

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY**

**INSTITUTE OF DISTANCE LEARNING**

**Evaluating the Impact of Poor Team Training on Construction  
Project Delay (A case study on a construction of an ultra-modern  
recreational center at Gyakiti)**

**BY**

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Management,**

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**MASTER OF SCIENCE**

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## DECLARATION

I hereby declare that this submission is my own work towards the MSc Project Management and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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## **ABSTRACT**

Construction projects have been characterized by delays. A major cause of this is poorly trained team members. Hence, this research is aimed at evaluating the effect of poor team training of construction workers on construction projects. The objectives of this research were to identify the significant benefits of proper team training in construction project delay, to identify the significant negative effects of poor team training on construction workers and to recommend training programs that would enhance human resource in construction projects. Literature review was conducted to discuss previous studies on some benefits of proper team training in construction project delay and some effects of poor team training on construction workers. Questionnaires were developed from the literature review and were used to collect data. The data collected was analyzed statistically; the means of the data were calculated to generate the significant benefits of proper team training as well as the significant effects of poor team training. The results from the analysis showed that, the significant benefits of proper team training in construction project delay are: addressed weakness; increased productivity; and adherence to quality standards. Also the significant effects of poor team training on construction workers are: unhappy employees; low productive value; and unsafe work environments. Further, some training programs such as technology-based learning, simulators, on-the-job training, coaching or mentoring, group discussions, and role-playing and toolbox meetings were then recommended to enhance team performance in construction projects.

**KEYWORDS:** Poor team training, construction project, training programs, construction workers and enhance team.

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## **DEDICATION**

I dedicate this work foremost to the Almighty God for the greater works He continues to do in my life. I also dedicate this work to my wonderful family, my lovely fiancée, friends and my colleagues.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

The construction industry is the tool through which a society achieves its goals of urban and rural development (Enshassi et al., 2006). In order to achieve these developments, the construction industry carries out lots of projects. These projects are temporary and hence have a start and a finish. The duration of these projects, depend on many factors.

When a work activity is performed later than planned; or to delay in acting which causes projects duration to be extended, any of these definitions can describe a delay to an activity of work in a schedule (Cheung et al., 2001). Delays are usually common or bound to occur on construction projects which plan their work with schedules (Theodore, 2009).

Employees are obviously essential resources; the significance to maximize the efforts of employees to the company's strategic goals and aims by way of prolonging trenchant performance. This call for managers to ensure an adequate supply of staff that is socially and technically qualified to occupy vacant positions in the project (Afshan et al., 2012).

Unskilled personnel or team members can be a major factor for a project to be delayed hence the need for team members or employees on construction projects to be properly trained.

### 1.2 Statement of problem

Construction delay is a menace and not only singular to one country as most countries have encountered delays before. Al-Hejji and Assaf (2006) stated that

about seventy percent of construction projects in Saudi Arabia were not completed on time, with a mean overrun between 10% and 30%. This results in fairly large magnitude (about 70%) of delayed construction projects in Saudi Arabia. Sixty percent projects in Nigeria sustained delays owing to poor management and scope creep (Nnabugwu, 2015).

Investigation of delay occurrence in UAE by Faridi and El-Sayegh (2006) concluded that 50% of construction projects were not completed in time. Most previous studies have focused largely on the key causes of construction projects delays and its solutions in Ghana with limited empirical evidence on the contribution of project management approaches to managing these delays (Kim; et al., 2008). Ghanaian government projects have a high rate; there are numerous reported cases of abandoned projects and projects not finishing on time, not being within budget, and not meeting requirements and/or stakeholder's needs (Central Press, 2011).

A very critical cause of project delays is because of poor training of construction workers in construction projects. Business Roundtable in 1996 prefigured in a study that sixty percent of its surveyed members underwent a deficit of trained workers and the seventy-five percent respondents pointed out that the shortfall had declined five years before the study (BRT, 1997). Kort (2008) stated in his work that, "untrained workers ruined complicated machinery during industrialization of Russia which caused several delays in their projects".

