



## Influence of Training and Development on Human Resources Performance in South Africa

<sup>1</sup>Zondi Sbusisiwe, <sup>2</sup>Kabir Abiso (Professor), <sup>3</sup>Jinadu Oladosu Muftau (PhD) and <sup>4</sup>Ajagbe Musibau Akintunde (PhD)

<sup>1</sup>Faculty of Management Sciences, Durban University of Technology, Durban, Republic of South Africa.

E-mail: sbusisiwe.ngidi@ndwedwe.gov.za

<sup>2</sup>International Adjunct Faculty, Faculty of Management Science, POMA University, P. O. Box 75, Igolo, Ayedjou Road, Ifangni, Republic of Benin. Email: kabir.abiso@yahoo.com

<sup>3</sup>Managing Director, Latino Farm Care Services, Lagos Abeokuta Expressway, Lagos, Nigeria.

Email: oladosujinadu@gmail.com

<sup>4</sup>Executive Director, South Western Atlantic LLC. Randallstown, Maryland, United States of America.

Email: ajagbetun@gmail.com

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**Abstract:** Training involves the knowledge, skills and attitudes required by an individual to perform effectively in assigned tasks. The proper implementation of training and development programmes in any organization ultimately enhances employee and organizational performance. The objective of this study was to examine the relationship between training and development as a driver for human resource performance of local government employees. In addition, this study also aimed at exploring the relationship amongst the factors affecting training, development and employee performance. The study adopted a quantitative research approach and a closed-ended questionnaire comprising of a Likert Scale as data collection and measurement instrument. The Statistical Package for the Social Sciences (SPSS version 25.0) was used for data analysis. The population size of this study was 110 employees from Ndwedwe local municipality. In this study, a sample of 90 employees was utilized and the sampling framework was the municipal payroll system. This study revealed that training and development did have an influence on individual and organizational performance. This study suggested that proper implementation of performance management systems linked to appropriate individual performance development plans be implemented.

**Keywords:** Employee Performance, Total Quality Management, Knowledge Management, Organizational Structure, Local Government.

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### 1.0 Background of the Study

Botha et al. (2013) recognized human resource (HR) management as a component of an organization that ensures the drafting and implementation of policies that are targeted at updating the organizational structure. Such policies could in addition be in line with the vision of such organization by ensuring that practices and procedures are followed through (Bashir & Jehanzeb, 2013; Armstrong, 2015). In the same article, functions of HR were reported to improve the wellbeing of individual personnel. That was done through the provision of employee assistance schemes and ensuring that the perceptions of employees are positive to boost organizational vision. Gulati & Khara

(2013) described human resource practices as encouraging the fruitful development of individuals in achieving planned organizational goals. Hafeez & Akbar (2015) asserted that HR practices are very crucial areas implemented by improved organizations in relating their key experiences and goals in emerging and supporting organizations, as well as, in influencing employee commitment. Human resources management practices have been absolutely supplementary with the developmental areas of employee performance in order for any organization to perform at its maximum to fulfill its goals and objectives (Ezeani & Oladele, 2013; Bird & Cassel, 2013; Bataineh, 2014). In addition, Newman & Sheikh (2014) highlighted that HR is a crucial component within the organization and it strengthens the relationship between the employer and employee. The authors found some of the human resources management activities are selection, organizational citizenship, jobs involvement, motivation, satisfaction, recruitment, skills development, labour relations, occupational health and safety.

Ezeani & Oladele (2013) viewed training as a process that supports employees to develop skills, which assists the organization towards productivity. Bird & Cassel (2013) argued that training is the achievement of competencies, knowledge and skills as an outcome of the education of professionals or applied skills and knowledge that are in relation to explicit suitable competencies. Bataineh (2014) mentioned training as a development of processes of equipping employees with updated skills to develop their knowledge and expertise to assist an organization to enhance productivity and remain relevant global and attractive to clients. Long et al. (2012) posited the major role of HR management is skills development and that individuals who partake in these plans are more efficient as compared to those who are not involved in training and development. Hence, comprehensive training assists employees to carry out assigned duties at acceptable standard with improved quality service and customer satisfaction. In addition, Javaid et al. (2014) found that the aim of training is to bring change in the work environment in such a manner that an organization improves the profit margin and reduces the level of turnover. Hence, proper training and development supports organizations to respond more promptly in global needs by having restructured employees (Bartsch et al., 2013; Chakunda & Chakaipa, 2015). However, organizations are responsible to conduct skills audit and group the training needs as recognizing training according to individual requirements such that it helps the organization to attain its goals and objectives (Du Plessis, 2015; Newman & Newman, 2015).

