British Journal of Management and Marketing Studies
Volume 2, Issue 2, 2019 (pp. 53-71)
www.abjournals.org

EFFECT OF EMPLOYEE TRAINING ON PERFORMANCE OF SELECTED MULTINATIONAL CORPORATIONS IN NIGERIA

Dr. Dim Ethelmary[1], Emeakayi Hope Chizoba[2] and Arua Nneka Maria[3]

[1]Senior Lecturer Department of Business Administration Chukwuemeka Odumegwu Ojukwu University, Igbariam Campus
[2]Lecturer Department of Business Administration Chukwuemeka Odumegwu Ojukwu University, Igbariam Campus
[3]PhD Student Department of Business Administration Chukwuemeka Odumegwu Ojukwu University, Igbariam Campus

ABSTRACT: *This study examined effect of employee training on performance of selected multinational corporation in Nigeria. Both primary and secondary data was employed, population of the study was 2774 but Taro Yamane formular was adopted to trim it to a sizable figure of 359. Questionnaire were distributed in order to realize a quality data; descriptive survey design was adopted to add value to the study. Conclusions were established that employee training has a positive significant with employee performance, findings disclosed that there is a significant relationship between coaching and employee performance. Recommendations were made that organization should evaluate coaching type of training and development programs; it is vital to evaluate coaching in order to assess its effectiveness in learning outcome of employees.*

KEYWORDS: Employee Training, Multinational Corporations, Coaching, Mentoring, Training & Development, Nigeria

INTRODUCTION

Background of the Study

This research work explored Employee training and Organizational performance. Training of employees has been one of the pressing problems that have greatly affected the performance of organizations. Employee training is essential features of an organization aims at achieving an effective performance in an environment that is ever dynamic and volatile.

The history of training in business organizations is as old as the entire history of business organizations Miller (2006). This is because the knowledge base or skill of the normal employees in the labour market is not sufficient for the specialized task within the organization. Training started about century ago, when researchers started a branch of research under the name of "Vocational training" (Salas and Cannon Bowers, 2001). The beginning of the twentieth century and especially after World War 2 saw the wide spread of training programs among organizations, involving more and more employees. Luo (2000). In the 1910s, only a few large companies such as Westinghouse, General Electric, and International Harvest had factory schools that focused on training technical skills for entry-levels workers. By the end of 1990, forty percent of the fortune 500 firms in America had a corporate university or learning centers Meister (1997).

Training in Nigeria can be traced back to 1960 when it was discovered that most of the top government and business positions were occupied by expatriates Olalere and Adesoji, (2013). The departure of the whites after the independence gave rise to a big vacuum of capable indigenous human capital. This prompted the Federal Government of Nigeria to set up a Manpower Board in 1962 following the Ashby Commission's Recommendations Olalere and Adesoji, (2013). Consequently, the Federal Government of Nigeria established complimentary institution like the Centre for Management Development (CMD), Administrative staff College of Nigeria, Industrial Training Fund (ITF), and Federal Training Centre to train and retrain employees as well as give orientation to fresh graduates of formal academic institutions Olalere and Adesoji, (2013).

In third world countries most people associated multinational companies with neo-colonialism while the Euro-American nations described multinationals as the engine of growth in the under developed countries. These two opposing views about multinationals will help to examine what multinational corporations are all about.

An organization is classified as international when the organization engages in foreign business but has no direct investment.

Some of these multinational companies are Guinness Nig Ltd. Nigerian Breweries, oil companies like chevron, Total, Texaco, PZ, UAC and a host of others. These above-mentioned corporations have their headquarters in the United States of America and Europe with huge capital and assets based and technical skills extended to their respective countries where their branches are located.

The local branches are mere subsidiaries and are located mainly in under developed countries of the world. "The effect of these multinational have contributed to the improvement of the economics of such countries where they have their subsidiaries. These corporations are believed to be facilitating the transfer of technology to- the less developed countries.

Guinness Nigeria PLC is a brewery company with many branches nationwide and its headquartered office situated in Lagos. The company has staff strength of over 15,000 workers and a large number of casual workers. They manufacture Guinness Stout, Harp Beer, Guinness malt, and the rest of others. Research made to the company the major aim of Guinness is to impact knowledge to Nigerian, technology transfers and skill development that Nigerians can set up their own brewery industries to manufacture their own brands of beer.