### **1.3 Research Questions**

1. What are the significant benefits of proper team training in construction project delay?

2. What are the significant negative effects of poor team training on construction workers?

#### **1.4 Aim**

The aim of this research was to evaluate the effect of poor team training of construction workers in construction projects

#### **1.5 Objectives**

The objectives were as follows:

- To identify the significant benefits of proper training of construction workers in construction project delay.
- To identify the significant negative effects of poor team training on construction workers.

#### **1.6 Scope of study**

Due to the complex and broad nature of the construction industry, this research focused on Ghanaian construction industry, specifically contractors working on the ultra-modern recreational center at Gyakiti. The research focused on the Gyakiti project because of its similarity to the subject matter (the impact of untrained workers on the project). In addition, there are other recreational centers in the district with individual facilities in them but this project would be the only recreational center in the district with modern playground for children, big swimming pool, mini bar, restaurant, and café with good internet access; all infused in one recreational center hence would benefit the community as a whole.

#### **1.7 Research Methodology**

This dealt with the research design, sample procedure, the instrument employed, method used for data collection, administration of questionnaire, method of data

analysis. Questionnaires were used to collect the data from respondents and Excel spreadsheet was used to calculate mean of the data and analyzed. Conclusion was drawn that the benefits with mean above 3.5 were significant and effects with mean 3.5 were deemed significant.

### **1.8 Benefit of Research**

The study identifies and discusses the significant benefits of training of construction workers and the significant effects of poor team training. This study can be very important to the staff on the Gyakiti project because it can bring to light the significance of training and hence help in addressing the delays on the project. Furthermore, this research can be applied to projects that are encountering these delays and serve as a guide for further studies in the management of construction projects and for further development in training to lessen the risk involved in delays.

### **1.9 Organization of thesis**

Chapter one introduced the entire research by spotlighting the need and intent of the study. This chapter also talked about the scope of study and the methodology used. It then introduced the rest of the chapters.

Chapter two reviewed the pertinent literature on the subject matter under study. The chapter dissertated in detail the prior studies on training, some types of training, and potential benefits of proper team training in construction projects as well as effects of training on employee performance and the effects of poor team training on construction workers.

Chapter three talked about the methodology for the research by discussing the research design used, research strategies, the choice of research methods, sampling techniques and justifications for the various choices made for the study.

Chapter four explicates in detail how the data for the research were collected and analyzed. The mean is calculated from the data collected to rank the significant benefits and effects of training in construction projects. The basis of recommendation is established in this chapter.

Chapter five finally concludes the analysis and the thesis in whole. Recommendations are listed in this chapter as well.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter contains literature review about training, a brief history about training, some forms of training, the potentials benefit of proper team training, and the effects of poor team training on construction project delay.

#### **2.2 TRAINING**

Training as defined by Beach (1975) as “the organized procedure by which people learn knowledge and/or improve skill for a definite purpose”. Training which is essential for management as well as staff typically consists of several classes onsite or at a different location during orientation (Tina, 2018).

Training may also mean changing what employees know, how employees work, or their interactions with their workers or their supervisors (Decenzo and Robbins, 1989).

According to Flippo (1976), “Training is the act of increasing knowledge and skill of an employee for doing a particular job”. Mathis and Jackson (1976) also define training as “a learning process whereby people acquire skills, concepts, attitudes or knowledge to aid in the achievement of goals.

Abiodun (1999) stated that; Training is the organized improvement of skills and knowledge that employees need to perform extraordinarily on a given task whether off the job or on the job, inside or outside the organization.

The important contribution by workers to the general effectual gainfulness of any organization depends on staff training and development (Adeniyi, 1995).

Training can also be defined as a means for which people acquire knowledge and skills on or off the job to work faster, effectively and efficiently.