Kadiresan et al. (2015) perceived development as the process of developing and modelling employees in such a manner that they can be able to sustain the organization in future challenges. Bataineh (2014) agreed and stressed that training and development courses warrant that the workforces have all necessary abilities to uplift the organization. Kulkarni (2013) viewed training and development as a process that provides employees with an opportunity to discover and become relevant in the market. The author suggested that organizations should monitor performance due to training in order to ensure cost efficiency of training programs. He asserted further that human resource development strategy enables the process of holistic learning encompassing a universal method to training and development to take place in society and the organization (McGuire, 2014; Worlu et al., 2015). Be that as it may, a comprehensive human resource development strategy must have a strong link with both an organization's human resource management and its business strategies. Training and development is mostly significant for the preservation of the human resource foundation of the organization and it is required to be a fundamental measure of the core organizational strategy (Mapelu & Jumah, 2013; Dabor et al., 2015; Worlu et al., 2015). In a similar vein, development is designed to afford for strategic development of management to encounter upcoming organizational desires, goals and objectives. Hence, organizational development is a normative discipline that prescribes a specific model to effect planned change at every level within the organization with the purpose to change behavior and attain total organizational effectiveness (Vandome & McVey, 2012; Elnaga & Imran, 2013).

Sultana et al. (2012) outlined performance management as the accomplishment of particular responsibilities designed in contrast to already required values on reasonability, speed and cost. The level of employee's accuracy when performing assigned duties defines better performance. Each and every organization has specific target to be reached and employees should align themselves with those expectations. However, when both parties played their roles effectively the performance of the organization is automatically improved (Colquitt et al., 2013; Magruk, 2015; Manyathi, 2021). However, performance management is a significant component of organizational development. Ogbari et al. (2015) argued that, should performance management be properly implemented according to laid down standard, the process should be done continuously to equip employees with more skills to better enhance organizational performance. Thus, performance management starts at the very point when the employee signs the

contract of employment, and supervisors can immediately assist where ever possible to achieve best result during the evaluation period. Botha *et al.* (2013) emphasized that proper skills development is a vital instrument to advance the performance of employees in organizations. The authors posited that when supervisors and line managers have a clear understanding of what the individual employee is lacking, they can be able to design a workplace skills plan that is suitable to address the need of individuals and in addition compile a plan for compliance (Devi & Nagurvali, 2012; Dilshad & Bashir, 2013).

The functionality of human resource management is related with the improvement of employees and employee performance (Solomon *et al.*, 2012; Hafeez & Akbar, 2015; Madonda, 2021). These confirm that employee performance has a greater impact towards the performance of an organization. Employees play integral role in sustaining the operation of an organisation. Therefore, it is significant to improve the involvement of employees in decision making through organized structures. Armstrong & Taylor (2014) regarded employee satisfaction as the dispositions obtained and cultured through the experience and attitudes based upon a person's genetic inheritance. According to Armstrong (2015), one characteristic that determines satisfaction is job security. Armstrong & Taylor (2014) illustrated employee satisfaction as subjective to fundamental motivational factors associated with work content. Colquitt *et al.* (2013) defined employee satisfaction as a sub-group of human attitudes. Moloantoa (2015) discovered that theoretical presenters at the National University of Lesotho show dissatisfaction regarding the upward mobility or promotions, incentives and unpleasant working conditions. The study concluded that the administration at the National University of Lesotho should revise their budget to fund incentives and improve working conditions of employees.

Long *et al.* (2012) stressed that organizational performance involves the behavior of the employee and outcomes of a task that is completed by means of precise capabilities. The results of such activities are measured by various scales (Long *et al.*, 2013; Imran & Tanveer, 2015). However, Khan *et al.* (2011) indicated training as important tool with a high influence on employee performance. Kawara (2014) opined that training is essential for employees to accept ongoing adjustment because it is regarded as a major part of the long term planning of the various organizations. Kulkarni (2013) suggested that training should be considered as a primary measure of the process of total quality management. In Republic of South Africa, the Government Gazette No 7146 Volume 434 (2001:1) and Municipal Performance Management Systems Chapter 3 7(1), depicts a framework that defines and signifies the manner on how the municipality procedures related to performance cycle, can be handled, controlled and achieved with the roles of the stakeholders clearly spelt out (Zondi, 2021). In Osunde (2015)'s study, he identified various determinants of organizational performance amongst which are overall production, efficiency, employee turnover, employee retention, profitability, organizational productivity and customer satisfaction. Hence, the purpose of this study was to investigate the relationship amongst training, development, human resources and performance in the local government sector in South Africa. In another words, this study also explored the relationship amongst factors affecting training and development and organizational performance in the Local government arena. Hence, this study focused on Ndwedwe Local Municipality which is among four municipalities within ILembe District Municipality in Kwa-Zulu Natal province. Figure 1 indicated the research model showing the relationship among the variables investigated.

