



International Journal of Research in Management

ISSN Print: 2664-8792
ISSN Online: 2664-8806
Impact Factor: RJIF 8
IJRM 2024; 6(1): 33-40
www.managementpaper.net
Received: 02-12-2023
Accepted: 03-01-2024

Dr. Aneozeng Awo Egbe Esq
Department of Business
Administration, Faculty of
Management Sciences,
University of Cross River State
Calabar, Nigeria

Dr. Patrick Montok Igbaji
Department of Business
Administration, Faculty of
Management Sciences,
University of Cross River State
Calabar, Nigeria

Oyama Prince-David Etnang
Department of Business
Administration, Faculty of
Management Sciences,
University of Cross River State
Calabar, Nigeria

Ewa Collins
Department of Business
Administration, Faculty of
Management Sciences,
University of Cross River State
Calabar, Nigeria

Corresponding Author:
Dr. Aneozeng Awo Egbe Esq
Department of Business
Administration, Faculty of
Management Sciences,
University of Cross River State
Calabar, Nigeria

Effect of training and development on employees performance in port-harcourt electricity company (PHED), Nigeria

Dr. Aneozeng Awo Egbe Esq, Dr. Patrick Montok Igbaji, Oyama Prince-David Etnang and Ewa Collins

DOI: <https://doi.org/10.33545/26648792.2024.v6.i1a.123>

Abstract

The study looked into how employees' performance at Port-Harcourt Electricity Company (PHED) was affected by training and development. Training design, training delivery style, on-the-job training and off-the-job training were proxies for the independent variable to test on employees performance at PHED. The researcher developed research questions in line with the objectives. The study made use of survey research design, the population of the study was 516 employees of PHED. In the four states that the company is providing service to, viz: River State, Bayelsa, Akwa-Ibom and Cross River state. With the aid Morgan and Krejcie sample size determination, the researcher arrived at a sample size of 217. The regression results revealed that, training design plays a significant role on employees performance, it further revealed that both training delivery style and on-the-job training have a positive relationship with employees performance at PHED, furthermore the results revealed that off-the-job training does not significantly affects employees performance at PHED. In line with the findings the researcher made the following recommendations. Management should ensure that the training programmes in the company should be taking serious and employees must participate in it. This will give employees adequate knowledge needed to carry out their duties responsibly and in return will increase employees' performance, also to achieve high performance from employees, management should adopt a policy that provides a conducive training delivery style for employees, as to enable employee to be comfortable during training sessions. However, Management should ensure that on the job training should be part of the organizational policies, to retrain employees and keep them up to date, and lastly Management of PHED should not spend too much resources on off the job training as it does influence employees of PHED positively.

Keywords: Training, development, employee, performance, human resource, training design, training delivery style, on-the-job training, off-the-job training

1. Introduction

Whether an organization is profit- or non-profit-oriented, its people resources are its most important asset. Any organization's most valuable resource is its people, who work tirelessly to see that the goals and objectives of the business are met. The attainment of goals and favorable returns on investment can only be realized through the appropriate development of human resources via development of manpower and training. One of the most vital requirement for human resource management, is training and it helps personnel activities to grow fast. Training helps organizations develop the effective cognitive and psychomotor skills of their workforce. It is sometimes referred to as a diet and exercise program. Ezeani and Oladele, 2013 ^[10], this helps employees become more productive members of the workforce.

Employee training is one of the most crucial tactics for enhancing effective organizational performance and raising the company's stability index. To ensure that the organization meets its goals in the most cost-effective manner feasible, it must work extra hard and spend a lot of money on employee training. Good training programs assist in creating a workplace that is both encouraging and conducive to learning for employees, while also enabling them to handle anticipated obstacles with ease and punctuality (Gunter, 2011) ^[25]. Whatever the size of the organization, effective staffing is essential to its operation.

Formal education is not an effective way to teach specific job requirements that are required in the workplace. Because of this, the majority of employees require intensive training to guarantee that they have the required skills, ability, competence and Knowledge needed to make a significant contribution that enable expansion of the company. Employees must grow in knowledge and skill in order to be adaptable and productive in the workplace. They must also see encouraging signs of management support for their training needs if they are to feel valued by the organization they work for. (Engetou, 2017) ^[11]. More so to continue receiving the necessary training to advance their technical abilities, every new hire needs to be integrated into the company. Every organization needs to focus on training and development, with the main goal being to raise employee competencies so that the company can make the most of its human resources in terms of effectiveness and efficiency. Gaining the "loyalty" of employees and having them completely align with the company can be advantageous for an organization (Armstrong, 2009) ^[3].