### **2.3 A BRIEF HISTORY ABOUT TRAINING**

“When humans created artifacts, the need for teaching others how to use artifacts became necessary. Teaching others to use a tool to perform a task was one of the first goals of training” (Sleight, 1993). “As man invented tools, weapons, clothing, shelter, and language, the need for training became an essential ingredient in the march of civilization” (Steinmetz, 1976).

The eighties and nineties experienced the evolution of ‘learning organizations’ were recognized. Employee training and development moved to a position of prominence with high allocated budget to fill training rooms with the materials needed to bring the workforce up to date in processes or skills required for the success of the organization (Viola, 2014).

The 1990s witnessed the influence of the performance paradigm (Stolovitch and Keeps, 1992) and emphasis on trainings ability to improve performance (Rummler and Braches, 1995). Training became more diverse and sophisticated and included employee skills inventories (Homer, 2001).

## 2.4 SOME TYPES OF TRAINING

The following are some types of training as suggested by (Debbie et al., 2001):

1. Technology-based learning: common methods of learning via basic PC-based programs, interactive multimedia, interactive video, web-based training programs.
2. Simulators: simulators are used to imitate real work experiences.
3. On-the-job training: employee's morale is lifted when they are trained. Suggestions from some reports auspicate that people become more efficient after being trained hands-on than instructor based training.
4. Coaching: this form of training gives trainees the chance to obtain one-on-one training from a knowledgeable professional.
5. Lectures: usually occurs in a classroom-format. It seems the only advantage to a lecture is the ability to get a huge amount of information to many people in a short amount of time.
6. Group discussions & tutorials: it allows all trainees to discuss issues concerning issues or a new program. It also enables every attendee to voice different ideas and bounce them off one another.
7. Role-playing: allows workers to represent an incident that could occur in the worksite. Teamwork and negotiating are core skills gotten from role-playing.
8. Management games: aims at getting people to imitate what happens in real life working environment.
9. Outdoor training: this form of training takes place outside the classroom to help develop team skills.

10. Case studies: they provide trainees with a chance to analyze and discuss real workplace issues. They develop the analytical and problem-solving skills, and provide practical illustrations of principle or theory.

## **2.5 POTENTIAL BENEFITS OF PROPER TEAM TRAINING IN CONSTRUCTION PROJECTS**

Proper team training has several benefits and some have been listed below:

### **2.5.1 Reduce the Skills Gap**

Generational gap creates a lot of differences in training, attitude, knowledge and experience. Organized and competent training is needed to close the wide gap between generations in order to build an effective and fruitful team (BirdDogHR, 2018).

An example is that, lathe machines have been used for a long time in the manufacturing of machine parts, tools, etc. In this modern era, technology has advanced to the use of CNC in place of these lathe machines. They work in the same principle as the lathe but in an advanced form. Hence, workers who use this lathe, have to be trained on how to use this CNC machinery to be able to do their work well.

### **2.5.2 Improve Risk Management**

A workforce that is prepared with adequate training can help reduce risks. Managing risks to cut down onsite injuries by applying a less, portable training software. When training contents are easily accessible to employees at any time, they are able to retain most of the information and utilize the information when needed (BirdDogHR, 2018).

If every worker is trained very well, there will be fewer accidents in the workplace or on projects. In relation to the construction industry, every machinery has its way of usage. Hence if workers are trained well of how to use these machines well, there will be less accidents onsite.

### **2.5.3 High Morale or Improved Employee Satisfaction**

Training gives employee motivation and self-confidence to perform better (Cole, 2001).

The investment in training that a company makes shows employees that they are precious. Employees are recognized and challenged to work more through training opportunities to enable them to be more satisfied with their jobs (Banks, no date).

A worker's confidence is boosted when he/she has been trained on the task given them and hence are able to deliver very well.

### **2.5.4 Lower Turnover or Reduced Employee Turnover**

Training makes employees feel secured at the workplace, and in effect reduces labor turnover (Cole, 2001).

The tendency of an employee leaving the organization is less when employers make them feel appreciated. When staffs are retained, the company spends less in recruitments (Banks, no date).

