carry out their responsibilities better according to standards. It involves various scheduled activities to lift employees' careers and technical and personal behavioural attitudes (Jaffu, 2023). Two types of training exist on-the-job and off-the-job training. On-the-job training is a significant initiative of capacity building among workers in an organisation. Employees receive this form of training after they have had an organic action. On-the-job training occurs while the employee continues with her/his daily activities and tasks at the workplace (Chezue & Mbuti, 2023).

Additionally, Mvuyisi and Mbukanma (2023) argue that on-the-job training involves more knowledgeable employees or expatriates at a workplace who instruct and coach trainees. Co-workers, managers, supervisors, and mentors often conduct on-the-job training to assist employees in settling into their jobs and provide them with the necessary job-related skills. Examples of on-the-job training include but are not limited to job rotations and transfers, coaching and mentoring. Off-job training is conducted remotely, away from the employee's typical working environment (Chezue & Mbuti, 2023). Off-the-job training involves taking employees away from their usual work environments; therefore, all concentration is left out of the training (Wambui & Nambuswa, 2024). Off-the-job training examples include but are not limited to conferences and role-playing. They can cultivate and influence sustainable organisational performance and productivity by fostering, integrating and promoting employee training practices. Employee training aims to instigate sustainable lifelong skills and knowledge to enhance and foster performance.

1.1 Statement of the Problem

Empirical studies have examined the influence of training on employee performance. Although training has a critical positive role in employee and organisational performance, most organisations still need to promote various training practices to employees. It affects employees and organisational performance (Mohamedi & Mtey, 2024). For instance, (Ibua et al., 2023; Landa, 2018) posit that investing in public employees via training severely loses the government money. Many companies opt to hire and retain skilled individual employees because training is a cost of time and finance (Yimam, 2022).

Additionally, the literature reviewed has revealed that most studies have employed a quantitative approach with a questionnaire as the primary method of data collection (Agufana, 2022; Chezue & Mbuti, 2023; Esthi, 2022; Jaffu, 2023; Lee et al., 2023; Okikiola & Oluwayimika, 2022) although the range of sample size varies from each study. This study aims to explain the influence of training on employee performance. Unlike many studies, this study is based on an existing published materials approach to ascertain the influence of training on employee performance.

1.2 Research Objective

To review the influence of training on employee performance.

II. LITERATURE REVIEW

2.1 Theoretical Framework

This study is anchored on Human Capital Theory.

2.1.1 Human Capital Theory

This reviewed study is guided by human capital theory. The theory was developed by Becker in 1964. The human capital theory is centred on providing training to employees. According to Jaffu (2023), the human capital theory assumes that employees can increase their productive capacity with improved knowledge, skills, and attributes. The theory regards training as a worthwhile investment. This is because training and education are used to impart, update or upgrade employees' skills, capabilities and competencies. After skills have been updated and upgraded, employees can achieve organisational goals from time to time efficiently and effectively. Jaffu and Changelima (2023) insist that successful implementation and execution of organisational strategies depend on the quality of human capital.

Ibua et al., (2023) stated that every employee in an organisation has skills, capabilities, and capacities considered scarce and significant capital. Thus, training and education are essential to upgrade the skills and competencies. Similarly, Mvuyisi and Mbukanma (2023) opined that training helps to ensure that employees have the necessary knowledge and abilities to execute their jobs well, take on additional tasks, and adjust to changing circumstances. Mohamed and Mtey (2024) add that they can be effectively utilised within an organisation when they possess the required competency in terms of knowledge and skills. Therefore, an organisation's investment in its employees can generate worthwhile returns.

Thus, the theory is significant in this study because investing in an employee by dating their knowledge, skills and capabilities via training can improve and intensify performance.

2.2 Empirical Review

Yimam (2022) studied the impact of training on employee performance at Bahir Dar University, Ethiopia. The study was quantitative, and a cross-sectional survey was used to collect data. The results revealed that training design, training need assessment, training delivery style, and training evaluation significantly and positively affect employee performance. It was recommended that management increase the quality and quantity of training programs to increase employee performance.

In Kenya, the study by Ibua et al., (2023) sought to ascertain the effect of on-the-job training techniques on the performance of Small and Medium-Sized Enterprises (SMEs) in Mombasa County. The research employed a quantitative approach, using descriptive research dignified sampling. The findings showed that coaching and apprenticeship positively and significantly influenced employee performance. Based on these findings, the study recommended that training is essential in enhancing performance; hence, organisations must invest in different training programs to enhance performance.