1.2 Statement of the Problem

Given the constant need for technical innovation, improvement, and advancement in valuable organizations, employee participation in training and development programmes are vital activities that all organizations must practice. As a result, it is imperative to address these issues by hiring and educating new staff members in order to boost output. However, the organization is limited because of staff inefficiency in meeting training needs, a lack of funding for training projects, and a shortage of personnel to carry out such training. (Mohsin, Habib and Thomas, 2019) ^[14].

Most organizations are constrained due to lack of interest to fund personnel that will carry out training on employees for more innovation that will boost the productivity of the organization. It goes without saying that this could have an impact on the goals they were used to achieve. When human capital is not planned for, businesses face challenges in developing and training highly skilled employees, attracting and retaining the necessary workforce, and providing high-quality service, (Supardi and Udin (2020) ^[18].

Phillip and Anita (2005) ^[17], One way that training has been designed or intended to create knowledge or expertise, increased self-assurance, and high performance through specific kinds of in-service training and on-the-job training. The main goal of training is to give individuals the knowledge needed to be eligible for a specific job or to enhance their abilities and speed up the acquisition of extensive experience for the organization's future strategic advantage. The main components of improving organizational effectiveness are employee welfare, internal communication, training and development, motivation, and compensation. These elements also raise the bar for organizational and individual competencies. Employee training is one of the most crucial tactics for raising the company's stability index and enhancing effective organizational performance. To guarantee that the company meets its goals in the most cost-effective manner.

1.3 Objectives of the study

1. To determine the effect training design on employees performance in PHED.
2. To investigate how training delivery style contribute to employees performance in PHED.

3. To examine the effect of on the job training on employees performance in PHED
4. To examine how of the job training affects the performance of employee in PHED

1.4 Research questions

1. To what extent does training design affect employees performance in PHED?
2. What is the effect of training delivery style on the performance of employee in PHED?
3. To what extent does on-the-job training affects the performance of employee in PHED?
4. To what extent does off-the-job training influenced the performance of employee in PHED?

1.5 Statement of Hypotheses

H₀¹ There is no significant effect of training design on employees performance in PHED.

H₀² There is no significant relationship between training delivery style on employees performance in PHED.

H₀³ On-the-job training does not significantly affects the performance of employee of PHED.

H₀⁴ There is significant impact of off-the-job training and employees performance of PHED.

2. Literature review

2.1 Concept Human Resource Management

Any business that wants to succeed needs to have the following resources: people, or its most valuable asset, who can manage the business; materials, funds, supplies, tools, concepts for the good or service to provide to those who might utilize its results, and lastly, concepts. The appropriate handling of people at work is known as human resource management (HRM). It is now the main topic of discussion about the nature of contemporary business relationships and a significant activity in many organizations. An organization's ability to coordinate and manage its work depends heavily on its human resource management (Ezeani & Oladele, 2013) ^[10].

Mohsin *et al.*, (2019) ^[14] contends that the emphasis on employee development and the escalation of rivalry have had a significant impact on the recognition of the critical role that training plays in the success of organizations. They added that inventive advancements and changes in hierarchies have gradually led some companies to recognize that employee competencies are critical to success, necessitating a large and ongoing investment in training and development.

2.1.2 Concept of Training

The process of imparting on staff members relevant and useful skills is called training. Training is designed to help employees in the organization learn new skills, attitudes, and knowledge in order to improve their individual work performances and achieve organizational goals. Companies set up training programs as a whole to guarantee and enhance the productivity of their staff. According to Cho and Yoon (2014) ^[6], training is viewed by the organization as a strategic endeavor to facilitate employees' acquisition of job-related behaviors. Training intended to enhance a person's performance and behavior. There are various kinds of training programs, including safety, job, and orientation training (Choudhary & Lamba, 2013) ^[5]. One activity that increases the abilities and skills of both present and future

employees is training; this is distinct from education in that the former concentrates on improving the abilities and skills to perform a particular job, whereas the latter reports on increase Al-Shaikhly, 2017) ^[26].

2.1.3 Training Design

Any organization had to create its training program with serious consideration. A training program ought to be designed with the organization's employees' needs in mind. Training programs that are created within the needs of organizational objectives in mind will always be very beneficial to businesses. (Abdul, Shabaz, Muhammad, Abdul, and Sumaira, 2020) ^[2]. In addition to costing a business money, inefficient training design wastes employees' time (Tsaur & Lin, 2004) ^[19].