## 2.0 Research Model

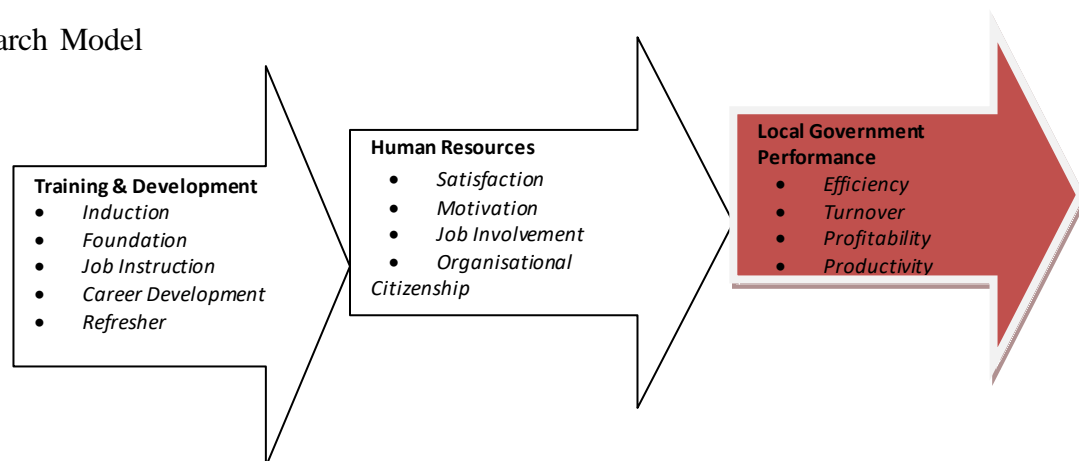


Figure 1: Research Model

### **3.0 Research Methods**

This study adopted a quantitative methodology and closed-ended questionnaire containing a 5-Point Likert Scale. The research questionnaire contained 23 questions, with a Likert scale format (Wilson, 2010). The questionnaire was broken down into 4 sections as indicated in table 1 (descriptive statistics) below. The Statistical Package for the Social Sciences (SPSS 25) version was utilized to assess the data collected. The study had a target population N=110 and sample size of (n=90) as was recommended by Sekaran's (1992) computed table of sample sizes based on population sizes (Sekaran & Bougie, 2013; Clow & James, 2014). All participants were given a similar questionnaire. This assisted all participants to respond freely since confidentiality was guaranteed and participants remain anonymous. The Municipality has an average of 110 employees consisting of senior managers as determined by section 56 of the Municipal Systems Act, 32 of 2000 (MSA), contractual and permanent employees. It caters for service delivery, including infrastructure and economic development; community and social services; financial services and corporate services. The researcher utilizes both sources of data collection methods, which includes primary and secondary sources.

#### **3.1 Research Objectives;**

- To determine the relationship between training and development and employee performance;
- To explore the relationship amongst the factors affecting training and development and organizational performance; and
- To examine the relationship between training and development and organizational performance.

#### **3.2 Research Questions;**

- What is the relationship between training and development and employee performance?
- What is the relationship among factors affecting the effectiveness of training and development and organizational performance?
- What is the relationship between training and development and organizational performance?

#### **3.3 Research Hypothesis;**

- **H1:** There is a direct relationship between training and development and employee performance.
- **H2:** There is a direct relationship amongst factors affecting training and development and organizational performance.
- **H3:** There is a direct relationship between training and development and organizational performance.

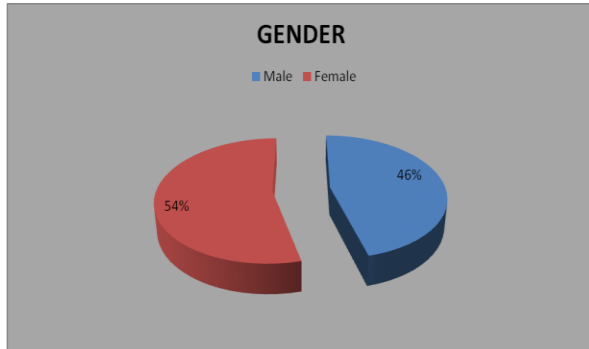
### **4.0 Data Collection and Analysis**

In this study, the number of employees who responded to this questionnaire is 90 among a total of 100 employees based in various department of the municipal council. The questionnaires were delivered through emails and some hand-delivered to respondents of the study. The SPSS 25 version software was utilized to explore the data collected (Buckley, 2015). This software was more convenient for the study because it displayed all the expected variables. Data was examined, categorized, tabulated and pre-coded questionnaire used to define the research objectives and the research questions. Then it was presented in the form of tables and figures. The figures received were values corresponding to frequencies and were changed into percentages to enable analysis. Clow & James (2014) stated that in order for the measuring instrument to be guaranteed as effective, it must be tested to confirm the validity. The correlation among and reliability and validity is essential to assess reliability. If results remain invalid, therefore reliability is not guaranteed. Therefore, when the results are not tested valid it prove that there is no point in considering the reliability since validity considered prior reliability is measured in any significant approach. The next section showed table 1, which displays the description of concepts investigated and biographic data.