Agufana (2022) studied the effect of on-the-job training techniques on job performance at Murang'a University of Technology in Kenya. The findings revealed that on-the-job training techniques positively affect employee job satisfaction. The university should implement effective job rotation, set clear policies for mentorship programmes, institutionalise induction programmes, and, finally, have healthy coaching programmes.

Fitriani et al. (2024) conducted a study to examine the effect of job training on employee performance. The study used a questionnaire with five Likert measurement scale responses to collect data. Based on the findings, it was concluded that job training influences PT employees' performance. Another study was conducted by Okikiola and Oluwayimika (2022) on the effect of training and development programs on perceived employee job performance in selected insurance companies in Lagos State. Simple random sampling technique and SPSS were used to analyse data. The results showed that joint training and development programmes in the selected insurance companies focused on customer relationship management, financial security, cyber security, training falsification, and fraud, which are held weekly. It was concluded that training and development programmes significantly influence organisational productivity, performance and growth. Hence, there must be periodic assessments of training and development programmes.

Niraula and Niroula (2022) investigated the effect of training on job performance: a case of Nepalese civil servants. The findings revealed a significant and positive impact on motivation, E-governance, and good governance. However, learning has a negative and insignificant effect on the job performance of Nepalese civil servants. Chezue and Mbuti (2023) studied the effect of training programs on the performance of police officers in Tanzania: the case of Arusha City. Coaching was revealed to be a significant factor in maximising employee performance. Therefore, the police force should develop clear criteria for competence regarding who is supposed to coach and compensate the coach.

III. METHODOLOGY

This study relied on a secondary data source, famously known as a documentary review, which refers to reviewing already existing published materials/documents such as books, journals, articles, papers and other written material from the internet that contain relevant information on a specific topic. A systematic literature review was employed to gather the necessary data from various journal articles. Articles were searched from Research Gate and Google Scholar databases using keywords like the impact of training, on-the-job training, off-the-job training and employee performance. The studies directly relevant to the topic were highly considered. A total of 51 were downloaded from the databases. The abstracts of the downloaded articles were read. The 31 articles published between 2017 and 2024 were included for analysis to focus on the most recent and relevant findings, while the other 20 were excluded. Only peer-reviewed journal articles and systematic reviews were included. Conference papers, abstracts, and unpublished works were excluded to maintain a scholarly standard. Only studies published in English were included, and those that used other languages were excluded to avoid translation inaccuracies. Other articles that used qualitative, quantitative, and mixed approaches were also included. The findings from the included studies were analysed using ATLAS.ti, content analysis and descriptive analysis. Hereafter, key findings were highlighted, and research gaps were identified for future studies.

IV. FINDINGS & DISCUSSION

Based on the analysis conducted by this study, the following are the influences of training on improving employee performance. Table 1 provides a summary of the influences and relevant authors.

Table 1*Summary of the Influence of Training on Improving Employee Performance*

S/N	Influence of training	Authors
1	Increase employee skills and knowledge	Haryono et al. (2020); Hasan and Chowdhury (2023); Ibua et al. (2023); Jaffu and Changelima (2023)
2	Increase employee motivation	Bharne and Zewdie (2018); Okikiola and Oluwayimika (2022); Omar (2021)
3	Reduce Anxiety	Agufana (2022); Forest (2024); Rodriguez and Walters (2017)
4	Meet set target	Esthi (2022). Jaffu (2023); Okikiola and Oluwayimika (2022); Rodriguez and Walters (2017)
5	Employee loyalty and commitment	Muhammad et al. (2020); Ocen et al. (2017); Omar (2021); Ritah et al. (2024)

4.1 Increases Employee Skills and Knowledge

Every training course has a specific goal to achieve, which is to impart new skills and knowledge to trainees. In the study of Jaffu and Changelima (2023), training enables employees to gain different professional, technical and interpersonal skills. After acquiring new skills, employees are likely to become more competent. This means competent employees will be in an excellent position to increase organisational performance and productivity by saving time, solving work problems, and reducing mistakes and errors. This idea is supported by (Ibua et al., 2023), who found that different training programs enable employees to learn new skills and develop their knowledge, positively affecting their performance. Omar (2021) opined that employee job performance will increase when they possess expertise and skills. This implies that training is essential for every employee in an organisation to sharpen skills, knowledge, and techniques and subsequently improve employee performance.