A job offers with training attached to it looks more attractive than the one without it. It makes the worker feel that he or she can really advance in that company and hence the worker does not feel the need to switch jobs.

### **2.5.5 Change Management**

Training helps to manage change by increasing the understanding and involvement of employees in the change process and provides the skills needed to adjust to new situations (Cole, 2001).

### **2.5.6 Improvement in Employee Performance**

Employees are able to perform better through training as their confidence are boosted. Training heightens an employee's knowledge on their roles. The company benefits in the long run when trained employees with boosted confidence perform well. Competent employees help the organization to become a good competitor (Shelley, 2018).

In Sunon Asogli Power Ltd for example, operators who undergo training (such as simulation training) are seen to perform very well as they are able to have a practical feel of how the operations are done.

### **2.5.7 Addressing Weaknesses**

Most employees will have some weaknesses in their workplace skills. A training program allows you to strengthen those skills that each employee needs to improve. A development program brings all employees to a higher level so they all have similar skills and knowledge. This helps reduce any weak links within the company who rely heavily on others to complete basic work tasks. Providing the necessary training creates an overall knowledgeable staff with employees who can take over for one another as needed, work with teams or work independently without constant help and supervision from others (Shelley, 2018).

### **2.5.8 Consistency**

A robust training and development program ensures that employees have a consistent experience and background knowledge. The consistency is particularly relevant for the company's basic policies and procedures. All employees need to be aware of the expectations and procedures within the company (Shelley, 2018).

Increased efficiencies in processes results in financial gain for the company. Training boosts quality performance in the sense that training helps workers to deliver efficiently without mistakes and hence is consistent in their performance (Banks, no date).

### **2.5.9 Increased Productivity**

Productivity usually increases when a company implements training courses. Increased efficiency in processes will ensure project success, which in turn will improve the company turnover and potential market share (Banks, no date).

### **2.5.10 Increased Innovation in New Strategies and Products**

Ongoing training and upskilling of the workforce can be formed as a direct result of training and development.

A trained worker can be very innovative because he or she is able to understand his or her job better and hence is able to bring out more innovations regarding strategies and products (Banks, no date).

### **2.5.11 Enhances Company Reputation and Profile**

Having a strong and successful training strategy helps to develop your employer brand and make your company a prime consideration for graduates and mid-career changes. Training also makes a company more attractive to potential new recruits

who seek to improve their skills and opportunities associated with those new skills (Banks, no date).

Productive worker in effect increases the productivity of a company. A productive company has a higher reputation and hence is attractive to investors, consumers and potential recruits.

### 2.5.12 Adherence to Quality Standards

Adherence to quality standards is one major point that employers look out for from their employee. Products or services to be given to consumers have to be of good standard and this can be achieved if workers work efficiently which can be attained through training (Banks, no date).

**Table 2. 1: Potential benefits of Proper Team Training in Construction Projects**

<b>Benefit</b>	<b>Source</b>
Reduce the Skills Gap	BirdDogHR, 2018
Improved Risk Management	BirdDogHR, 2018
High Morale or Improved Employee Satisfaction	Cole, 2001 & Banks, no date
Lower Turnover or Reduced Employee Turnover	Cole, 2001 & Banks, no date
Change Management	Cole, 2001
Improved Employee Performance	Shelley, 2018
Addressing Weaknesses	Shelley, 2018 & Banks, no date
Consistency	Shelley, 2018 & Banks, no date
Increased Productivity	Banks, no date
Increased Innovation in New Strategies and Products	Banks, no date
Enhances Company Reputation and Profile	Banks, no date
Adherence to Quality Standards	Banks, no date

Source: Author's Construct (2018)

## **2.6 EFFECTS OF POOR TEAM TRAINING ON CONSTRUCTION**

### **PROJECT DELAY**

The following are some effects of poor team training on construction project delay:

#### **2.6.1 Untrained Employees are Unhappy Employees**

Employees who feel under-valued and unappreciated are unhappy. They are not content with their work and would cause them to underperform (Benton, 2014).

