

The Influence of Age and Gender on Human Resources Training and Employee Job Performance

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Abstract: The determination of the influence of age and gender on the relationship between human resources training and job performance of workers in the hospitality industry is the purpose of the study. In order to achieve the objectives of the study, two research hypotheses were adopted for the study. The instrument used for the study is a questionnaire which was the tool for collecting data from a sample of (250) workers engaged in rendering services in the hospitality sector in the Federal Capital Territory of Abuja. Analysis of variance and independent t – test were the statistical tools used to analyze the data collected from the study. The results of the study indicated that age has a significant influence on the relationship between employee training and job performance. The study also indicated that gender also has a significant influence on the relationship between employee training and performance. The study based on these findings concluded that age and gender should be given due consideration when employee training is being planned in order to achieve optimal employee's performance (productivity, service quality, and job satisfaction).

Keywords: Age, Gender, Human resources training, Employees' Job performance, Hospitality, Service

I. INTRODUCTION

Over the years we have found many studies on the relationship between human resource training programme and workers job performance (Meshal, 2005; Kraiger, 2003; Lawson, 2002). But this study has the objective of investigating the influence of two intervening variables; Age and Gender on the relationship between training and performance. This relationship between training and job performance can be viewed from the standpoint of training methods and job performance (Blanchard and Thacker, 1998; Philips, 1997; Eneh, 2010; Bowen, 2000; Akpakpa, 1999) or from the perspective of training evaluation and job performance (Field, 2003; Ntia, 2004; Imhabekhai, 2004) or training transfer and job performance (Shew, 2015; Bobluin and Fond, 1998). But when it comes to the issue of age, it is common knowledge that in most cases, as man continues to mature and grow older, his abilities in terms of strength and mental capacity begin to wane. According to Warr (1994) in J. Snel & R. R. Cremer (2014) the modern studies indicate that the age too is a determinant of the performance of the individuals i.e., the performance of the individuals will gradually deteriorate or improve with age depending upon the nature of their work.

The gender of an individual is also seen as a factor in the performance of the individual in a training programme. However, in recent times there has been a steady convergence

on the difference between staff job performance as a result of gender difference. There seem to be a growing understanding that gender does not play any serious role in the performance of a staff in most roles except those that are very physical in nature.

Various empirical studies have been conducted in the world on the influence of gender on job training and performance. These studies range from the work by Green, Jegadeesh & Tang (2009) which analysed the relationship between job performance and gender in an equity brokerage firm which discovered that the women in equity analyst position continues to shrink despite their performance on the job. The analysis showed that women in these positions reduced from 14% in 1995 to 14% in 2005. Showing a net drop of 2% while their performance continues to soar reflecting a reluctance to give opportunities to females as a result of their gender. Stone et.al (2016) concludes that gender is not really a factor as job performance does not rely greatly on the gender of the employees while Bowen et.al (2006) and Afolabi, Awosola and Omole (2010) argues that gender influence job performance and training. They see gender as an influence on job performances and training. Oritz-Walters et.al (2010) takes the discussions to the level of mentorship while associating job performance and gender, where she argues that even in a same – sex mentorship relationship in a workplace, the males seem to be favoured in both ratings and opportunities while the female mentors will not likely favour their fellow females while the male folks would. However, Hassan & Ogunkoya (2014) in their work on demographics and job performance after a study of insurance salesmen concluded that all the demographics in their study namely age, gender, education, occupation etc. has a positive influence on the job performance of employees in any organization.

In summary, more research on age and gender influence on the relationship between human resources training and staff job performance is needed to make conclusive assertions of the impact that age and gender may have on training and job performance. It is on this basis that this study was conducted to determine whether workers age and gender would make a difference in the way training affects their performance on the job.

Hypothesis of the study:

The study was guided by the following hypotheses:

Ho1: There is no significant influence of human resources training on employee job performance due to age in the hospitality sector in Abuja.

Ho2: There is no significant influence of human resources training on workers' job performance due to gender in the hospitality industry in Abuja.

II. DESIGN OF THE STUDY

The casual-comparative design was used to explore the influence of age and gender on the relationship between training and job performance. The variables of the study are age and gender as independent variables while employee training and Job performance are the dependent variables. The study area comprises of selected organizations in the hospitality industry in Abuja, Nigeria's federal capital territory.