4.2 Increasing Employee Motivation

It is suggested that motivation has a significant effect on employees. Training has increased employee motivation to a high degree in workplaces (Okikiola & Oluwayimika, 2022). During the personnel management era, management considered employee training and development a liability. Thus, they were overlooked at any cost. It is the new ongoing trend globally; investing in employees significantly yields benefits. An organisation's ability to achieve set goals depends on its employees' quality of work and motivation. The goals of an organisation can only be realised if employees possess more qualifications and skills and are well-motivated. Employees feel valued and motivated when properly trained and produce added value (Omar, 2021).

Similarly, Bharne and Zewdie (2018) revealed a positive association or link between motivation and employee performance because motivated employees are an asset to the organisation. It has been evidenced that the performance standard increases positively when employees receive extra drive and inspiration. Thus, motivation is a significant factor because it assists in maintaining the employees' work continuity and health.

4.3 Reducing Anxiety

Training has been contributing to reducing anxiety among employees in the workplace. The findings from the study of Agufana (2022) revealed that induction reduced employees' anxiety when hired and helped them understand the job description clearly. Induction is making new employees familiar with the organisation's working environment. This implies that induction helps newly hired employees become familiar with the company, reducing anxiety and positively influencing performance. The study by Forest (2024) confirms that training offers a pathway to enhanced emotional regulation and equips individuals with invaluable skills for building resilience in the face of adversity. Rodriguez and Walters (2017) state that different training practices offered at different organisational levels help specific employees decrease the anxiety and frustration they face in their daily operations.

4.4 Meet Set Target

The reviewed literature has shown that training helps employees meet the set target of the organisation. Kikiola and Oluwayimika (2022) posit that employees devote most of their time to realising the organisation's target after training. This is because employees become more proactive, effective and efficient after training. The skills, knowledge and abilities employees master in training help them gain professional standards qualitatively and quantitatively in a specified time (Esthi, 2022). The findings from the study conducted by Jaffu (2023) showed that training has helped to ensure constant supply and deliverance of goods in demand by public institutions. Rodriguez and Walters (2017) believe training helps individuals attain diverse goals. In this regard, training catalyses enhanced employees to help get targets and targets on time.

4.5 Standards of Royalty and Commitment

According to Ocen et al. (2017), employee commitment is the ability of employees to be loyal and identify with the organisation about their duties and responsibilities. The study conducted by Omar (2021) outlined that employees' understanding of the organisation's future and their future in the organisation triggers commitment and sustained productivity. Training can be used to enhance employee loyalty and commitment. The employee who has received training will feel valued, recognised and appreciated by the organisation. However, the employee will also start to have a sense of future career development within the organisation. Training can result in increasing employee loyalty and commitment and, in return, prompt employee and organisation performance. This is supported by Muhammad et al. (2020), who posit that organisations that offer training to their employees are likely to get splendid treatment in return for employee commitment.

Similarly, Ritah et al. (2024) argued that improving different organisational training practices can increase employee commitment. When employees feel supported and valued, they give back a significant moderate commitment. Therefore, it is the responsibility of management to ensure employees stay loyal and committed to an organisation via various practices such as training, rewards, performance appraisal, etc. The implication is that enhancing training programs can increase employee commitment and vice versa.

V. CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusions

The study sought to find out the influence of training on employee performance. It was found that training influences employee performance. Employees who receive proper and appropriate systematic training become competent, increasing organisational productivity. Therefore, it was suggested that the organisation invest in employee training schedules because employees are its most asset. Additionally, the world has recently changed in various spheres, increasing stiff competition. Training has become indispensable to all private and public organisations striving to compete in fierce global competition. Hence, it was concluded that training methods like coaching, job rotation, apprenticeship, and induction influence employee performance.

5.2 Recommendations

From the reviewed studies, the recommendation was as follows. It was recommended that each organisation and management team bring up various training practices and methods that consider things like organisation culture and structure, resource availability, individual traits, and team, group and department needs. The organisation must develop a systematic approach to training, develop continuous training programs, and strengthen the workplace environment. Management must use competence criteria to select specific individuals (trainers) to conduct training sessions and compensate them in return. Organisations must also use various motivational strategies besides training to improve employee performance.

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