Texaco commences operation in Nigeria in 1961 under business name American oversea Corporation, Joint business with Standard Oil Corporation of California Chevron, Drilling Operation begain in 1963 after Biafran war production rose to 2,500 barrels of oil per day production boomed in 1984 with 65,000 per day. The firm operating name changed to Texaco Overseas Corporation of Nigeria now becoming 60% for NNPC, 20% for Texaco and 20% for Chevron. Chevron's activities inland and in shallow waters has been deeply affected by infighting between ethnic groups in host communities but the company has been active producing in western Nigeria

UAC Known as UACN was incorporated under the name Nigerian Motors Ltd on April 22, 1931 as a whooly owned subsidiary of the United Africa Corporation Ltd but later became UACI now subsidiary of unilever. Many of these companies later became divisions under UAC of Nigeria in 1973 following consolidation exercise.

PZ cussons is a major British manufacturer of personal healthcare products and consumer goods, it operates worldwide mostly in Africa and Commonwealth nations, the company is listed on the London Stock Exchange and Consitituent of the FTSE 250 Index it was founded in 1975 when the firm took over Cussons Soap from Cusson family who founded it in 1938. PZ expanded during 20th century acquiring factories and establishing officer in every corner.

Statement of the Problem

The perception of employees on training has a greater impact on the success of any organization. If the employees are satisfied with the training policies of the organization, this will have a positive impact on the organization's performance. The perception or attitude of employees is transformed into positive or negative behavior. How seriously does the Management take the Training Policy of its organization? Some see training and development as a waste of time and resources that would have been employed in the production of goods and services that will yield profit to the organization. Sometimes, the fear that an employee could leave the organization after training affects the employees training and sometimes makes it unplanned and unsystematic.

The procedure and process usually adopted by some Human Resource Departments in the identification of those employees that require training are worrisome. Employees sometimes go for training for personal reasons which include enriching themselves; preparing themselves for other positions in other organizations; power play/politics; because he/she knows the person in-charge of training and not necessarily because there is an identified skill gap which needs to be filled through training.

These multinational companies find it difficult to transfer skills and technology to indigenous employees because it is not their people they will like them to serve them as slaves without acquiring any knowledge or skills it is against this back drops that we fall back to study the effect of employee training on performance of selected multinational corporation in Nigeria.

Objective of the Study

The main objective of this study is to investigate Employee training and Organizational performance of selected multinational corporation with focus on the processes and procedures of selecting employees for training. However, specific objectives of the study are as follows:

1. To examine the nature of relationship between coaching and Job satisfaction in selected multinational co-operations in Nigeria.
2. To find out the relationship between mentoring and employee Commitment in selected multinational co-operations in Nigeria.
3. To identify the nature of relationship between on the job training and Employee performance of selected multinational co-operations in Nigeria.
4. To identify the nature of relationship between off the job training and Employee performance of selected multinational co-operations in Nigeria.

Research Hypotheses

For the purpose of this study, these hypotheses will be tested.

1. H1: There is a significant relationship between Coaching and Job satisfaction in selected multinational co-operations in Nigeria.
2. H1: There is a significant relationship between mentoring and employee Commitment in selected multinational co-operations in Nigeria.
3. H1: There is a significant relationship between on the job training and Employee performance of selected multinational co-operations in Nigeria.
4. H1: There is a significant relationship between off the job training and Employee performance of selected multinational co-operations in Nigeria

REVIEW OF RELATED LITERATURE

Review of Related Literature

Much have been said and written about the activities of multinational companies in developing countries. But not many of such literatures however, focused squarely on the very subject, which this study intends to examine. The researcher consulted previous work related to this subject and their fact were analyzed, and re-interpreted, ideas and opinion already expressed by various scholars were also taken into considerations. In view of this, a proper view of previous literatures of this research becomes highly desirable.

Conceptual Review

Discussion of cultural environment, its diversity and influence on domestic and global business activities has no limit. Hick and Gullet (2001) posit that no business function in a vacuum; it operates within internal and external environment. Cultural environment is a part of external environment of business, which creates challenges and influence on the conduct of business and consumer pattern of consumption.

Multinational Corporations have been widely defined as business enterprises that maintain value added-holdings overseas. Dunning (2008) sees Multinational Corporation as an enterprise that engages in foreign direct investment (FDI) and that controls value added holdings in more than one country. Multinational Corporations are economic organizations that evolve from its national origins and span across borders (Kogut and Zander, 2003). To Akinsanya (1984), multinational corporations are foreign firms outside the shore of original domain. Jones (2002) describes Multinational Corporation as one which undertakes foreign direct investment, own or control income-earning assets, produces goods and services outside its country of origin in more than one country. Caves (2007) lent credence-to the view of Jones (2002) that multinational corporation carries out its business in other geographical areas outside the area of origin.

In cross border business, multinational corporations' step into different cultural environment that is characterized by unfamiliar value systems, customs, norms, ethos, behaviour, lifestyle, languages, beliefs and religion. Miroshink (2002) notes that cultural environment of the host countries places restriction on the business undertakings of multinational firms. He attributes the cultural blunders, committed by multinational enterprises and business managers to poor acculturation '.and further opines that multinational corporations gain competitive advantage in the host countries through intercultural alignment.