## 5.0 Demography of the Respondents

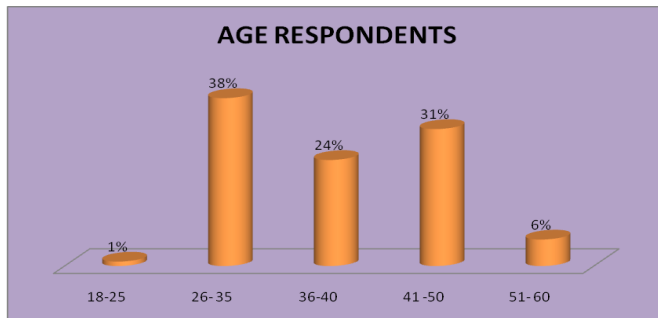
**Table 1: Description of Concepts and Biographic Data**

SECTION	DESCRIPTION
Section A	Biographic Information
Section B	Training and Development
Section C	Human Resources (Employee Performance)
Section D	Organizational Performance



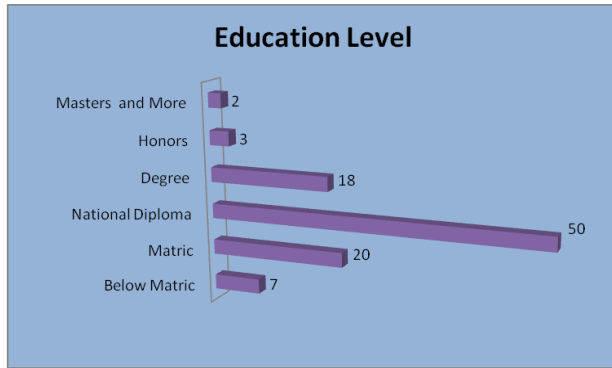
**Figure 2: Gender of Respondents**

In the figure 2 above, the gender analysis of the respondents revealed that among 90 employees surveyed, 46% are males while 54% are females. The indication here is that a simple majority of those who participated in this study are females. In another dimension, it could also be interpreted that majority of employees in the local government sector in South Africa are females.



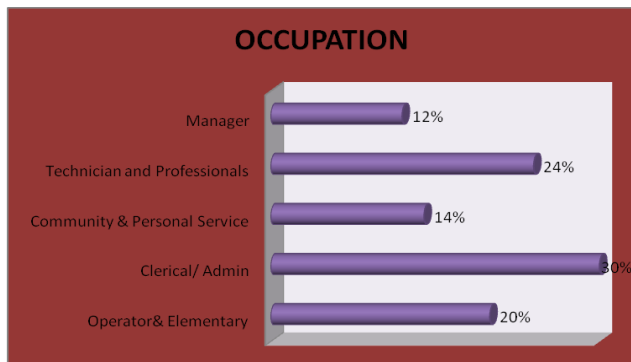
**Figure 3: Age of Respondents**

In the figure 3 above, the age analysis of the respondents revealed that among 90 employees surveyed, 38% are between the ages of 26-35, 31% are between 41-50, 24% are between the ages of 36-40, 6% are between the ages of 51-60 and only 1% are between the ages of 18-25 years. The indication here is that about 31% of the employees of the local government sector in South Africa are between the ages of 26-35. The findings also showed that, that age bracket is the active working age of any population.



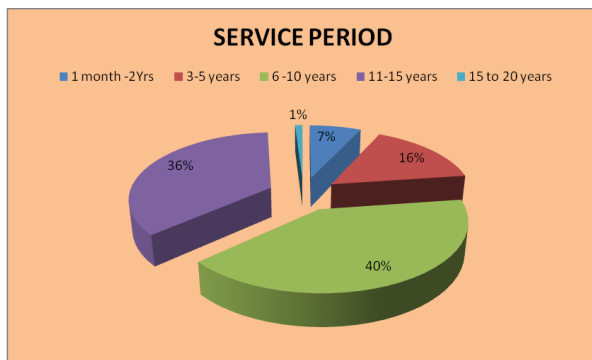
**Figure 4: Respondents' Level of Education**

In the figure 4 above, the analysis of level of education, revealed that among 90 employees surveyed, 7% of respondents have qualifications which are below matric or grade 12, 20% possessed matric or grade 12, the majority of 50% have a National Diploma, 18% have a Bachelor's degree, 3% with honours degree, and only 2% with post graduate degrees. From this study, results show that majority of the participants in this study has a national diploma qualification. It also indicated that most of the employees at the local government sector in South Africa, has a qualification of national diploma.