Untrained workers often experience work related stress which affects their performance at work. Retention of employees are usually difficult when they are unhappy or undervalued (Martinelli, 2018).

Unhappy workers turn to complain a lot as supervisors would be demanding a lot from them and they would not be able to deliver because they are not trained.

#### **2.6.2 Untrained Employees Have Low Productive Value**

The quality of their work is lower and of less value. The quality in performance is lower than it should (or could) be (Benton, 2014).

Untrained employees turn to make many mistakes and hence the quality of their jobs are less.

#### **2.6.3 Untrained Workers Are Inefficient**

Untrained employees spend a lot of time on their work because they are not efficient. (Benton, 2014). Inefficient employees turn to perform poorly when given any task.

#### **2.6.4 Lost Time**

When an untrained worker makes a mistake, it means that the work then has to be done again using new materials and time. The situation becomes worse when an end user receives a defective product (Benton, 2014).

#### **2.6.5 An Increase in Miscellaneous Expenses**

These are more difficult to track or attribute to untrained workers but they are. Creating a CAD drawing incorrectly means reprinting the file. That means it takes more time to fix the mistake, more material cost in paper and ink, and more time rechecking the work. If it was done correctly the first time, these costs would not be there (Benton, 2014).

#### **2.6.6 Insufficient Staff Training Means Lost Customers**

Untrained employees can cause many of the mistakes listed above, and those mistakes and inefficiencies can cause the business to lose customers, which is the worst possible scenario, but it can happen (Benton, 2014).

If employees lack adequate knowledge and skills to provide satisfactory customer service, this combination results in dissatisfied customers. The company would experience decline in sales if dissatisfied customers choose competitors who provide quality products and appropriate service (Tina, 2018).

#### **2.6.7 Producing Less Than Stellar Results**

When an employee is poorly trained, this can affect the entire business-especially when it is a small to medium sized business and the weakest link can drag down sales and daily routines, which can unfortunately be attributed to poor training (Gardner, 2012).

### **2.6.8 Scheduling Additional Training**

We are all busy, especially when trying to run a business. Time is very important and having to reschedule hours' worth of training for an employee who was not trained correctly in the first place can be a huge time drain for everyone. Rescheduling means working with the employee's schedule, your own schedule, and making sure they can complete the entire training requirements within a deadline while trying to fill in their current role (Gardner, 2012).

### **2.6.9 Compensating For New Training**

Just as important as time, money can factor in when employees are paid for their time during training. If they are not trained properly, that means spending that extra money in order to make sure they have all of the right training and can confidently do their job. Instead of wasting so much money, especially if there is group training involved, a strong training program needs to be set in place and updated regularly to fit the needs of evolving business (Gardner, 2012).

### **2.6.10 Unsafe Work Environments**

As an employer, you have a legal obligation to ensure you provide your employees with adequate health and safety training. By ignoring this responsibility, you could face legal repercussions, an increase in workplace accidents, decrease staff morale and increased absence (Martinelli, 2018).

### **2.6.11 Money Due To Mistakes**

A company that does not train workers incurs a lot of costs such as costs incurred due to injuries sustained from unskilled use of supplies and equipment and also compensations paid to injured workers. Cost are also incurred from compensation to

customers and also cost of defending against law suits from employees who feel their injury is as a result of inadequate training (Tina, 2018).

**Table 2. 2: Effects of Poor Team Training on Construction Projects.**

<b>EFFECTS</b>	<b>SOURCE</b>
Untrained Employees Equals to Unhappy Employees	Benton, 2014 Martinelli, 2018
Untrained Employees Have Low Productive Value	Benton, 2014
Untrained Workers Are Inefficient	Benton, 2014
Lost Time	Benton, 2014
An Increase in Miscellaneous Expenses	Benton, 2014
Insufficient Staff Training Means Lost Customers	Benton, 2014 Tina, 2018
Producing Less Than Stellar Results	Gardner, 2012
Scheduling Additional Training	Gardner, 2012
Compensating For New Training	Gardner, 2012
Unsafe Work Environments	Martinelli, 2018
Money Due To Mistakes	Tina, 2018

Source: Author's Construct (2018)

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHOD**

#### **3.1 Introduction**

This chapter unveils a representation of the methodology used in this research. It reveals the research design, research strategy, the research methods employed to conduct enquiry and investigation to reach our findings for this research.