Cross cultural risk is exacerbated by ethnocentric/home country orientation where one's own culture is used as standard for judging other countries. Howard (2009) argues that managers who engage in cross boarder should give up their ethnocentric orientation in favour of polycentric, geocentric orientation and acculturation for inter-cultural alignment. Howard (2009), polycentric orientation focuses on the host country mindset where business managers develop greater affinity with the country in which they carry out their business activities, 'Geocentric orientation is a global mindset where business managers are able to understand business across national geographical boundary while acculturation is the process of adjusting and adapting to a culture other than one's own.

Williams, James and Susan (2005) hold that religion and language are important aspects of culture, which have significant impact on business management. Religion as part of culture goes with certain beliefs and perceptions. It influences the type of business activities to operate on. Every form of culture is identified with language. Language is used to promote products and services; it affects consumer behaviour and makes consumers to accept a product. Advertising, personal selling, sales promotion and publicity cannot be effectively used without language (Ekpetete; 2001). Language 'means different things to different people of diverse cultures.

1. **Employment Generation:**

   The multinational has employed so many Nigerians in their organization, thereby reducing unemployment problem in the country. They have equally contributed to the promotion of most business activities. This is so because all most every shop in this country sells their products, this will help to create self-employment.

2. **Education:**

   Apart from assisting tertiary institutions in the country financially, the multinational such as Nigeria Breweries, oil companies Texaco, Chevron etc, offers scholarship to our deserving sons and daughters in their various discipline of higher institutions of learning.

3. **Health:**

   The multinational companies do not only take care of their employee's families and even relations. Above all, they help in establishing hospitals and clinics in Nigeria for example; Guinness plc constructed an eye clinic with hospital equipment and handed it over to the Anambra State Government.

4. **Skill Development:**

   Many Nigerians have been trained in their various skills both in technical and managerial profession by the multinational after being trained worked for some time with their companies, left the classroom in our universities thus putting practical experiences into our students.

5. **Social Responsibilities:**

   Multinational always put something back into the society as reward for purchasing their products through activities such as becoming leaders in the crusade, for environmental protection. They have helped in the building of primary, secondary school hospitals and the rest of others.

Training

Training has been defined by different authors in different ways. Training primarily focused on teaching organizational members on how to perform their current jobs and helping them acquire knowledge and skill they need to be effective performers. Jones, George and Hill (2000) Another concept says that "it is a systematic acquisition and development of the knowledge and skill and attitude required by employees to adequately perform a task or job or to improve performance in the job environment" Tharenou, Saksand Moore, (2007).

Other scholars view training as "a planned process to modify attitude, knowledge or skill behavior through learning experience to achieve effective performance in any activity or range of activities Beardwell and Holden (2001). Training has the distinct role in the achievement of any work force Stone RJ (2002).

The Purpose of Staff Training

A number of authors recognize the purpose of training as being to develop capacities of employees and by extension represents an investment in human resources Ulrich and Lake, (1990). The quality of employees and their development through training and education are major factors in determining long-term profitability of any business venture.

Noe (2008) says Human Resource professionals also believe that an organization is only as good as its employees, and this understanding suggests that training should be more specifically responsive to employees' training needs. Arguing in the same line, Bratton and Gold (2000) affirm that successful corporate leaders recognize that their competitive edge in today's market place is their people. They also acknowledge that few organizations know how to manage human resources effectively, primarily because traditional management models are inappropriate in today's dynamic work environment.

To manage an organization both large and small requires staffing them with competent employees. The formal educational system in Nigeria does not adequately teach specific job skills for a position in a particular organization and few employees have the requisite knowledge, abilities, skills and competencies needed to work. As a result, many employees require extensive training on the job to acquire the necessary knowledge, abilities, skills and competencies needed to make substantive contribution towards the organization's growth.

Types of Training

The type of employee training which is best suited to a particular organization depends on a number of considerations. The skill gap to be filled, the job description, the employee present qualification and the challenges faced by the employee in performing his/her job. The approaches that can be used in implementing training fall broadly into two categories namely:

on-the job and off-the job techniques, notwithstanding that some of the training techniques cut across Kempton, (1995).

1. On-the-Job Training

Adamu (2008) asserts that on-the-job training is designed to impart knowledge of job by working under an experienced worker. The trainer or the experienced worker teaches and advices the trainee on specific methods and techniques of doing the job. In some cases, the trainee is expected to learn by watching the master. The trainee is learning and at the same time working, although the trainee's output will not be much. The procedure is usually unsystematic and most times, it is by trial and error. Baum and Devine (2007) opine that it is better for the organizations to give their employees on the job training because it is cost effective and time saving. Besides, it helps their employees learn in a practical way.