Population and sample used in the study:

The population of the study comprised all the staff of the 10 hotels that are operating in the hospitality industry in Abuja, numbering about 500 persons. Purposive sampling was used to select participants for this study, which was carried out in 10 organizations in Abuja. These participants were aged between 23 and 55 years and they have mostly been working for the organizations for 3 years or more. Two hundred and fifty (250) officials from the hotels agreed to participate and 212 returned the completed instruments for this study. These are employees rendering services in the various hotels ranging from customer service, maintenance, kitchen and others including management.

Instrument:

The instrument used for this study is a questionnaire structured along the Likert scale type. It was structured to elicit responses in five key areas namely demographics, tapped to elicit responses in four key areas namely gender, work experience, age and level of education. The four other sections elicited responses about gender, age, job training and job performance. The section on Age covered questions 1-5, Gender 6-10, job training 11-15, while job performance covered questions 16-20.

Validity and reliability of the instrument

The validity of a measuring instrument indicates the relationship between the data obtained from the measuring instrument and the purpose for which it was designed for. To ensure the validity of the instrument used for data collection for the present study, it was face validated by three experts in test and measurement. A trial testing was carried out using (50) staff drawn from the study areas which does not form part of the actual study. Cronbach Alpha reliability method was applied. Cronbach Alpha reliability estimate of the test instrument was done in order to determine the internal consistency of the questionnaire items. The result of the analysis is presented in Table 3. The result of the Cronbach Alpha reliability estimates of the variables range from 0.58 to

0.95, these values were high enough to be considered good for a research instrument.

Table 1: Cronbach Alpha reliability estimate for the variables of the instrument (N =50)

S/N	Variables	No of items	No of subjects	Mean	S.D	Alpha coefficient
1.	Age	5	50	3.29	0.09	0.72
2.	Gender	5	50	3.09	0.52	0.58
3.	Employee Training	5	50	3.47	0.09	0.75
6.	Job performance	8	50	12.06	1.48	0.95

Procedure for data collection

The instrument for data collection was administered personally by the researcher to the respondents. Three research assistants most of which were administrative staff of the selected hotels were used for the exercise. The three assistants were trained in line with the objectives of the study, after obtaining permission from the organizations and assuring them of confidentiality of information retrieved. A total of 250 copies of the questionnaire were successfully administered to the subjects and 212 were returned and used for the study.

Respondents' demographic features

A total of 212 respondents participated in the study. From the analysis below, 172 (81.1%) were males while 40 or 18.9% were females. Their work experiences range from below 5 years which makes up 37% of the respondents, 5-9 years' experience totalled 53%, 10-14 years experience were 19 or 9% while 15 years and above were just 3 or 1% of the staff who responded to our questionnaire. Staff below the age of 30 numbered 102 which is 48.1 %, 30-39 years were 78 staff which is 36.8%, 40-49 years old numbered 29 or 13.7% while staff above 50 years old were 3 or 1.4% of the respondents. The educational background of the respondents also had the following profile: WASC Secondary school certificate holders were 5 or 2.4% of the staff, National Diploma was 25 or 11.8%, B.Sc. or HND were 148 or 69.8%, Master's degree 32 or 15.1% and holders of doctorate degrees 2 or 0.9%. This is as presented in Table 2 below.

Table 2: Sample Characteristics

Characteristics	Data	frequency	%	Characteristics	Data	Frequency	%
Gender	Male	172	81.1	Work Experience	<5	78	37
	Female	40	18.9		5-9	112	53
	Total	212	100		10-14	19	9
					15 +	3	1
					Total	212	100
Age	<30	102	48.1	Education	WASC	5	2.4
	30-39	78	36.8		Dip.	25	11.8
	40-49	29	13.7		B.Sc./HND	148	69.8
	> 50	3	1.4		Masters	32	15.1
	Total	212	100		Ph.D.	2	0.9
					Total	212	100

III. FINDINGS

The results being analysed here are based on data elicited from 212 respondents who participated in the study which was designed to investigate the influence of age and gender on the relationship between employee training and performance of hospitality industry workers in Abuja.