#### **3.2 Research Design**

Research design can be mainly descriptive, exploratory, or explanatory. A descriptive research design is used to attain information regarding the current state of the phenomenal and to describe 'what exists' with respect to variables or conditions in a situation (Anastas, 1999).

The researcher adopted descriptive design for this study because descriptive can be used to determine the proportion of people being impacted by lack of training and help in making predictions. Descriptive design used in the research enabled the researcher to get information on the current impact of poor team training in construction project delay and be able to predict the impact of poor team training in other projects.

#### **3.3 Research Strategy**

Some research strategies are experiment, survey, case study, action research, grounded theory, ethnography and archival research. According Saunders et al. (2012), case studies are normally associated with studies that have a specific location such as a community or organization. This research is a case study as it talks about a typical project in Gyakiti. The ultra-modern recreational center project at Gyakiti has

seen many delays, which were caused by untrained workers. This research is to help identify the significant effects of poor team training; the benefits that can be gotten from proper training of the construction worker and eventually recommend some training programs.

The case study was the research strategy used because case study brings the researcher and the case being studied into direct contact. The case study can be very objective and replicable, which made it a very interesting strategy to use. Another reason for the use of case study was that it opened room for more discoveries in the sense that the researcher was able to attain more knowledge in the subject than he originally intended.

With the use of the case study strategy, the researcher prepared very well with respect to physical appearance and mannerism on the field in relation to respondents.

### **3.4 Research methods**

Research methods are the techniques used to collect and analyze data. They can be quantitative, qualitative or mixed Quantitative research, in most cases, is dominated by numerical and statistical analysis of research data it may also be characterized by the analytical approach to the data generated and are measured numerically by using statistical techniques (Saunders et al., 2012).

This study employed the use of questionnaires as a mode of data collection method making it quantitative.

#### **3.4.1 Data collection methods**

Data was collected from both primary and secondary sources. The secondary sources included surveys books, scholarly articles, and any other sources relevant to a particular issue, area of research, or theory, and so by doing, provides a description,

summary, and critical evaluation of these works in relation to the research problem being investigated. Literature reviews are designed to provide an overview of sources you have explored while researching a particular topic and to demonstrate to readers how your research fits within a larger field of study (Fink, 2014). The primary source of data was collected using questionnaires distributed to respondents making the method quantitative.

### **3.4.2 Research Instrument**

The researcher used questionnaires as the research instruments. The researcher made the questionnaires from the literature review based on the research questions suggested for study. The questionnaires consisted of a number of questions that were structured about the topic of the study. There were two sets of questionnaires in all, a set of questions for supervisors and a set of questions for employees. The first part of the questions included the personal details of the respondents whilst the second part constituted set of questions to be answered. The questions to be answered were in two parts; some of the questions were to be answered using the Likert scale (7 out 14 questions from the supervisor's questions and 7 out 11 questions from the employee's questions) and the other parts of the questions were theoretical with reasons given for the choice of answers. Some of the questions concerned the respondent's personal experience relating to training and some were related to the respondent's thoughts about training.

### **3.4.3 Sample Size**

The sample size of thirty-three respondents from the construction of ultra-modern recreational center at Gyakiti was chosen for this study using purposive sampling. These four teams were selected because these teams were the departments recording

these delays in their activities and hence questionnaires were administered to them.

Table 3.1 presents a breakdown of the respondents used for the study.