2. Off-the-Job Training

Off-the job training is a process of acquiring skill and knowledge at a location different from the employee office. It includes group discussion, individual tutorials, lectures, reading, training courses and workshops Kempton, (1995). It permits individuals to leave their primary place of work for a different location. Its advantage includes, the trainee' ability to concentrate, analyze past behaviors and reflect on what has been successful and what has not Okanya, (2008). This kind of training offers an opportunity to impart knowledge and skills that can be learnt or practiced in a safe and conducive atmosphere. Kempton (1995) opines that if training is conducted in an organized and systematic way it will be able to develop new attitudes and experiences that contribute to the success of the organization, improve employee morale which would translate to better performance and greater performance and create a psychological climate which orients the activities of each employee towards achieving the goals of the organization.

Mentoring: mentoring enables staff to acquire skills needed to progress effectively in their work environment. There is no doubt that the effect of teaching on worker received sooner or later show on them

Coaching: in this techniques, the manager (trainer) and the subordinate trainee work together in a student- tutor relationship in which trainer couches and guides the trainee and the purpose is to explain the "whys" and "hows" of particular job functions, and provides feed back to the trainee regarding his performance and any grounds for improvements.

The Advantages of Training

In the words of Nwachukwu (1998) the advantage of training are:

1. **It Improves Employee's Morale:** An employee who has undergone a good training programme feels confident that he is capable of executing daily task. This increases his liking for his job, unlike one who has not been trained and finds job very difficult. His ability to do his job correctly, gives him more feeling of satisfaction.

2. **Closely Allied to a Low Turnover Rate:** It is the feeling that once, an establishment makes an investment in an employee, it gives him a feeling of belonging, and the general

impression that the organization will value him. Each training course that he gets reinforces his belief in the organization and himself as he familiarizes with his tools to mastering the working of the machinery, to obtaining the technique knowledge required for doing minor repairs. This ability of course, improves his chances of promotion from junior to senior staff with all its benefits.

3. **Performance Increase in the Organization:** There is an increase in both 'quality and quantity of output because of increasing the skills of the employees.

4. **Employees Performance Increases:** Training applies to new employees as well as to the experienced ones. It helps to increase the employee level of performance on their present jobs.

Problems of Training

Philips (1983) identified four problems that militate against management training and development in Nigeria: They are:

1. The explosion of economic activities, which have given rise to excessive expansion of institutions and creation of new ones, both in government and in private sectors. The effect cannot really be supplemented.

2. There is element of creeping ineffectiveness of management. This is evident by the growing level of indiscipline and authoritarian tendencies both in public and private institutions.

3. There is also the problem of reluctance to release staff particularly good ones for any external period of training. The reason for this is that the burden of day-to-day management is becoming so great that the organization can no longer spare existing personnel for training.

4. Recruiting qualified trainers and selection of the appropriate trainees have been a major problem facing human resources development in Nigeria.

Organizational Performance

Baker & Sinkula (1999). Organizational performance encompasses three specific areas of organizational outcome (1) Financial performance (profits, return on assets, return on investment) (2) market performance (sales, market sales) (3) shareholders return (total shareholder return, economic value added).

Organizational performance is the most important criterion in evaluating performance of organization, their actions and environment. Organizational performance is one of the most important variable in management research because continuous performance is the focus of any organization in that it is only through performance that organizations are able to grow and progress, we agree that organization performs when they accomplish their goals leading to show that profit is one of the indicators of performance when organization is performing it leads to increase in profit, large market share, international recognition, sustainability etc. Performance is highly needed in organizations.

Theoretical Framework

Theory of Chris Agris of 1923-2013 and Schultz in 1961 and developed by Becker in 1994

Christ Agris believes that employees are not lazy but they behave the way they do due to how they are being treated at workplace (as children)

He propounded immaturity and maturity theory which sees employees as migrating from immaturity to maturity, He indicates that human personality develops from immaturity to maturity

Immaturity	**Maturity**
Passivity dependence	Activity Relative independence
Behave in few ways	Behave in many ways
Erratic, shallow interest	Deeper Interest
Short time perspective	Long-time perspective
Subordinate position	Superior position
Lack of awareness of self	Awareness/self-control

The more we understand employee needs and integrate these needs with that of organization it leads to better achievement of organizational goals, because employees will co-operate, training leaders leads to maturity because all the employees will learn through training and will lead to better performance and the employees will know that the organization has his/her interest in mind which lead to greater performance for achieving organization objectives.