**Figure 5: Occupation Respondents**

In the figure 5 above, the analysis of occupation distribution of the respondents surveyed revealed that among 90 employees, 20% of respondents are operators and elementary service employees such as field workers and groundsmen, 30% are Clerical/Admin employees, 14% are community and personal service employees, 24% are technicians and 12% are at managerial employees. In this study, what the results of this study entailed is that the position of clerical and administration employees in the local government sector in south Africa is 30 percent. Invariably, it showed that the clerical and administrative personnel are more in number than other positions in the local government sector in South Africa.



## Figure 6: Respondents' Period of Service

In the figure 6 above, the analysis of period of service distribution of the respondents surveyed revealed that among 90 employees, revealed that among 90 employees surveyed, 7% of respondents have been in the municipality for less than 2 years, 16% of the respondents have been in the municipality for between 3-5 years; 40% are with the municipality for between 6-10 years, 36 % are in the municipality for between 11-15 years and 1% are in the municipality for between 15-20 years. In this study, the analysis of length of service showed that 40% of the participants of the study showed that they have spent about between 6-10 years as employees of the local government.

## 6.0 Analysis of Results of the Study

### 6.1 Results of Theme: Training and Development

**Training Policy of Employees:** In this study, the analysis of training and development of the respondents revealed that among the participants (n=90), 78%, 20%, and 2% of the respondents remained neutral that the municipality does not have a training policy in place that is applicable to all employees. Hence, the purpose of the human resource development policy is to provide guidelines for the implementation and maintenance of sound human resources training and development strategies. It also enhances the human resources development strategy. Internal policies assist the organization to guide it on what is expected from employees and the responsibility of employers. This assists to avoid any ambiguity that can arise between the two parties.

**Prioritization of Investment in Training:** In this study, results of analysis of prioritization of investment in training in the local government sector showed that among the participants (n=90), the majority of respondents who participated in the survey, 61% agreed, 34% disagreed, and 6% remained neutral that the municipality invests in training and development, and also prioritize investment in training and development. The skills development levy act stipulates that the employer contributes 1% and employees contribute another 1% towards the skills development levy. This showed the commitment from both parties towards the importance of investment in skills in the workplace. The main aim of the skills development act No 97 of 1998 (section 2 a (ii)) is to improve output in the workplace and the effectiveness of an organization.

**Training Alignment to SDBIP:** In this study, results of analysis of training alignment to SDBIP showed that, among the participants (n=90), that the majority of respondents 88%, and a small minority of respondents 7% disagreed, and 4% are neutral that training is linked to the departmental service delivery budget implementation plan (SDBIP). However, the SDBIP is a tool used by municipalities as a breakdown from the IDP to departmental commitment. In the SDBIP policy, the municipal manager has an obligation to ensure that all senior managers accountable to him sign the performance plan aligned to departmental SDBIP. Be that as it may, the municipal manager report directly to the mayor therefore the approval of his SDBIP lies to the Mayor. The purpose of SDBIP is to break down the municipal integrated development plan as per each respective directorate functions in line with the municipal budget as regards Circular 13 of the MFMA, 56 of 2003. Hence, training plays a major role in ensuring that employees possess all necessary competencies to implement the municipal integrated development plan.

**Supervisors Support for Application of Learned Skills:** In this study, results of analysis from supervisors support for application of learned skills showed among the participants (n=90), that a majority of 84% agreed, 8% disagreed, and 8% are neutral that supervisors support for application of skills learned during training for employees to apply back on their daily takes. However, supervisors play vital roles by providing day-to-day guide to municipal council employees. This assists in identifying the problems in its manifest stage. Supervisors are the ones who can identify individual incapacity and recommend relevant training.

**Availability of Resources of Employees:** In this study, results of analysis of results of analysis of availability of resources of employees showed among the participants (n=90), that majority of 87%, minority of 8% of the respondents disagreed, and 7% are neutral that the employer provides proper resources and working equipment. Thus, the labour relations Act of 1996 stipulates that one of the duties of the employer is to provide working tools to



employees. In view of this it is difficult for employees to produce high quality work while the tools of the trade are of poor quality.

**Resources for Training Similar to that of Workplace:** In this study, results of analysis of resources for training similar to that of workplace showed among the participants (n=90), that the majority of respondents 92% agreed, 5% disagreed and 3% remain neutral that the equipment provided for training purpose is the same to the equipment provided in the workplace. However, the purpose of drafting this question was to discover if the equipment used by service providers when conducting practical training is similar to what employees use on a daily basis to carry out their functions.

**Positive Perceptions of Employees towards Training:** In this study, results of analysis of positive perceptions of employees towards training showed among the participants (n=90), that 88% of the respondents strongly agreed, while, 12% disagreed, that employees have positive perceptions towards training. Hence, perception is an intellectual method where a person establishes and understands the impression of any situation. The respondents indicated that employees have positive perception towards training. This is confirmed by 88% of respondents who agreed and only 12% who disagreed, thus, perception also influences mind-set.