The first hypothesis which predicted that there is no significant influence of human resources training on employee job performance due to age in the hospitality sector in Abuja was proved wrong. First segment of the analysis for H_{01} , The independent variable is age given in four categories (<30, 30 - 39, 40 - 49, 50 <). And the dependent variable is human resource training.

Analysis of variance (ANOVA) was used to analyze the data and result presented in table 3. The results on the upper part of Table 3 showed the mean and standard deviation (SD) of the variables in the hypothesis while the lower part of the table showed the actual ANOVA results. The results revealed the calculated F-ratio of 25.15 ($p < .05$) at 0.05 level of significance with 2 and 211 degrees of freedom. The result indicated that, the calculated F-ratio was higher than the critical F since $p < .05$ which was the level of significance used for the study. Because the calculated F-ratio was observed to be more than the critical F, the null hypothesis which states that, there is no significant influence of human resources training on employee job performance due to age of respondents (H_{01}) in the hospitality sector in Abuja is rejected. With this result therefore, there is a significant influence of human resources training on workers' job performance due to age of workers in the hospitality sector in Abuja. That implies that age plays a role in the workers job performance, human resource training notwithstanding. Since the ANOVA was significant, Fisher's Least Significant Difference (LSD) Post Hoc test was conducted to determine the direction of the significant ANOVA between age groups and the result is presented in Table 4.

Table 3: Summary of One-way analysis of variance (ANOVA) of the influence of human resource training on social workers job performance due to age

Group	N	Mean	Std. Deviation		
<30 years	102	86.93	4.756		
30 - 39 years	78	90.95	3.259		
40 - 40 years	29	93.03	2.353		
50 > years	3	87.67	4.509		
Total	212	89.25	4.615		
Sources of variation	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1196.299	3	398.766	25.150	.000
Within Groups	3297.947	208	15.856		
Total	4494.245	211			

*Significant at 0.05 level; $df=2,211$; critical F-value= 2.99

Table 4: Post hoc test of the influence of human resource training on social workers job performance due to age

(I) AGE Human Resources Training	(J) AGE	Mean Difference (I-J)	Sig.
<30years	30 - 39years	-4.017*	.000
	40 - 49 years	-6.103*	.000
	50 > years	-.735	.753
30 - 39 years	<30 years	4.017*	.000
	40 - 49 years	-2.086*	.017
	50 >years	3.282	.163
40 - 49 years	<30years	6.103*	.000
	30 - 39years	2.086*	.017
	50 >years	5.368*	.027
50 > years	<30years	.735	.753
	30 - 39years	-3.282	.163
	40 - 49 years	-5.368*	.027

*. The mean difference is significant at the 0.05 level.

The post hoc test revealed that there is a significant mean difference between those below 30 years and 30 - 39 years (-4.017*, $p < .05$), below 30years and 40 -49 years (-6.103*, $p < .05$), 30 -39 years and 40-49 years (-2.086*, $p < .05$) and finally between 40-49 years 50> years (5.368*, $p < .05$). But there is no significant mean difference between <30 years and 50> years (-.735, $p > .05$) and 30 - 39 years and 50> years (3.282, $p > .05$). Thus, there is significant difference between the ages. The figure below shows the mean plot of the means.

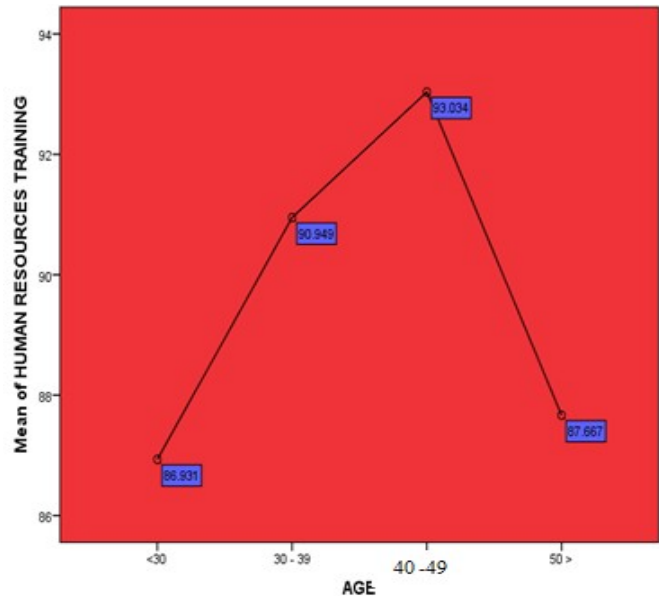


Figure 1. Mean plot of the age groups.