This study is also based on human capital theory proposed by Schultz in 1961 and developed by Becker in1994. According to the theory, Human capital theory suggests that education or training raises the performance of workers by imparting useful knowledge and skills, hence raising workers' future income by increasing their lifetime earnings (Becker, 1994). The human capital model suggests that an individual's decision to invest in training is based upon an examination of the net present value of the costs and benefits of such an investment. Individuals are assumed to invest in training during an initial period and receive returns to the investment in subsequent periods.

Empirical Review

Several works have been done in the area of employee training, and organizational performance.

Hameed & Waheed (2011) carried out a conceptual review in Togo on Employee training and Its effect on Employee Performance. The authors noted that the success or failure of the organization depends on employee performance. With this, organizations are investing huge amount of money on employee training. Their study analyzed the theoretical framework and its effect on employee performance. Further discussion proposed model which explains the relationship between employee development variables (employee learning, skill growth, selfdirected, employee attitude) and employee performance variable. Result reveals that employee training has effect on employee performance.

Mehrabani & Mohamad (2011) carried out a qualitative study in Iran that introduce the "training activities" and "knowledge sharing' as two variables which impact on the relation of "leadership development" on "organizational performance", the interviewers chosen are the managers and key executives of three Iranian oil companies. The results of their study show that by using the 'training activities and 'knowledge sharing" with the enhancement of leadership organizational performance too would enhance. In addition, six training activities are introduced as the most important methods in this study. These activities are; Case study, Role play, Action learning, 360-degree feedback, Job rotation, and Job assessment. They concluded that training activities is important requirements for enhancing the organizational effectiveness. They also suggested that performing a quantitative approach to find out the importance of each factor as a moderator in the relationship between leadership and organizational performance is useful.

Research Design

A descriptive survey design was used for this study since it gives the reader background information on how to evaluate the findings and draw conclusions.

Population of the Study

The population comprised of senior & junior staff in Selected multinational corporations used in Nigeria, the records was obtained from human resources department of each company (2019).

Table 1: Breakdown of Population of the Study.

S/N	NAME	POPULATION
1	Texaco Nigeria plc	479
2	Guiness Nigeria plc,	780
3	UAC Nigeria plc	870
4	Chevron Nigeria plc	645
	TOTAL	**2774**

Sample Size and Sampling Technique

Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample. Random sampling was used in distributing the questionnaires to the study sample; we chose this procedure because it is much easier and economical to select using a random sample.

Formula: Using Taro Yamane formula

$$N = \frac{N}{1 + N(e)^2}$$

Where:

n = desired sample size

N = 2774

e = Limit of error tolerance which was assured to be 5% (0.05): confidence limit.

Computing with the above formula, the number of questionnaires to be administered was obtained

N = 2774

e = 5% or 0.05

Therefore,

$$n = \frac{2774}{1 + 2774\,(0.05)^2}$$

$$n = \frac{2774}{1 + 2774\,(0.0025)}$$

$$n = \frac{2774}{1 + 3.61}$$

$$n = \frac{2774}{7.735}$$

n = 358.6 as sample size from a population of 2774

Therefore, the sample size of this study is 359

Methods of Data Analysis

This represents the procedures for analysing data collected. Deals with technical procedures needed to carry out the statistical or quantitative analysis. The data generated through the questionnaires was analysed through the aid of a computer system and the application of SPSS (Statistical Package for Social Sciences). Frequency and simple percentages were used to present the personal information of the respondents. Correlation and Multiple Regression were used to analyse the hypotheses. The regression model is represented as:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_nX_n + ẹ$$

Where:

Y = Organizational Performance (OP)

α = Constant Term

β= Beta coefficients

X_1= Coaching (C)

X_2= mentoring (M)

X_3= On the Job Training (ONJT)

X_4= Off the Job Training (OFJT)

X_4= Job Rotation (JR)

ẹ = Error Term

Presentation of Demographic Data

Table 2: Gender of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	146	59.0	60.4	60.4
	Female	124	41.2	39.6	100.0
	Total	300	100	100.0	
Total		300	100		

Source: Field Survey, 2019/SPSS

The table above shows the demographic profile of the employees of the sampled Multinational Corporations in Delta State, Nigeria. A higher proportion of the respondents (59%) are female while 41% of the respondents are female.

Table 3: Marital Status of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	100	33	33	40
	Single	180	60	60	60
	Others	20	7	7	100.0
	Total	300	100	100.0	

Source: Field Survey, 2019/SPSS

Table 4.2 shows that 60% of the respondents are single, 33% are married while the remaining 17% of the respondents are either divorced or separated.

Table 4: Age Bracket of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - 30 years	100	33	33	33
	31 - 40 years	148	49	49	49
	41 - 50 years	38	13	13	18
	51 years and above	14	5	5	100.0
	Total	300	100	100.0	

Source: Field Survey, 2019/SPSS

The table above revealed the age bracket of the respondents. The distribution shows that 33% of the respondents are between the age brackets of 20 to 30 years while 148 respondents representing 49% are within the age bracket of 31 - 40 years. On the same note, 13% of the respondents are within the age bracket of 41 - 50 years while the remaining respondents representing 5% are within the age bracket of 51 years and above.