**Senior Management Support for Training and Development:** In this study, results of analysis of senior management support for training and development showed among the participants (n=90), that 59% of respondents believed, 35% disagreed, while 6% remain neutral that top managers fully support training and development in the workplace.

**Organizational Culture Encourage Acquisition of Training:** In this study, results of analysis of organizational culture encourage acquisition of training showed among the participants (n=90), that 85% of respondents believed, 9% disagreed and only 6% remain neutral that the organizational culture encourages employees to use the municipality as a suitable environment to attain efficient skills. Hence, one of the purposes of the skills development Act No 97 of 1988 Section 2 (c) (i) is to instigate the organization to utilize working environment suitable learning atmosphere to equip employees with new skills.

**Municipality Trains for Relevant Skills:** In this study, results of analysis of municipality trains for relevant skills showed among the participants (n=90), that 78% of respondents believed, 10% of respondents disagreed with the a statement, while 12% remain neutral that the municipality trains for relevant skills not for compliance as identified by the personal development plan. Thus, employees are expected to sign their performance development plan. These plans assist in developing the workplace skills plan. Botha *et al.* (2013) highlighted talent management and knowledge management remain to be an integral process to improve both individual and organizational performance. Therefore, it is recommended that all personal development plans be linked to the performance indicator of each employee.

## **6.2 Results of Theme: Human Resources Performance**

**Municipality has Clear Performance Standards for Individuals:** In this study, results of analysis of municipality has clear performance standards for individuals showed among the participants (n=90), 70% of disagreed, 28% agreed, while just 2% are neutral to the statement that the municipality has clear performance standards for individuals. However, the benefit of clear performance standards enable employees to measure their performance according to the required standard and the problems are identified at an earlier stage prior to the evaluation process.

**Municipality Recognizes Employees for their Performance:** In this study, results of analysis of municipality recognizes employees for their performance showed among the participants (n=90), that 83% of respondents did not believe, 6% agreed, while just 1% are neutral to the statement that the municipality recognizes employees for their performance. The human resource performance of any municipality should cut across all cadre of employees that is, both senior management to junior employees. However, should employees fail to deliver as per the performance plan the whole municipality fails. Hence, both performances are of high importance to be properly managed for optimal results.



**Motivation of Municipality Employees:** In this study, results of analysis of motivation of municipality employees showed among the participants (n=90), that 76% of respondents indicated that they are not motivated to work for the municipality, 19% are agreed that they are motivated to work for the municipality, while 4% are neutral to the statement. Consequent upon this, it is pertinent to note that employee motivation encourages full support of human resources practices and failure to properly implement such will result to high degree of turnover. Hence, motivation is the most crucial aspect of employee performance measures.

**Availability of Performance Appraisal Policy in the Municipality:** In this study, results of analysis of availability of performance appraisal policy in the municipality showed among the participants (n=90), that 87% of respondents indicated that the municipality does not have a performance appraisal policy, 10% agreed that the municipality have a performance appraisal policy, while 3% are neutral to the statement that the municipality does not have a performance appraisal policy.

**Understand the Purpose of Performance Appraisal Process:** In this study, results of analysis of understand the purpose of performance appraisal process showed among the participants (n=90), that 83% of respondents believed that they do not have enough understanding of performance appraisal, 15% thinks that they do have enough understanding of performance appraisal and 2% are neutral to the statement that they do not have enough understanding of performance appraisal.

**Personal Development Plan Designed to Improve Performance:** In this study, results of analysis of personal development plan designed to improve performance showed that among the participants (n=90), that 74% of respondents believed that the personal development plan is designed to improve individual performance, 23% disagreed and only 3% are neutral to the statement that the personal development plan is designed to improve individual performance. The aim of this question is to understand whether the municipality conducts a skills audit and aligns training based on individual assessment.

**Working Environment for Employees Performance:** In this study, results of analysis of working environment for employees performance showed that among the participants (n=90), that 70% of respondents believed that the working environment is not suitable to allow employees to perform at optimal level, 28% agreed that the working environment is suitable to perform at optimal level, while only 2% are neutral to the statement that the working environment is not suitable to allow employees to accomplish at high level. This result indicated a direct relationship between the workplace and employee performance. Poor working environments also lead to high labor turnover.

### **6.3 Results of Theme: Organizational performance**

**Clear Communications for Employees Performance:** In this study, results of analysis of clear communications for employees performance showed that among the participants (n=90), that 67% of respondents disagreed that the municipality clearly communicates its mission and goals, 29% agreed and 4% are neutral that the municipality clearly communicates its mission and goals. The purpose of this question is to find out whether employees are aware of what is expected from them in terms of where the organization intends to be in the future. The objective is aligned to the municipal Systems Act, 2000 (Act No. 32 of 2000), treasury guidelines, performance management regulations and other relevant legislation.