In order to ensure effective training and proficiency in organizational performance, it is imperative that trainees possess certain skills and a strong desire to learn. It was evident that a proper understanding of how learning theories were applied in designing training programs was necessary, as the goal of the training was to support learners in learning and practicing at their own pace. Wherever possible, this understanding was explained and demonstrated. 2020; Abdul *et al.*

2.1.4 Training Delivery Style

The delivery method had a lot to do with training and development. The workforce is now more aware and responsive thanks to this commendable delivery style (Michael, 2000) ^[20]. It would be obvious that a trainer had wasted his time if he had failed to engage the trainees and had not made a big enough impression. As a result, a trainer ought to use the most effective technique to grab the attention of the audience as much as possible. The HR division has to make sure that the training can pique the trainees' interests. According to Abdul *et al.* (2020) ^[2], It was generally advised that in order to ascertain the requirements for training design, the training be conducted through trials.

2.1.5 On-the-job training

Training employee within the organizational environment is known as on-the-job training, while they are actually working in their place of employment, as the name would imply. The purpose of this training is to familiarize the employees with a typical workplace. In order to achieve this, staff members will be actively involved in using tools, machinery, supplies, devices, and other items during the training session. It also helps employees learn how to overcome challenges that may come up while carrying out their jobs. The main idea behind this training is that trainees learn by doing, with the supervisor or more experienced employees showing them how to complete a task. The students execute Mobarak, Musfiq, and Wasib as directed by the supervisor. (2019) ^[13]. Due to its simplicity, on-the-job training encompasses a variety of programs, including coaching, internships, job rotation, apprenticeships, and job instruction, and is frequently used by businesses to train both present and future employees.

2.1.6 Off-the-job training

Off-the-job training," which lasts for a predetermined period of time and takes place somewhere other than the

employee's original place of employment. This alternative training approach aims to provide employees with a quiet space where they can concentrate solely on their education. Trainees are provided with materials for learning to enable they have a good and clear understanding. The trainees are free to express their opinions and ideas throughout these training sessions. They can conduct creative and innovative research as well. During their off-the-job training, employees must participate in case studies, conferences, audiovisuals, seminars, role plays, simulations, lectures, and other crucial technologies. This is a better method of training. It comprises choosing the training site, organizing staff workspaces, and hiring instructors with the necessary qualifications. Musfiq, Wasib, and Mobarak. (2019) ^[13].

2.1.7 Identifying Training Needs Assessment

To ascertain the employees' or a particular job's training needs, this analysis is required. What are the necessities in real life? Why is training necessary for employees? Creating a need analysis should always be the first step to be considered in the training process, as it is the foundation of all training. (Obisi, 2011) ^[15]. Managers can use one of four processes to ascertain the employees' training needs within their companies.

1. A review of the job specifications. The specified knowledge and skills are the applicable job description are examined. The staff members who lack the necessary skills could benefit from a training course.
2. Analysis of organizations. An organization's accomplishments and efficacy are examined to identify any disparities. For example, employees in a department with a poor performance history or a high turnover rate may need more training.
3. Evaluations of performance. In this case, each employee's work is evaluated in relation to the goals set forth for their position.
4. Human resource survey. Both managers and non-managers are expected to discuss issues they are having at work and possible solutions. Once the training needs are determined, the human resources (HR) department must commence the necessary training effort in order to bridge the gap between expected and actual results. This could also rely on factors like creating a training curriculum, choosing teachers, and getting the teachers ready.

2.2 Theoretical Framework

Schultz (1961) ^[21] coined the term "human capital," classifying expenditures on human capital as investments as opposed to consumption. That being said, Gary (1964) ^[22] is credited with the first application of the theory in economics, having created a model of individual investment in human capital that is comparable to physical means of production" and seen as "all activities that influence future real income through the embedding of resources in people" (Becker and Great 2000) ^[4].

In 1981, Schultz expanded on his theory, arguing that all human capacities are either innate or can be acquired through appropriate investment in human capital. These attributes are valuable and can be enhanced. Organizations' emphasis on human capital reflects the belief that resources-particularly intangible ones-are more important to market value than physical ones.

2.3 Constructivism and Experiential Learning Theory

According to Jonassen (1991) ^[23], a constructivist learning perspective suggests that there is no one perfect way to improve knowledge and skills; rather, there are multiple ways to make improvements. Constructivism emphasizes understandable real-world functions in organizational environments, making it a good fit for the situated and scientific methods. The many facets of performance must be identified, illustrated, and understood when molding skills in a particular setting (Jonassen, 1994) ^[24]. This will make it possible for individuals and teams to identify performance gaps and deficiencies in a particular skill area. This kind of active social interaction ought to quicken the learning process as well. Constructivism serves as a major foundation for the multidisciplinary theory of experiential learning, which aims to shed light on human learning processes by combining ideas from the cognitive sciences, sociology, psychology, anthropology, and philosophy (Carver, 1996) ^[27].