Table 5: Educational Qualification of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	OND/NCE	100	33	33	33
	B.Sc./HND	160	53	53	53
	M.Sc./MBA	34	11	11	11
	Others	6	3	3	3
	Total	300	100	100.0	100.0

Source: Field Survey, 2019/SPSS

Table 4.4 further shows that 33% of the respondents have either Ordinary National Diploma or National Certificate on Education as their educational qualification. 67% of the respondents agreed that they have either Bachelor of Science (B.Sc.) or Higher National Diploma (HND). The table also shows that 32% of the respondents have worked in the Multinational Corporations between zero to five years while 53% of the respondents have worked between 6 to 10 years. On a similar note, 14% of the respondents have worked between 11 to 15 years while the remaining 4% have worked between 6 years and above.

Multiple Regression Analysis

Multiple regression result was employed to test Employee Training and Organizational Performance. The result of the multiple regression analysis is presented in the tables below.

Table 6: Summary of the Regression Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.286[a]	.682	.570	3.212	1.667

a. Predictors: (Constant), CO, ME, ONJT, OFJT,JR
b. Dependent Variable: Organizational Performance
Source: SPSS Version 21.0

Table 6 shows that R^2 which measures the strength of the effect of independent variable on the dependent variable have the value of 0.682. This implies that 68% of the variation in Organizational is explained by variations in Coaching (C), mentoring (M), On the Job Training (ONJT), Off the Job Training (OFJT) and Job rotation (JR). This is supported by adjusted R^2 of 0.570.

In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.667 in table 4.4 shows that the variables in the model are not autocorrelated and that the model is reliable for predications.

Table 7: ANOVA Result

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	281.805	4	70.451	6.830	.000[b]
1 Residual	3156.413	306	10.315		
Total	3438.219	310			

a. *Dependent Variable: Organizational performance*
b. *b. Predictors: (Constant), Coaching, mentoring, On the Job Training, Off the Job Training, Job rotation*
Source: SPSS Version 21.0

The f-statistics value of 6.830 in table 4.5 with f-statistics probability of 0.000 shows that the independent variables has significant relationship with the dependent variable. This shows that), Coaching, mentoring, On the Job Training, Off the Job Training and Job rotation can collectively explain the variations in Organizational performance in the selected multinational companies.

Table 8: Coefficients of the Model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	18.325	1.834		9.994	.000
Coaching	.118	.044	.151	2.660	.008
Mentoring	.081	.051	.090	1.591	.113
On the Job Training	.091	.046	.109	2.980	.041
Off the Job Training	.005	.053	.194	0..014	.003

a. *Dependent Variable: Organizational performance*
Source: SPSS Version 21.0

Table 8 shows the coefficient of the individual variables and their probability values. Coaching has regression coefficient of 0.118 with a probability value of 0.008. This implies that Coaching is imperative in organizational performance in selected multinational companies. Mentoring has a regression coefficient of 0.081 with a probability value of 0.113 implying that the level of mentoring does not affect organizational performance in selected multinational companies

Furthermore, On the Job Training has a regression coefficient of 0.091 with a probability value of 0.049. This implies that the On the Job Training does not affect employee performance in selected multinational companies. On a similar note, Off the Job Training has a coefficient value of 0.174 and a probability value of 0.000. This shows that the Off the Job Training affects the organizational performance in selected multinational companies.

Test of Hypotheses

Here, the four hypotheses formulated and tested using t-statistics and significance value of the individual variables in the regression result. The essence of this is to ascertain how significant are the effect of individual independent or explanatory variables on the dependent variables. The summary of the result is presented in the table below.

Table 9: T-Statistics and Probability Value from the Regression Result

Independent Variables	T	Sig.
(Constant)	9.994	.000
Coaching	2.660	.008
Mentoring	1.591	.113
On the Job Training	2.980	.041
Off the Job Training	0..014	.003

a. Dependent Variable: Organizational Performance
Source: Authors Compilation from the Regression Result

Hypothesis One

Ho: There is no significant relationship between coaching and organizational performance in selected multinational co-operations in Nigeria.

Ho_1: There is a significant relationship between coaching and organizational performance in selected multinational co-operations in Nigeria.

In testing this hypothesis, the t-statistics and probability value in table 4.7 is used. Coaching has a t-statistics of 2.660and a probability value of .008which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that there is a significant relationship between coaching and organizational performance in selected multinational co-operations in Nigeria.