**Table 3. 1: Represents total sample size**

DEPARTMENT	DEPARTMENTAL HEAD	EMPLOYEE	TOTAL
Project manager	1		1
Civil	3	19	22
welding	1	2	3
Installation	1	6	7
<b>TOTAL</b>	<b>6</b>	<b>27</b>	<b>33</b>

Source: Author's Construct (2018)

### 3.4.4 Constraints to sample size

It took about fifteen days for respondents to finish filling the questionnaires because a majority of the respondents was usually busy because of heavy work schedules and pressures from house.

### 3.5 METHOD OF ANALYSIS

Excel spreadsheet was used to analyze the data to achieve some degree of significance or agreement of the structured questions. The outcomes were also to generate increased reflections on the research proposed.

Mean was applied in the analysis of the data retrieved from the respondent as it helped in identifying the significant benefits of proper training of construction workers and the significant negative effects of poor team training on construction workers.

The mean of a sample is usually given as:

$$\text{Mean} = \frac{x_1 + x_2 + x_3 + \dots}{n}$$

Where x is the sample value and n is the total number of

samples

The mean above three were chosen as most significant and were used to rank to get the most significant effects or benefits of training.

The mean was calculated for the data collected on the significant benefit of proper training and the significant negative effects of poor team training. Benefits with a mean above 3.5 were deemed to be significant. Also negative effects with a mean above 3.5 were deemed to be critical. The other responses were also analyzed (using charts when necessary) with respect to the objectives of the study.

### **3.6 CREDIBILITY OF RESEARCH FINDINGS**

**Reliability:** the researcher ensured that the data collected and analyses conducted would always produce consistent results without bias. This was done by keeping records. All relevant information and responses from correspondents were recorded and stored.

**Validity:** the questionnaire for this research was subjected to expert review for validation. Two (2) experts were contacted to validate the questionnaire. Upon acceptance, the questionnaires were then distributed to the respondents.

**Ethics:** the researcher ensured that respondents were not coerced but agreed to participate on their free will. The researcher also ensured information from respondents was handled discreetly and confidentially. For full participation by the respondents, the respondents were fully persuaded that any information given in the questionnaires would be kept confidential.

## CHAPTER FOUR

### RESULTS AND ANALYSIS

#### 4.1 Introduction

This chapter presents the primary data collected and analyses the data sampled from respondents.

#### 4.2 Descriptive Statistics

##### Identifying the occurrence of delays due to untrained or incompetent staff

This very important questions posed to the respondents brings to light the current situation on the project. The results are tabulated below:

**Table 4. 1: Represents the question, Have you ever experienced or heard of a work that has been delayed due to an incompetent employee?**

Question	TOTAL	Yes (%)	No (%)	Maybe (%)	TOTAL
Supervisor	6	100%	0%	0%	100%
Employee	27	93%	7%	0%	100%

Source: Author's Construct (2018)

From the table, it can be seen that 100% of the supervisors had experienced such delays before. Hence all of the supervisors had experienced such delays before. 93% (25 out of 27) of employees had experienced such delays before.

The reasons given were that the work mostly delayed because of the time taken to train the person to carry out the work or the time taken to hire a new person to carry out the task makes the work to be delayed. Respondents gave reasons to the delays on the project that they were mostly as a result of untrained or incompetent personnel who were not working as they should.