2.4 Empirical Review

Cross, Taiwo, Umar, and May. (2022) ^[9]. Investigated how training and development affected Abuja-FCT public hospitals' performance. The business world of today is fiercely competitive and confronted with rapidly evolving technology.

A survey research design using a 5-point Likert scale necessitated the distribution of a structured questionnaire to 353, out of 2997 randomly selected employees working in the 14 general hospitals in Abuja, Federal Capital Territory (FCT), Nigeria. The respondents completed 305 questionnaires. Tests of the hypotheses showed a significant relationship between patient waiting times and orientation as a training and development strategy.

Supardi & Udin (2020) ^[18]. Evidence from Indonesia was examined in relation to the impact of job promotion and training on work motivation and its consequences on job performance. This study looks at how training and job promotion affect employees' motivation at work and how that affects how well they perform on the job. The study's findings demonstrate that promotions and training significantly and favorably affected employees' motivation at work.

Mobarak, Musfiq, and Wasib. (2019) ^[13] investigated the effect of employee performance on training and development. A quantitative data analysis the study discovered that employees are motivated by training, are aware of training, and that training and development lead to improved performance. According to the study, in order to improve performance, employers should mandate that all staff members participate in mandatory training programs and that their professional development be dynamically followed. The study considered a number of factors, including the competitors, dynamic nature of the market, satisfaction of customer, and promotion of net score, it future stated that continuous training and development are required.

Karimi and Nejad (2018) ^[28] carried out a study to ascertain the impact of organizational training on Ahwaz Oil Company employees' job satisfaction and individual performance. The statistical population for this study consisted of the 800 employees of Ahwaz Oil Company at the time of the research, as established by sample data. The Krejcie and Morgan tables indicated that for a community

this size, at least 260 statistical samples were needed. From the statistical population, this sample size was chosen using a proportionate volume, stratified random sampling technique. A standard questionnaire with 61 items and responses based on a five-point Likert scale was used to collect the study's data. Two examples of inferential tests run on the study data were the path analysis and the normal test. The result of the findings revealed that, in the community being examined, the positive and significant influence that job satisfaction and organizational education standards have on employees' performance.

A study was carried out in Nigeria by Ogohi (2018) ^[16], on how training affects the functioning of an organization. The study aims to ascertain the impact of training on employee performance, bearing in mind that the total of all individual performances ultimately determines the performance of the organization. Three (3) banks in total were selected for the study, which included the microfinance bank subsector. The researcher collected a reasonable information from the respondents which was 304, a structured questionnaire was used in getting the information. The sample size determination used was Taro Yamane sample size determination technique. The data was subjected to both descriptive and inferential techniques in order to test developed hypotheses. The study concludes that training has a major influence on employee productivity because it imparts skills, knowledge, and abilities. According to more research, training affects how committed employees are to the organization.

Janes (2018) ^[12] used a case study of drilling companies in Tanzania's Geita, Shinyanga, and Mara regions to examine the effects of employee training on organizational performance. The sample size for the study was 219 respondents in total, chosen using straightforward and deliberate random sampling techniques. The questionnaire that was given to the respondents was used to collect data. The data were analyzed using descriptive statistics, and the results were shown in tables. In line with the findings, employee training significantly affects drilling companies' operational efficiency. Nonetheless, the study's findings indicated that drilling companies lacked adequate training and development procedures.

Engetou. (2017) ^[11] examined the effect of development and training on the performance of organizations: National Financial Credit Bank Kumba case study; doctoral dissertation, Central University of Applied Sciences. he primary focus of this thesis project is how employee development and training affect organizational performance. The primary objectives of the researcher were to determine whether National Financial Credit provides training and development programs to all of its employees, whether there may be any barriers to the implementation of these programs, and what real-world effects employee performance can be improved by training and development. The study also examined the various training philosophies that have been established and how training and development initiatives around the world employ them. At the National Financial Credit branch in Kumba, the researcher gathered information from thirty respondents using surveys, interviews, and in-person observations. The study also demonstrates the need for all companies to place a high priority on employee training and development, particularly for those with less experience or skill. The amount of work that employees contributed increased

significantly overall thanks to the company's training methods and resources. As a result, it improved employees' skills and productivity while also having a positive impact on their performance.

3. Methodology

3.1 Research Design

Research design is a blueprint or construction schedule that outlines the procedures for gathering, calculating, and interpreting research data. This research study used a questionnaire, it used a descriptive survey design method.