**Relevance of Training to Municipal Vision and Mission:** In this study, results of analysis of relevance of training to municipal vision and mission showed that among the participants (n=90), that 60% of respondents disagreed that the training provided by the municipality is relevant to the mission and vision, 21% of respondents agreed that the training provided by the municipality is relevant to the mission and vision, while 6% are neutral to the statement that the training provided by the municipality is relevant to the mission and vision. The vision of Ndwedwe local municipality is the “Municipality of Hope, Dignity and Prosperity” and the mission is “to promote a quality and sustainable delivery of municipal services”. The purpose of the Vision and Mission statement is to encourage stakeholders to see something in the imagination of the organization.

**Training by Municipality Improves Employee Retention:** In this study, results of analysis of training by municipality improves employee retention showed that among the participants (n=90), that 68% of respondents disagreed that proper training provided by municipality improves employee retention, 29% of respondents agreed

with the statement that proper training provided by municipality improves employee retention, while 3% are neutral to the statement that proper training provided by municipality improves employee retention.

***Employee Performance and Commitment Contribute to Institutional Effectiveness:*** In this study, results of analysis of employee performance and commitment contribute to institutional effectiveness showed that among the participants (n=90), that 83% of respondents believed that their performance and commitment contributed towards municipality effectiveness, 14% of respondents disagreed with the statement that their performance and commitment contributed towards municipality effectiveness, while 3% are neutral to the statement that their performance and commitment contributed towards municipality effectiveness.

***Incentive Plans are linked to the Achievement of Institutional Goals:*** In this study, results of analysis of incentive plans are linked to the achievement of institutional goals showed that among the participants (n=90), that 81% of respondents stated that incentive plans are not linked to the achievement of institutional goals, 13% of respondents agreed with the statement that incentive plans are linked to the achievement of institutional goals and 6% are neutral to the statement that incentive plans are linked to the achievement of institutional goals. Financial incentives are one of the most popular incentives that would encourage organizational performance. Many organizations use this incentive plan to motivate and retain their employees. It comprises allowances, generous loans and reliability assurances. The aim is to improve, amongst others the operational performance of an organization.

***Municipality Enforce all Mechanisms to Motivate Employees:*** In this study, results of analysis of municipality enforce all mechanisms to motivate employees showed that among the participants (n=90), that 85% of respondents have a view that the municipality does not enforce all mechanisms to motivate employees, 12% of respondents agreed with the statement that the municipality do enforce all mechanisms to motivate employees, while 3% are neutral to the statement that the municipality do enforce all mechanisms to motivate employees.

## **7.0 Test of Hypotheses**

In this study, the researchers tested the variances amongst two groups or among numerous groups with deference to any variable or variables. By testing the hypothesis and confirming the conjecture relationships, it is required that outcomes can be identified to address the problem met.

***Hypothesis 1:*** The results from this study indicated that there is a substantial relationship between training and development and human resources performance.

***Hypothesis 2:*** The results from this study indicated that some factors can influence the implementation of training and its effectiveness. Motivation, communication and performance appraisals are identified as common factors that affect the proper implementation of training and development. The respondents specified that the municipality does not have proper reward strategy to award those who have outstanding performance. This can lead to job dissatisfaction of municipal council employees.

***Hypothesis 3:*** The results from this study indicated that organization performance is an outcome of employee performance. This is because when employees commit themselves towards the achievement of organizational goals it will automatically translate to performance of an organization. The results indicated that the employees confirm that their contribution have a major impact towards the improvement of organizational mission and objectives.

## **8.0 Analysis of Research Questions**

### ***Question1: What is the Relationship between Training and Development and Employee Performance?***

In this study, training and development was found to be an important instrument for creating and improving the skills and knowledge of employees. However, acquiring updated and relevant skills has a positive effect towards the individual performance in the organization. Moreover, provision of relevant skills to employees through capacity building has a significant role to play in assisting the organizations to keep esteemed and capable employees. Hence, in this study, prioritizing investment in training and development is important to employee performance of the municipality. Kadiresan et al. (2015) pointed out that if the organization culture is suitable for employees to obtain relevant and new skills, employees would turn out to be more committed to accomplish organizational goals. Imran & Tanveer (2014) conducted a research on an individual's perception concerning the principle of sharing knowledge and skills transfer in uplifting the level of an organization. The outcome of the study showed that employees are more satisfied and feel comfortable in such organization where they can improve their skills and knowledge sets and

hence give in their best to the growth of the organization. Du Plessis (2015) stated that determined and structured employees have a great influence in the organizations. The author argued further that it's the duty of the facilitator to get an expectation from learners to ensure that he drives the program towards the accomplishment of such goals.