The second hypothesis which is based on the prediction that there is no significant influence of human resources training on workers' job performance due to gender in the hospitality industry in Abuja is been proven to be wrong. The Second segment of the analysis for H_{11} , the independent variable is gender given as male and female. And the dependent variable is human resource training. Independent t-test analysis was used to analyze the data and result presented in table 5

The independent t-test result presented in Table 5 showed the calculated t-value of the influence of human resources training on employee job performance due to gender of 2.39 ($p < .05$) given the 0.05 level of significance used for the study and the with 210 degrees of freedom; the result revealed to be statistically significant, since the calculated t-value is greater than the critical t-value from the p-level which is less than .05, the null hypothesis which stated that, there is no significant influence of human resources training on workers' job performance due to gender in the hospitality industry in Abuja is rejected. With the result there is a significant influence of human resources training on social workers' job performance due to gender in the hospitality industry in Abuja,

Table 5: Independent t-test analysis of the influence of human resource training on social workers job performance due to gender

Group	N	\bar{x}	SD	t-value	p-level
Males	172	89.62	4.18		
				2.39	.018
Females	40	87.70	5.96		

*Significant at 0.05 level; $df = 210$

IV. DISCUSSIONS OF THE FINDINGS

The result of this study goes ahead to extend the findings of similar studies on the relationship between the two variables of age and gender on training and employee performance. The first result disagrees with the hypothesis that there is no significant influence of human resources training on workers' job performance due to age of workers in the hospitality sector in Abuja. This study confirms that the age of workers in an organization has an implication for the organisation's training plan and the performance of the organisation's employees. Most of the previous studies have concentrated on the linear relationship between the four variables of this study, but hardly considered the relationship of the independent variables of age and gender on the relationship between the two dependent variables.

However, the studies all agree that age of employees has an effect on the training of the employees indicating poorer training performance for older employees (Charness, Schumann, and Boritz (1992) Cleveland and Lim (2007). Kooji et.al (2012) Kubeck et.al (1996). McEvoy and Cascio (1989). Ng, Thomas, Feldman, and Daniel (2008) Sparrow and Davies (1988) Waldman and Avolio (1986)) However, this hypothesis investigated the influence of age on

the relationship between training and employee performance showing that the age of employees to a large extent influences this relationship. This in other words means that if training must positively influence the job performance of employees it must take into consideration the age of the employees as the age would be a factor in the hospitality industry.

The second hypothesis which is based on the prediction that there is no significant influence of human resources training on workers' job performance due to gender in the hospitality industry in Abuja has been proven to be wrong. This implies that gender of an employee has no significant relationship on the effects of training on the employee's job performance. This result is supported by the result of various studies which also confirms that there is a significant influence of gender on work performances (Nierdele and Vesterlund (2006) Green, Jegadesti and Tang (2009) Esmail, Bhambani and Brintnell, (1995), Ufuophu-Biri and Iwu, (2014))

These results also negate the views of many other studies in the area of diversity and gender studies. Many also argues that gender plays a significant role in the relationship between training and performance of employees (Joshi (1993), McNeily and Goldsmith (1991)). Gender in recent times has been a major theme in the management of organizations as it concerns equality and diversity. There has been a consistent push for gender equality and diversity in the workforce as it relates to gender. This result in a very significant manner affects the judgement of actors in the human resource practice in the hospitality industry.

V. CONCLUSION

Human resource training and job performance are two critical factors in human resources management and efforts towards understanding how they interplay or relate has been consistently ongoing in human resource management theory and practice. The investigation into the influence of age and gender on the relationship between training and employee performance is very important considering the importance of these variables. Management practitioners and researchers, based on the findings of this study, it is imperative that the ages and gender of employees be effectively considered when decisions about training of employees so as to ensure optimal performance of staff in organizations.

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