Hypothesis Two

Ho: There is no significant relationship between mentoring and organizational performance in selected multinational co-operations in Nigeria.

Ho_1: There is a significant relationship between mentoring and organizational performance in selected multinational co-operations in Nigeria.

Mentoring has a t-statistics of 1.591 and a probability value of 0.113 which is statistically insignificant. Therefore, we reject the alternative hypotheses and accept the null hypothesis which states that there is no significant relationship between mentoring and organizational performance in selected multinational co-operations in Nigeria.

Hypothesis Three

H_O: There is no significant relationship between on the job training and organizational performance of selected multinational co-operations in Nigeria.

Ho_1: There is a significant relationship between on the job training and organizational performance of selected multinational co-operations in Nigeria.

On the job training has a t-statistics of 2.980 and a probability value of 0.041 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which states that there is a significant relationship between on the job training and organizational performance of selected multinational co-operations in Nigeria

Hypothesis Four

$H_{O:}$ There is no significant relationship between off the job training and organizational performance of selected multinational co-operations in Nigeria

Ho_1: There is a significant relationship between off the job training and organizational performance of selected multinational co-operations in Nigeria

Off the job training has a t-statistics of 3.908 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses and conclude there is a significant relationship between off the job training and organizational performance of selected multinational co-operations in Nigeria

DISCUSSION OF FINDINGS

The study examines employee training and organizational performance of selected multinational corporation in Nigeria. From the findings it was discover that there is a significant relationship between coaching and Employee performance in selected multinational co-operations in Nigeria. This is in line with previous empirical findings of Mba and Godday (2015), Akungba Akoko. Ogbonna (2013) Yaron (2012) shows that there is a significant relationship between coaching and Employee performance in selected multinational co-operations in Nigeria.

The studies find out that there is no significant relationship between mentoring and Employee performance in selected multinational co-operations in Nigeria. The findings are disagreeing with Atual and Amabalika (2013) Olcurame (2008) oshen and Siby (2005) in their survey significant relationship between mentoring and Employee performance

The third hypothesis shows that There is a significant relationship between on the job training and organizational performance of selected multinational co-operations in Nigeria. The result is in tandem with outcomes from previous empirical research as Khana (2011) Okanya, (2008). Kempton (2005) who concludes that on the job the training has a positive significant influence on the organizational performance

The result of fourth hypothesis shows that there is a significant relationship between off the job training and organizational performance of selected multinational co-operations in

Nigeria. This agrees with Moinak Adamu (2008) Devine (2007) highlighted that off-the-Job training have a significance influence on organizational performance

Summary of Findings

The study examined the employee training and organizational performance of selected multinational corporation in Nigeria. The hypotheses formulated were tested using multiply regression analysis. At the end of the analysis, the following were discovered that.

1. There is a significant relationship between coaching and organizational performance in selected multinational co-operations in Nigeria. Coaching recorded a correlation coefficient of 0.141 which is statistically significant at 0.01 level of significance. This indicates that coaching has a positive moderate relationship with organizational performance.

2. There is a significant relationship between mentoring and organizational performance in selected multinational co-operations in Nigeria. Mentoring recorded a correlation coefficient of 0.49 with organizational performance and this is statistically insignificant. This shows that shows that Mentoring has weak positive relationship with organizational performance

3. There is a significant relationship between off the job training and Employee performance of selected multinational co-operations in Nigeria. Off the Job Training recorded a correlation coefficient of-0.290 with organizational performance. This shows that Off the Job Training has a negative relationship with organizational performance.

4. On the job training has a significant relationship with organizational performance in selected multinational co-operations in Nigeria on the job training recorded a correlation coefficient of 0.394 with organizational sustainability which shows that on the job training has a positive moderate relationship with organizational performance

CONCLUSION

The study examines employee training and organizational performance of selected multinational corporation in Nigeria. For the findings, coaching has a positive significant relationship with Employee performance in selected multinational co-operations in Nigeria. On the job training has a positive significant relationship organizational performance and off the job training has a positive significant relationship Employee performance of selected multinational co-operations in Nigeria. While mentoring have a negative significant relationship with Employee performance in selected multinational co-operations in Nigeria.

Therefore, the study concludes that employee training has a positively significant relationship with Organization performance in selected multinational co-operations in Nigeria

RECOMMENDATIONS

Based on the findings of the study the following recommendations are proffered towards employee training and organizational performance of selected multinational corporation in Nigeria.

1. The organization should initiate policy for training instead of mentoring to enhance the ability of their employees.
2. On-the-job and in-house methods of training should be used extensively by organizations and government, especially in the training of junior staff as they tend to be cheaper and more effective.
3. Employees should be exposing to regular professional training areas such as foundation, career or development, preserves and off-the-job-pupilage training as to enhance their productivity in the organization
4. Coaching should be adopted by organization to improve performance of employees for improvement of the organization.