3.2 Population of the Study

Cooper and Schindler (2014) ^[8] define population as the group to which result of the research are intended to apply.

The total number of employees in the four (4) states covered by PHED that work in the head offices of the company constitutes the study population. These states are Rivers State, Bayelsa, Akwa Ibom, and Cross River. Based on the nominal role of the company as documented in the human resources department, the total number of employees in Rivers is 186, in Bayelsa it is 92, in Akwa Ibom it is 111, and in Cross River it is 127. These figures include both senior and junior employees of the company. As a result, the study's total population indicates that there are 516 employees.

3.3 Sources of Data

The structured questionnaire that will be given to the employees will be used to collect primary data for the study.

Table 1: Distribution of the total population in the head offices of port-harcourt electricity distribution company

	Business Unit Management Population	Population of Lower level Management Population	Middle Level Management Population	Top Level
Akwa-Ibom	111	42	65	4
Bayelsa	92	36	52	4
Cross River	127	52	71	4
Rivers State	186	79	97	10
Total	516	209	285	22

Source: Researcher field survey, 2023

3.4 Sample Size Determination

Cooper and Schindler (2014) ^[8] state that sample size is a basic unit within a population that can be used to represent the entire population. Nevertheless, the Morgan and Krejcie table was used to calculate the study's sample size. According to the table, the 516 population has a sample size of 217. Consequently, 217 Port Harcourt Electricity Distribution Company (PHED) employees made up the study's sample size.

This formula was used to calculate the proportion of the

sample taken from each strata using the proportion sampling model.

$$P = \frac{K}{N} \times n$$

N Where:

P = Proportionate sample to be determined

K = Population of employees of the Company in each state

N = Aggregate population of employees of each management level in the organization n = sample size of the study

Table 2: Proportionate Stratified Sampling Technique Distribution

Business Unit Population	Total Management	Lower level Management		Middle Level Management		Top Level Management	
		Population	Sample	Population	Sample	Population	Sample
Rivers State	186	79	33	97	41	10	4
Bayelsa	92	36	15	52	22	4	2
Akwa Ibom	111	42	18	65	27	4	2
Cross River	127	52	21	71	30	4	2
TOTAL	516	209	87	285	120	22	10

Source: Researcher field survey, 2023

3.5 Research Instrument

A questionnaire is a method for collecting data that consists of a list of written questions that participants fill out and send back to the researcher. Respondents typically choose from options that the research team has prepared in order to answer the questions. On the other hand, closed-ended questions were intended to be included in the questionnaire for randomly chosen participants from the different groups. The questionnaire was designed with the two research objectives and research questions that were developed specifically for the study.

3.6 Data Analysis: We checked the study's data for normality, linearity, multi-collinearity, and homoscedasticity to make sure they met essential and underlying assumptions of multiple regression. This section tested the hypotheses that was crafted for the purpose of this study. The hypotheses was tested at a significance level of 5%, and the probability values (PV) were used to draw the conclusion. If a variable's P-value is less than 5% or 0.05, or $PV < 0.05$, it is presumed to be statistically significant at the 5% level; if not, it is not significant.

Table 3: Summary Model on training and development and employee's performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.615 ^a	.379	.366	.90783	1.853

Predictors: (Constant), Training Design, Training Delivery Style, on the Job Training, Off the Job Training

Dependent Variable: Employee Performance

It was evaluated if the multiple regression result on the full model could predict PHED employees' performance. The $R = 0.615$, $R^2 = 0.379$, adjusted $R^2 = 0.366$, and $SD = 0.90783$ were displayed in Table 3 above. The predictors' multiple correlation coefficient (Training Design, Training Delivery Style, On-the-job Training, Off-the-job Training) and the criterion variable (employee performance) was 0.795; which is how employee performance and the predictors are related. This shows that employee performance and training design as well as training delivery style, on-the-job training, and off-the-job training have a strong, positive correlation. The table (Training Design, Training Delivery Style, On the Job Training, Off the Job Training) showed how much of the variance was explained by the model. This is the degree to which variations in the independent variable explain variations in the dependent variable. The outcome shows that 37.9%. The model in the PHED can explain a portion of the variation in performance of employee. It suggests that 37.9% of variations in employee performance can be attributed to changes in the independent variables (off-the-job training, on-the-job training, training design, and training delivery style). The

auto correlation assumption appears to have been upheld, as indicated by the Durbin Watson result being less than

Table 4: ANOVA on human resource management practices and employee's performance

Model	Sum of Squares	DF	Mean Square	F	Sig.
Regression	101.442	4	25.360	30.771	.000 ^b
Residual	166.481	202	.824		
Total	267.923	206			

Dependent Variable: Employee Performance

Predictors: (Constant), Training design, Training delivery style, On-the-job training, Off-the-job-training

Table 4 shows the F-test (30.771, p-value = 0.000), which suggests that there is statistical significance in the independent variable's overall prediction of the dependent variable. This suggests that the independent variable training and development which is used as (training design, training delivery style, on-the-job training and of-the-job training) and (employee performance) as the dependent variable have a substantial relationship and that the model is fit.

