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**Influence of Skills Impartation on Effectiveness of Employee Working From  
Home**

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## Influence of Skills Impartation on Effectiveness of Employee Working From Home

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### Abstract

**Purpose:** The study sought to analyze the influence of skills impartation on effectiveness of employee working from home.

**Methodology:** The study adopted a desktop methodology. Desk research refers to secondary data or that which can be collected without fieldwork. Desk research is basically involved in collecting data from existing resources hence it is often considered a low cost technique as compared to field research, as the main cost is involved in executive's time, telephone charges and directories. Thus, the study relied on already published studies, reports and statistics. This secondary data was easily accessed through the online journals and library.

**Findings:** The study found out that the switch to working from home may have a negative impact on worker's mental health if they are unable to find a routine that works for them, if they do not have the right training, are struggling to separate work and home life or are feeling isolated. Managers need to train, encourage employees to develop a working routine, set up a dedicated work space and set boundaries for other household members. The study concludes that training needs assessment affects the performance of employees to a large extent as demonstrated by all the factors of training needs assessment to a large extent affects employee performance. This is because training is appropriate when an organization is expected to gain more benefit from the training than it invested in its cost.

**Unique Contribution to Theory, Practice and Policy:** The study would be useful to academicians and researchers wishing to carry out find research as to contribute to existing literature in the field of training therefore add knowledge and stimulate further research in other aspect of training. Potential investors would also benefit, as it would be 14 a source of ready information for making a sound decision. The study would also provide in depth knowledge of training as one of the elements affecting employee performance.

**Keywords:** *Influence, Skills Impartation, Effectiveness, Employee, Working, Home.*

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## INTRODUCTION

The coronavirus (COVID-19) pandemic has resulted in changes to the working arrangements of millions of employees who are now based at home and may continue to work at home, in some capacity, for the foreseeable future. Decisions on how to promote employees' health whilst working at home (WAH) need to be based on the best available evidence to optimize worker outcomes. Home working opens up a new range of possibilities for the way businesses can work and structure themselves (Bloom, 2015). The outbreak of the coronavirus (COVID-19) pandemic in March 2020, gave employers and employees a practical insight into home working as commercial premises had to shut down in response to the government's requirements to protect public health. Prior to the coronavirus pandemic, working from home was on the increase as many employers identified the benefits that it can bring to their business and the improved work-life balance for their employees. Even if you don't think working from home would be beneficial for your business, employees with 26 weeks of service have a statutory right to request flexible-working arrangements such as home working and you, as an employer, have to seriously consider such requests (Barrero,2021).

Places of work constitute processes of management by facilitating visibility (the possibility for supervisors and others to observe workers) and 'presence' (the ability for workers to participate in relations with co-workers and others). Working at home creates problems for both these aspects of managerial control (Gotlieb, 2020). Training effects employee's job performance positively. Training is a motivational factor which enhances the knowledge of the employee towards the job by which employees become proficient in their jobs and they become able to give better results. In addition, training is seen as a useful means of coping with changes fostered by technological innovation; market competition, organizational structuring and most importantly it plays a key role to enhance employee performance (Oakman, 2020).

Each specific training task requires specific training contents through a delivery style of training. Some approaches are more effective as compared to others because the main purpose of delivery approach is to communicate a particular knowledge, skills, attitude and specific task information to those trained. Therefore, various training delivery approaches ought to be chosen so as to deliver training contents differently (Aczel, 2021). It vital to consider task characteristics and skills in establishing the most appropriate training delivery methodology. A number of typologies have been advanced to group tasks and skills (Bouziri, 2021). They can be grouped into two main groups, technical skills or people (Bounancini, 2021) that are important in the design of training programmes.

Many companies have been found to fail due to insufficient training programmes for their staff in specific skills that are truly required in information technology era (Radford, 2018). Nonetheless, although training is needed in everyday life and work, employee skills are usually difficult to observe measure and quantify as a results of its nature on the employee relationship in workplace with specific reference to listening, communicating, giving feedback, team member cooperation, and engagement in dialogue, conflict resolution and problem solving (Tramer, 2017). Menguin (2017) asserted that training people in various skills leads to providing them with stage to showcase their technical skills, exposing the leadership qualities in them, aiding on the right side and helping

employee personal growth. To achieve required accountability and motivation, it is proper idea to examine employees' skill prior to initiating training programmes by acquiring executives who are in position to drill their subordinates and supervisors so as to ensure frequent feedback, reinforcement and encouragement.