REFERENCES

Adesoji (2013) People and Performance Knowledge Workers, CIPD, London.

Ahmad, Z.K. & Bakar, R.A. (2003). The association between training and organizational commitment among the while-collar workers in Malaysia. International Journal of Training and Development, 7(3), pp. 1S6-135

Becker and Gerhart (1996) Training and Evaluation, Report NO 389, Institute of Employment Studies, Brighton.

Boydell, T,. & Leary. M. (1995). Identifying Twining Needs. London: Institute of Personnel and Development-

Bratton and Gold (2000) Strategic human resources management a global perspective, in International Human Resources Management ed R. Pieper, De Gruter Berlin New York.

Ekpetete (2006). The adoption of job rotation: Testing the theories. and Labor Relations Review, 59, 653-666.

Ellinger, A.D, Ellinger, A.E, & Keller, S. B. (2003) "Supervisory Coaching behaviour employee satisfaction, and warehouse employee performance: A dynamic Perspective in the distribution in industry" Human Resource Development Quarterly, 14 (5) 435 - 458

Ezigbo (2011) Mentoring and Training drawing distinctions Reviewed July 2 (11) pg 6 - 12.

Flppo (1984) Raites to improved performance institute of personnel management London. Bryan (1990) Employee Relations, Institute of Personnel and Development London.

Green et al (2000) Effect of training and business mentoring development in Europe Strategies and options 293 - 299.

Hamid & Waheed (2011) Creating a learning organization from ideas to action, Human Resources management Summer pg 299 -311.

Harrision, J.K (1992) "Individual and Combined effects of behaviour modelling the cultural assimilator in cross cultural management training" Journal of Applied Psychology, 77(6), 952 - 962

Harvard Business essential (2004). "Coaching and Mentoring: how to develop top talent and achieve stronger performance" (1st ed) Boston, Mass Business school press.
Healthfield (2014) Assessment Centres, Institute of Personnel Management, London. Rousseau (1989) Competency based recruitment and selection, Wiley Chichester.
Hicks,W.D. &, Klimaski, R.J. (2001). Entry into training programs and its effects On training Outcomes: a field experiment. Academy of Management Journal, 30, pp. 42-52.
Kempton (1995) Risk Management and Organizational Performance in UK Int. Journal of Human Resources Management February pg 41 - 58.
Kirk Patrick, D.L. (1994), Evaluation and Training Programmes. Sanfraiicisco U.S.A Berret - Koechor.
Luo (2000) Training in Knowledge Economy, CIDD London.
Mathias and Jackson (2000) Competence-based Training, Vocational Qualifications and Learning Targets: Some Lessons for the Learning and Skills Council. Education and Training, 44, Dp. 250-261.
Mayhew. C. &, Quinlan, M. (00?). Fordism in the fast food industry, pervasive management. Control and occupational health and safety risks for young temporary workers. Sociology of Health & Illness, 24(3), pp. 261-284.
Meister (1997) Human Resources Management in action, the truth is out at last, personnel management April No 2 Vol 2 pg. 28 - 31.
Michael P. & Paul J. (1992). Congruence between theory and practice in management training needs analysis. The International Journal of Human Resource Management 3(3). pp. 593-605.
Miller (1996) Competency Based Approach to Management Performance Journal of Management volume 2 No 8 USA.
Mourdoukoutas (2012) Development in Management of Human resources and interim report, Warwick papers on industrial relation no 17, University of Warwick.
Onwuchekwa, C.I. (1995), Personnel Management: Awa Goshen Publishers.
Partlow (1996) Human resources consideration and value creation, the meditating role of intellectual capital, paper delivered at National Conference of US Academy of Management Toronto.
Partlow (1996), Core competence of the Corporation Harvard Business Review 8, No 3, 1996.
Peninou, G. (2003). Who is Afraid of the multinational? England: Saton House.
Penny (2005) Human Resources Champions Harvard Business School Press Boston, MA. Blundell et al (1996) Evaluating personnel function, Hutchinson, London. Booth and Zoega (2000) Human Resources Strategy, McGraw - Hill New York.
Seashore (2016) Principles of Coaching 3rd edition Michigan Press.
Stoner, Freeman and Gilbert (2007) Management fifth edition, New Delhi Prentice Hall India Ltd.
Stonner, J.A.F. Freeman, A.E. and Gilbert D.R. (2007), Management. New- Jersey, U.S.A. Prince-Hall Inc.
Ulrich D and Brockbank (2005) Role call, people management 16 June pg 24 - 28, Cambridge, MA.
Unamaka, P.C and Ewurum, U.J.F, (1995), Business Administration. Enugu, Precision Printer and Publishers.