Table 5: Coefficients on training and development and performance of employee's

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
(Constant)	1.072	.305		3.519	.001		
Training delivery style	-.356	.066	-.344	-5.419	.000	.763	1.310
On the job training	.196	.063	.205	3.102	.002	.706	1.417
Training design	-.172	.068	-.170	-2.543	.012	.689	1.452
Off the job training	.108	.057	.111	1.898	.059	.898	1.114

a. Dependent Variable: Employee Performance

Table 5 shows the relative contributions of each independent variable in explaining the dependent variable. The regression line: $EMC = 1.072 - 0.356FT + 0.196EW - 0.172LP + 0.108WC$, indicates that performance of employee improves by 107.2% for every 1% increase or decrease in the independent variables (Training Design, Training Delivery Style, On the Job Training, Off the Job Training). The result indicates that employee that are well trained when the variances explained by all other model variables are controlled, provides the strongest unique contribution to the explanation of employee performance in the (PHED). This suggests that, when all else is equal, the company's training policies have a greater impact on employees' performance. It was discovered that the ways in which training is delivered, including on-the-job and off-the-job training, significantly affects the Performance of employee.

3.7 Hypothesis One

(H₀¹): Training design has no significant relationship on the performance of employees in (PHED), Nigeria.

Table 5 summary indicates that training design's t-value is 2.543 and the corresponding P-value is 0.012. Given that the p-value is below 0.05 ($0.012 < 0.05$), there is ample evidence to draw the conclusion that employee performance at Port Harcourt Electricity Distribution Company (PHED), in Nigeria, is significantly impacted by training. The null hypothesis (H₀) is thus disproved.

3.8 Hypothesis Two: (H₀²): Training delivery style do not have any significant effect on the employee performance in

Port Harcourt Electricity Distribution Company (PHED), Nigeria.

The training delivery style's t-value, as indicated by table 5 above, is 5.419, and the corresponding P-value, which is 0.000, is less than 0.05 (p-value $0.000 < 0.05$). As a result, the alternative is accepted and the null hypothesis (H₀) is rejected. As a result, we draw the conclusion that the manner in which training is delivered significantly affects how well employees of Nigeria's Port Harcourt Electricity Distribution Company (PHED) perform.

3.9 Hypothesis Three

(H₀³): There is no significant relationship between on-the-Job training and the performance of employees of Port Harcourt Electricity Distribution Company (PHED), Nigeria.

Table 5 above identifies that the t-value for on-the-job training is 3.102, while the associated P-value is 0.002. Therefore, since the p-value is less than 0.05 (i.e. $0.002 < 0.05$), in line with the decision rule earlier established the null hypothesis (H₀) while the null hypothesis accepted. However, the researchers concluded that on-the-job training significantly affect performance of employees in (PHED), Nigeria.

3.10 Hypothesis Four

(H₀⁴): Off-the-job training does not significantly affect performance of employee in PHED, Nigeria. In accordance with the regression result in summary of table 5 it connoted that the t-value for off-the-job training is 1.898 while the associated P-value is 0.059. Since the p-value 0.059 is

greater than 0.05 (i.e., $p\text{-value } 0.059 > 0.05$), the null hypothesis (H_0) is accepted and the alternate is rejected based on the decision rule of the study. Hence, the researchers hold that off the job training does not significantly affect the performance of employees in (PHED), Nigeria.

4. Discussion of Findings

Objective one aimed to ascertain the degree to which training design influences the output of workers at Nigeria's Port Harcourt Electricity Distribution Company (PHED). The first hypothesis's regression result, which was based upon that training has no appreciable impact on workers' performance at (PHED), in Nigeria, was rejected.

The summary table 4.18 indicates that the training t-value is 2.543 and the corresponding P-value is 0.012. Given that the p-value is less than 0.05 ($0.012 < 0.05$), there is enough data to draw the conclusion that employee performance at Nigeria's Port Harcourt Electricity Distribution Company (PHED) is significantly impacted by training. Therefore, null hypothesis (H_0) was rejected. This result is consistent with that of Yusuf, Cross, Taiwo, Umar, and May. (2022) ^[9] they examined the effect of training and development employees on Abuja-FCT public hospitals' performance. Tests of the hypotheses showed a significant relationship between patient waiting times and training and development strategy.