***Question 2: What are the Factors Affecting Training and Development and Employee Performance?***

Ezeani & Oladele (2013) argued that training and development is regarded as major element for the improvement of performance of individuals and it can also improve the performance of the entire organization. Be that as it may, employee training and development assist in closing the gap in existing and future projected performance among organization employees. This study found that the availability of evaluation and monitoring plan remains a factor in improvement of performance since the plan guides on what is expected from each part to improve the performance. However, based on certain criteria used in determining employees' performance in the organization, this study reported that on performance appraisal factor: Many of the employees in the municipality does not have performance appraisal and incentive plans. In many circumstances, employees think that their performance contributed towards the effectiveness of the entire municipality. In another dimension, some employees at the municipality argued that they do not really have an indepth understanding of how performance appraisal system of the municipality works. In view of the forgoing, the study suggested that the municipality should have in place a clear incentive strategy to reward employee performance.

On communication factor, this study found that the municipality does not effectively communicate its goals and objectives to employees. This is buttressed in the fact that a majority of the respondents stressed that the employer does not have an effective communication strategy in place for goals and objectives. However, an effective communication is a two-way communication where one passes a message to another and the other responds on what his thoughts are. Newman and Newman (2015) established that organizations are highly sensitive places as they are dependent on employees. Vandome and McVey (2012) stated that communication can maintain the implementation of the policy goals or the organization's transformation by notifying, supporting, inspiring, normalizing or coaching. Sultana et al. (2012) confirmed that effective communication is fundamentally strategic to the accomplishment of organizational goals and objectives. For survival and sustainability in the industry, managers need to keep themselves abreast of latest developments in communication gateway.

On motivation factor, this study found that the municipality does not enforce all mechanisms that are necessary to motivate employees. Empirical literatures have found severally that employees become motivated if they are recognized for their excellent performance (Long et al., 2012; Worlu et al., 2015; McGuire, 2014). Consequently, priority in training and development advance employee's self-esteems and they turn to perform at required standards. In another study, McGuire (2014) posited that training and development has been used as a successful motivating instrument to librarians in the University of Lagos to perform their assigned duties. In the public sector of South Africa, Du Plessis (2015) assessed the performance matters in South Africa and confirmed that training and development is the most important tool to elevate the performance of employees, while efforts to observe the attitude of employees in the public sector on the complications encountered and their outcome on production, motivation was identified as a key factor in service delivery.

Regarding the human resource policy of the municipality under study, this study found that in most cases the HR practice and policy plays a vital role as it serves as a clear description of roles and responsibilities that must be carried out by both the municipality and its employees. Thus, it is imperative for the municipality to have a sound HRD policy that informs individual expected performance and ensures proper implementation and monitoring on at least annually to speak to dynamic changes in local government. In addition, the corporate services department as a custodian of policies shall ensure that employees are consulted through their organized labor when developing HR related policies.

**Question 3: What is the Relationship between Training and Development and Organizational Performance?**

The Constitution of the Republic of South Africa (1996) brought new extended functions in local government administration. According to the Department of Provincial and Local Government (2014), Municipalities should now be in the forefront and uplift local economic development, establishment of sustainable jobs and training develops of new skills, improves employee performance and organizational efficiency. This study indicates that training and development have a motivating influence on the desired individual outcome and organizational performance. This affiliation endured, confirmed by the analysis of data collected from samples which found that individual performance has a direct impact and concluded that there is a relationship among training and development and organizational performance.

**9.0: Conclusion of the Study**

This study aims at discussing the relations among training, development, employee and organizational performance. The study recommended proper implementation of performance management systems linked to appropriate individual performance development plans. This study will assist managers to prioritize investments in the training and development of employees for the municipality to reach and face global transformation. In this study, a significant numbers of the findings found that the municipality does not have a training and development policy that guides the implementation and monitoring of skills. Policy provides a guide to both parties (employees and employer) and indicates what is required from each party. It is recommended for the municipality to draft a Training and Development Policy and Personal Development Plan which will serve as a guide in the implementation of skills. It is recommended that the municipality conduct skills surveys annually to ensure that training addresses the needs of employees and the entire organization. The training and development of staff without assessing their needs is a critical problem. This study found that competent employees perform better and save equipment and reduce unnecessary accidents in the workplace. Hence, training should be aligned to individual needs as identified on the personal Development Plan. In addition, skills audit is a most important exercise to which employers should pay attention. In a condition where growth lacks, employees require training even further to perform at optional levels. The municipality should develop a strategy which will nurture knowledge management and skills transfer. The outcome compare to the duration of training and its financial cost. Management should fully support the implementation of skills development. In this study, findings indicated that employees clearly understand the significance of personal development plans as a tool to identify training needs analysis, which is informed by a skills audit. The study found that the working environment is suitable to allow employee to perform up to their maximum levels. Training and development is the key to maximizing individual performance. Managers fail to allocate funding responsible for training and development to show their concern about the skills acquired during training. Future researchers are guided to adopt a qualitative approach to data collection in order to explore the variables revealed in this study in order to check their applicability in real life settings both in South Africa and elsewhere.

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