Therefore, companies can attain the required return with substantial investment in its employee's skills training (Karras, 2020). Companies ought to acknowledge that their workers have up-to-date technical skills in training which are offered and designed the same companies in appraising the current skills and getting technologies that is most suitable with company goals, training needs and budgets. Workers are also required to acquire specific skills for the assessment of complete fresh hiring of training programmes and at the same be in position to carry out specific task. Several authors have carried out studies to examine positive impacts related with technical training skills. According to Rassley (2020) technical skills as a results of training have been shown to results in the performance of more skilled related tasks which has seen improvement in written skills and overall improvement in employee performance. Therefore, training in technical skills by trainer or tutor has resulted to positive attitude projection toward role playing methods. This has resulted to attainment of better outcome in employee's performance and commitment (Biggio, 2018).

According to Touvrans (2021), there are various training delivery approaches just as there are various areas in training content areas. Most companies conducting training programs prefer to use various types of training approaches in delivering training contents as well as the development of employee management. Hommani (2022) revealed that the importance of teams in an organization can be underestimated regardless of the industries and size of the organization. This has made them popular as majority of managers view them in terms of capability in providing better results like enhancing creativity, improving productivity, enhancing decision making as well as decreasing response time which cannot be achieved through individual. Through team training as one of the delivery approaches, employees in the organization are able to learn how to work efficient in group problem solving which requires direct feedback and observation during the process of training (Noweozin, 2016). Most of the companies requires steady real-time training that is continuously increase the level of performance standards for organization as a whole, teams and individual employees in which the real-time training is a as a results from learning the current success and failures of practices adopted. Mentoring is another delivery approach during training where the mentors are the people have possesses more specific skills, knowledge and abilities about the firm in planning, goal setting, communication, conflict resolution and problem solving (Miyato, 2016).

### **Statement of the Problem**

As the BBC recently reported, many other big-name companies are also embracing full remote work models, including Lyft, Airbnb, Spotify, and 3M. And, while the COVID-19 pandemic has been a catalyst to bring remote work and hybrid workplace models into sharper focus, and has helped accelerate the shift away from traditional office models, remote workplaces have actually existed for decades. A study published in HBR, revealed that 40% of the 215 supervisors and managers the study surveyed expressed low self-confidence in meeting the challenges of managing remote employees. New challenges cropped up for the manager of the post-pandemic era. BCG's survey of over 2,000 employees revealed that 79% experienced anxiety, loneliness and several

instances of work encroaching their private times. Hence, managers began to deal with issues pertaining to their employees' mental health. They also had to deal with miscommunication and distrust more than other issues. This has resulted to low productivity from employees resulting to low performance. This study intends to bridge the knowledge gap by conducting a study on influence of skills impartation on effectiveness of employee working from home.

Kimani (2010) carried out a research on the factors affecting the performance of Micro Finance Institutions in Kenya, Mwangi (2011) did a research on factors affecting Micro Finance Institutions Performance in Deposit Taking Business and Kingi (2007) carried out a research on the Human Resource Factors influencing the performance of Small Scale Enterprises in Real Estate and Management agencies in Nairobi. Kingi (2007) argues that training frequently improves workers' skills and boosts their motivation which ultimately leads to higher productivity and increased profitability. Mwangi (2011) in his study on factors affecting training and development practices by Micro Financial Institutions in Kenya, states that the purpose of training and development is to raise competence and performance of organizations. Therefore training enhances employee personal development as well as motivating them to fulfill their potential. Managers have been involved in developing effective training programs for their employees for capacity building to equip them with the desired knowledge, skills and abilities to create an enabling working environment inside and outside the organization so as to make organizations sustainable.

### **Theoretical Review**

This study will benefit from the social learning theory which was proposed by Barton (2007) and cognitive learning theory proposed by Jean Piaget in 1930.

### **Social Learning Theory**

Braton et al (2007) explained social learning theory of Bandura which emphasizes the importance of observing and modeling the behaviours, attitudes, and emotional reactions of others, it means that people learn from observing other people. Merriam and Caffarella (1991) have said that basically the idea of learning by observing produced by behaviourists but the later researcher Albert Bandura looked to interaction and cognitive processes, and noted that observation let people to see the consequences of other's behaviours, resulting that people can gain some idea of what might flow from acting in one way or the other. In social learning theory, internal cognitive processes are said to have some effect on behavior as examined by (Mckenna, 2006) that person's expectations about the outcome of a particular behaviours reflects these effects. To attend, remember and rehears would be key aspects of observational learning as noted by (Merriam & Caffarella, 1991) and showed the most common examples of social learning situations are television commercials. Like, using a particular hair shampoo will make as popular and win the admiration of attractive people, customers may model the behaviour shown in the commercial and buy the product. Students often learn a great deal simply observing other people. Learning theories provided some key principles of learning so that implication of these principles in training may provide opportunities of trainees' motivation and facilitating their learning. This section (literature review) provided a solid body of knowledge about how individual learn the different processes of learning involved and significant factors that affects individual learning. Hence the above theory

instigates the research question in this study: What is the influence of skills impartation on effectiveness of employee working from home?