Objective two examined effect of training delivery style on the performance of employee in (PHED), Nigeria. The regression analysis for hypothesis two suggests that training delivery style has significant effect on the employees performance in Port Harcourt Electricity Distribution Company (PHED), Nigeria. According to the findings, the alternative, which claims that there is a substantial and positive relationship between the two variables, was accepted and the null hypothesis was rejected. The training delivery style's t-value, as indicated by the results in summary table 5 above, is 5.419, and the corresponding P-value, which is 0.000, is less than 0.05 ($p\text{-value } 0.000 < 0.05$). As a result, the alternative is accepted and the null hypothesis (H_0) is rejected. As a result, we draw the conclusion that the way in which training is delivered significantly affects how well employees perform at the Port Harcourt Electricity Distribution Company (PHED), in Nigeria. This finding is agreement with a study of Janes's (2018) ^[12], who looked it over An analysis of the effects of employee training on the performance of organization using drilling companies in the Geita, Shinyanga, and Mara regions of Tanzania. From the study's findings, employee training has a significant effect of the performance of drilling companies' operational efficiency and effectively.

Objective three investigated the effect of on-the-job training on the performance of employees in (PHED), Nigeria. The result from the regression for hypothesis three (3) as observed in table 5 above showed that on-the-job training plays a significant role on the workers performance in (PHED), This result is consistent with earlier study carried out by Supardi and Udin (2020) ^[18], who examined how job promotion and training affect employees' motivation at work and how that affects their ability to perform their jobs. The findings of the study connoted that employee motivation at work was significantly enhanced by training and promotions. Work performance was positively and significantly impacted by training, Objective four was to

determine the extent to which off-the-job training influences employee performance in PHED. The regression result for hypothesis four as indicated in the summary table 5, it indicates that the t-value for appraisal 1.898 while the associated P-value is 0.059. However, since the p-value 0.059 is above 0.05 (i.e., $p\text{-value } 0.059 > 0.05$), the null hypothesis (H_0) is accepted and the alternate is rejected in line with the decision rule of the study. Hence, we concluded that off-the-job training has plays no significant role on the performance of employees in Port Harcourt Electricity Distribution Company (PHED), Nigeria. This finding is in contrast with the finding of Ogohi (2018) ^[6] conducted a survey on how training affects performance within Nigerian organizations. According to the study, employee productivity is significantly impacted by the skills, knowledge, and abilities they acquire through training. Additional research indicates that employee commitment to the company is impacted by training.

5. Conclusion

The study examined the effect of training and development on employees performance in Port Harcourt Electricity Distribution Company (PHED). Training and development and employee performance at Port Harcourt Electricity Distribution Company (PHED) were found to be strongly correlated after the data was empirically analyzed and all the variables were tested using multiple regression analysis. Nevertheless, based on the analysis's findings, the study came to the conclusion that, although off-the-job training has no bearing on an employee's job, training design, delivery methods, and on-the-job training have all been crucial to employee performance in PHED. The results of this study demonstrate that the majority of Port Harcourt Electricity Distribution Company (PHED) employees gave high priority to the study's three indicators of training and development: on-the-job training, training design, and training delivery style.

6. Recommendations

1. Management should ensure that the training programmes in the company should be taking serious and employees must participate in it. This will give employees adequate knowledge needed to carry out their duties responsibly and in return will increase employees' performance
2. To achieve high performance from employees, management should adopt a policy that provides a conducive training delivery style for employees, as to enable employee to be comfortable during training sessions.
3. Management should ensure that on the job training should be part of the organizational policies, to retrain employees and keep them up to date.
4. Management of PHED should not spend too much resources on off the job training as it does influence employees of PHED positively.

7. References

1. Adams P. Benefits of Employee Training Program; Employee Training Plan Business Plan Builder; c2002.
2. Abdul RK, Muhammad S, Abdul HT, Sumaira W, Shabaz A. Impact of on Job training, Training Design and Training Delivery Style on Organizational Performance: FUJBE; c2020, 5(2).

3. Armstrong M. Understanding Training. Human Resource Management Practice. 8th ed. London: Kogan Page Limited; c2009.
4. Becker B, Great B. The Impact of Human Resource Management on Organizational Performance: Progress and Prospects. *Academy of Management*. 2000;39(4):779-801.
5. Choudhary M, Lamba T. Degree of Influence of Training and Development on Employee's Behavior. *International Journal of Computing and Business Research*. 2013;2(3):2229-6166.
6. Cho M, Yoon Y. The Effect of Training on Employee Retention. In: *International Conference on Global Economy, Commerce and Service Science*; c2014.
7. Cole G. *Personnel and Human Resource Management*. 5th ed. London: Continuum; York Publisher; c2002.
8. Cooper CR, Schindler PS. *Business Research Methods*. 7th ed. Boston: McGrawHill; c2014.
9. Cross OD, Yusuf S, Taiwo AM, Umar AI, May IN. Impact of Training and Development on the Performance of Public Hospitals in Abuja-FCT, Nigeria. *Journal of Human Resource and Sustainability Studies*; c2022.
10. Ezeani N, Oladele R. Implications of Training and Development Programme on Accountants Productivity in Selected Business organizations in Onitsha: Anambra. *International Journal of Asian Social Science*. 2013;3(1):266-281.
11. Engetou E. The Impact of Training and Development on Organizational Performance: Case Study: National Financial Credit Bank Kumba [Ph.D. thesis]. Central University of Applied Sciences; c2017.
12. Janes OS. Impact of employee training on organizational performance: A case study of drilling companies in Geita, Shinyanga and Mara regions in Tanzania. *International Journal of Managerial Studies and Research*. 2018;6(1):36-41.
13. Mobarak K, Musfiq MC, Wasib BL. The Impact of Training and Development on Employees' Performance: An Analysis of Quantitative Data. *Noble International Journal of Business and Management Research*. 2019;3(02):25-33.
14. Mohsin R, Habib A, Thomas N. The Effect of Employee Training on Organizational Performance in the Building and Construction Sector in Kenya: A Case Study of Tile and Carpet Centre. *Global Scientific Journal*; c2019, 7(10).
15. Obisi C. Employee Training and Development in Nigerian Organization's: *Australian Journal of Business and Management Research, Some Observations and Agenda for Research*. 2011;1(9):82-91.
16. Ogohi DC. Effects of training on organizational performance. *Asian Journal of Business and Management*. 2018;6(5):21-28.
17. Phillip S, Anita E. The management of food safety the role of Food Hygiene Training in the UK Service Sector. *International Journal of Hospitality Management*. 2005;25(2):278-296.
18. Supardin MO, Udin NC. The Impact of Training and Development on Employee Performance. *Arabian Journal of Business and Management Review*. 2020;2(4):30-42.
19. Tsaor DH, Yi-Chun L. Promoting Service Quality in Tourist Hotels: The Role of HRM Practices and Service Behaviour. *Global Science Research Journal*; c2004, 25(4).
20. Michael J. Implications and refinements of the establishing operation concept. *Journal of Applied Behavior Analysis*. 2000 Dec;33(4):401-410.
21. Schultz TW. Investment in human capital. *The American economic review*. 1961 Mar 1;51(1):1-7.
22. Gary R, Bates RG, Robinson RA. Second dissociation constant of deuteriophosphoric acid in deuterium oxide from 5 to 50°. Standardization of a pD scale. *The Journal of Physical Chemistry*. 1964 Dec;68(12):3806-3809.
23. Jonassen DH. Objectivism versus constructivism: Do we need a new philosophical paradigm? *Educational technology research and development*. 1991 Sep;39:5-14.
24. Jonassen DH. Thinking technology: Toward a constructivist design model. *Educational technology*. 1994;34(4):34-37.
25. Suttrop W, Eich T, Fuchs JC, Günter S, Janzer A, Herrmann A, *et al*. First observation of edge localized modes mitigation with resonant and nonresonant magnetic perturbations in ASDEX upgrade. *Physical review letters*. 2011 Jun 2;106(22):225004.
26. Musa ZA, Qasim BJ, Ghazi HF, Al Shaikhly AW. Diagnostic roles of calretinin in hirschsprung disease: A comparison to neuron-specific enolase. *Saudi journal of gastroenterology: official journal of the Saudi Gastroenterology Association*. 2017 Jan;23(1):60.
27. Ferrara N, Carver-Moore K, Chen H, Dowd M, Lu L, O'Shea KS, *et al*. Heterozygous embryonic lethality induced by targeted inactivation of the VEGF gene. *Nature*. 1996 Apr 4;380(6573):439-442.
28. Jahanbakhsh H, Karimi MM, Jahangiri B, Nejad FM. Induction heating and healing of carbon black modified asphalt concrete under microwave radiation. *Construction and Building Materials*. 2018 Jun 20;174:656-666.