### **Cognitive Learning Theory**

According to this theory, behaviour is motivated by its probable results. Whether or not an individual will carry out a particular behaviour will therefore depend on his or her expectations of whether it will bring valued benefits or no noticeable effects or feared disadvantages (Meyer et al, 1997). Luthans and Stadjkovic (1998) define learning in social cognitive learning theory, as knowledge acquisition through the cognitive processing of information. In other words, the social side acknowledges the social origins of much of human thought and action (what individuals learn by being part of a society), whereas the cognitive side recognizes the influential contribution of thought process of human motivation, attitudes and action. According to Ormord (1999), cognitive theory focuses on an observable change in mental knowledge. (McKenna, 2006) identified that insight learning and latent learning are the two components of cognitive learning. Braton et al, (2007) suggested that mental process of (trial and error) gives the insight learning, as individual evaluates results compose it with logical alternatives and chooses option that is likely to aid decision making. To Hartley, (1998) cognitive learning results from inferences expectation and making connections instead of acquiring habits, furthermore learners acquires plans, strategies and their prior knowledge is also important.

The idea of training is closely bound up with the distinction which is made between training and performance, learning can occurs without any formal training but (Gagne, Briggs & Wagger, 1992) asserted that use of the training (process) is to make effective the process of learning by arranging conditions so that trainee could learn more rapidly and effectively. Gagne, Briggs and Wager, (1992) found learning theory provides hierarchy of instructions for learning conditions (training) like stimulus recognition, response generation, procedure following, use of terminology, discriminations, concepts formation, rule application and problem solving. Instructions are helpful in the identifications of prerequisites and to facilitate learning at each level, the hierarchy also satisfies and provides necessary conditions for learning and serves as the basis for designing instructions and selecting appropriate media for training. Learning theories provided some key principles of learning so that implication of these principles in training may provide opportunities of trainees' motivation and facilitating their learning and significantly contribute to the training design plans and programs. Hence the above theory instigated the research question in this study: What is the influence of skills impartation on effectiveness of employee working from home?

### **Empirical Review**

Wesonga (2018) assessed the role of delivery approaches used at PALWECO on employee performance, to establish the role of training evaluation on employee performance at PALWECO and to examine the effect training need assessment on the employee performance in PALWECO. The study adopted human capital theory and human resource management theory in the development of the literature whereas the conceptual framework consisted of employee performance as dependent variable and training evaluation, training needs assessment and training contents and approaches to delivery as an independent variable. The study utilized descriptive research design with target population comprising of all the 112 employees in PALWECO Busia

County. The findings revealed that training need assessment, training delivery approaches and training evaluation had significant influence on employee performance. Overall, up to 61.0% of change in employee performance is significantly explained by employee training. It was concluded that employee training had significant influence on employee performance in PALWECO. It was recommended that PALWECO should also improve their employee training program in line with the present educational and technological changes in order to offer employee training through relevant approach akin to employee characteristics

In Nigeria, Enugu state, Ndibe (2014) investigated the organization performance as a result of employee training in soft drink bottling companies. The used a sample of 254 bottling companies. The study administered questionnaire to collect primary data from 254 respondents of the sampled organization. Secondary data was also utilized. The results revealed that the extent of delivery style during training has strong impact on the performance. These results also mirrored Vasudevan (2014) who examined the association between organizational effectiveness and training on job. The study targeted 180 workers in Malaysia using psychoanalysis survey. Using SPSS version 20.0, it was established that training delivery approaches has positive and significant influence on employee performance and job satisfaction. On the other hand, Sohail et al (2014) sought to find out how development on employee's performance is impacted by their training of selected banks in Northern Punjab in India. The primary data was collected hundred employees from eleven banks by use of questionnaire. It was found that delivery style during training had positive relationship with employee performance.

A descriptive study undertaken by Mohammed, Kazi and Rehnuma (2012) on the importance of post training and evaluation Sainsbury's Supermarket Limited in the United Kingdom so as to establish employee effectiveness. The study indicated that firm ought to consider 4 levels during training evaluation while measuring effectiveness of programs. The company should come up with an assessment practices culture as well as making sure that employees/colleagues development in performance review is maintained effectively and timely. Besides, line managers ought to be involved more in development and training process as they best knowledge regarding their employees. In Malaysia, using 182 employees Hasniza (2009) sought to find out the effect of training evaluation on work commitment of employees and their performance. The findings revealed that training evaluation is more vital dimension of training as it affect work commitment of employees as well performance. In Kenya, Mumias Company Limited was found to be practicing training 19 evaluation which affected employee performance in a positive and significant manner (Otuko et al., 2013). In Ethiopia, Abeba, Argaw and Bayissa (2014) sought to examine impact of training and development on the performance of employees as well as their effectiveness in District Five Administration in the Capital City. The methodology was centered around cross-section design based on institutional quantitative research methodology. The findings revealed that effectiveness and efficient of employee performance exhibited positive and significant relationship with training evaluation. The general observation was that training evaluation was low in the administrative offices.

Odiel (2012) assessed the impact of training on the performance of middle level civil servants: case of the Directorate of Personnel Management. Data was analyzed by use of descriptive and inferential statistics like means, percentages, numbers, mode and frequencies. The result has been

presented using pie charts, graphs and tables. Qualitative data has been presented in emerging themes. The research findings show that there was a positive correlation between DPM offered training and employee performance. The training was also found to not only impact positively on employees' behaviour but it also enhanced their qualitative work capabilities. However, the study found that potential gains from training were affected by lack of consistency in the implementation of the training policy, training practices as relates to selection of officers for training not being objective, opportunities to transfer new knowledge to the workplace not being availed to staff and the few numbers of staff who received regular training. The study also established that staff performance got affected by critical extrinsic and intrinsic factors such as remuneration, motivation and general work environment which need to be addressed. Therefore, there is need for the Directorate to make training more relevant and regular to all staff and address other non-training concerns that affect performance, if staff output is to improve across the board.

Timothy (2012) researched on factors that influence the training needs of human resource development units in western Province. It sought to establish whether training policies, training budgets, training needs assessment and relevance of current training programmes affect the training of staff in the HRD units. The population was 66 respondents from the 7 HRD units in Western province. 47 responded and the data was analyzed by use of descriptive statistics. The results of this study have been used to recommend ways and means of improving personnel training in the HRD units as a critical and crucial issue for the effective running of the HRD units. The results found showed that training of staff in the HRD units is not adequately carried out to due factors such as inadequate funding and poor implementation of the training policy.

## **METHODOLOGY**

The study adopted a desktop methodology. Desk research refers to secondary data or that which can be collected without fieldwork. Desk research is basically involved in collecting data from existing resources hence it is often considered a low cost technique as compared to field research, as the main cost is involved in executive's time, telephone charges and directories. Thus, the study relied on already published studies, reports and statistics. This secondary data was easily accessed through the online journals and library.

## **RESULTS**

The results were grouped into various research gap categories namely, geographical and contextual gap and methodological gap.

### **Research Gaps**

#### **Conceptual Gaps**

A conceptual gap is the missing gap of knowledge which is related to the role a variable play in an already existing body of knowledge and it is a sub-set of research gap. Odiel (2012) conducted a study to assess the impact of training on the performance of middle level civil servants: case of the Directorate of Personnel Management. A descriptive study undertaken by Mohammed, Kazi and Rehnema (2012) on the importance of post training and evaluation Sainsbury's Supermarket Limited in the United Kingdom so as to establish employee effectiveness. This two studies



presented a conceptual gap since our study will look at influence of skills impartation on effectiveness of employee working from home.

### **Geographical and Contextual Gaps**

A geographical gap is the missing piece or pieces in the research literature, is the area that has not yet been explored or is under-explored. In Malaysia, using 182 employees Hasniza (2009) sought to find out the effect of training evaluation on work commitment of employees and their performance. The findings revealed that training evaluation is more vital dimension of training as it affect work commitment of employees as well performance. In Kenya, Mumias Company Limited was found to be practicing training 19 evaluation which affected employee performance in a positive and significant manner (Otuko et al., 2013). In Ethiopia, Abeba, Argaw and Bayissa (2014) sought to examine impact of training and development on the performance of employees as well as their effectiveness in District Five Administration in the Capital City. This two studies presented a contextual gap since our study will be conducted on the sphere of home based environment.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusions**

The study found out that the switch to working from home may have a negative impact on worker's mental health if they are unable to find a routine that works for them, if they do not have the right training, are struggling to separate work and home life or are feeling isolated. Managers need to train, encourage employees to develop a working routine, set up a dedicated work space and set boundaries for other household members. The study concludes that training needs assessment affects the performance of employees to a large extent as demonstrated by all the factors of training needs assessment to a large extent affects employee performance. This is because training is appropriate when an organization is expected to gain more benefit from the training than it invested in its cost.

### **Recommendations**

The study recommends that during training needs assessment, various techniques can be used to assess needs where interviews or surveys of essential people can be employed in the training process and reviewing pertinent regulations to identify needs. The result of the needs assessment should be a description of the performance and/or regulatory compliance deficiencies of the intended audience. The study recommends that training approaches and participation of staff should be improved

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