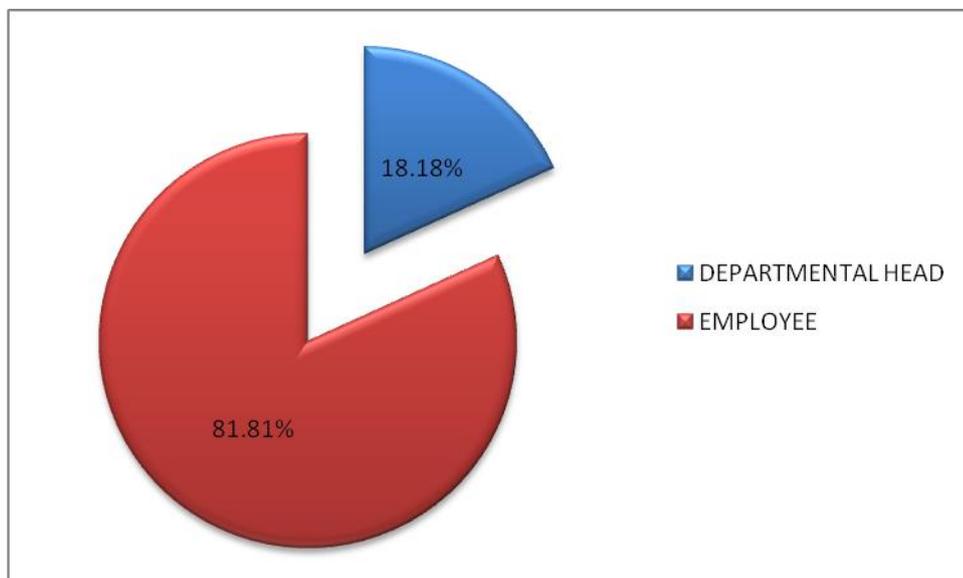
### 4.3 Background of Respondent

The respondents were chosen randomly from some construction firms and companies in the district. Majority of the respondents were employees as they constitute a majority of the taskforce. The number of respondents is given in table below:

**Table 4. 2: Represents the number of the respondents**

DEPARTMENT	DEPARTMENTAL HEAD	EMPLOYEE	TOTAL
Project manager	1		1
Civil	3	19	22
welding	1	2	3
Installation	1	6	7
TOTAL	6	27	33
PERCENTAGE	18.18%	81.81%	100%

Source: Author's Construct (2018)



**Figure 4. 1: Represents the percentage of the respondents**

Source: Author's Construct (2018)

The above chart represents the percentages of the departmental heads and that of the employees. Out of the thirty-three respondents chosen, 6 (18.18%) formed the departmental heads and 27 (81.81%) formed the employees chosen from the ultra-modern recreational center project at Gyakiti.

#### 4.4 Identifying the Significant Benefits of Proper Team Training in Construction Project Delay

Respondents for this research were asked to rank the benefits of proper training of construction workers in construction project delay. Twelve (12) benefits were identified from literature and populated in the questionnaire. The respondents were asked to rank these benefits using the Likert scale, with 5 being the very high, 4 being high, 3 being neither high nor low, 2 being low and 1 being very low.

The mean was calculated from the data collected and is as shown below:

**Table 4. 3: Represents the Significant Benefits of Proper training of Construction Workers**

No.	BENEFITS	MEAN	RANK
1	Reduce the skill gap	2.87	9
2	Improved risk management	3.24	5
3	High morale or improved employee satisfaction	3.39	4
4	Lower turnover or reduced employee turnover	2.73	10
5	Change management	2.73	10
6	Improved Employee Performance	2.9	8
7	Addressing weakness	3.79	1
8	Consistency	3.09	6
9	Increased productivity	3.52	2
10	Increased innovation in new strategy and products	2.48	12
11	Enhances Company Reputation and profile	3.03	7
12	Adherence to quality standards	3.52	2

Source: Author's Construct (2018)

The benefits with mean above 3.5 were deemed to be significant whereas those with mean of less than 3.5 were deemed insignificant. Therefore, the significant benefits

of proper team training of construction workers are Address Weakness; Increased Productivity; Adherence to Quality Standards

### **Discussion of results**

Brief discussion on the significant benefit of proper training of construction workers in construction project delay in descending ranking order is as shown below;

Addressing weaknesses with mean 3.79 was ranked first as it was seen as extremely important by respondents because providing necessary training creates an overall knowledgeable staff with employees who can take over for one another as needed, work on teams or work independently without constant help and supervision from others (Shelley, 2018). This is deemed the most important because training programs help strengthen every weakness and skills of workers.

Increased productivity with a mean of 3.52 was ranked second. Productivity usually increases when a company implements training courses. Increased efficiency in processes will ensure project success, which in turn will improve the company turnover and potential market share (Banks, no date).

Adherence to quality standards with a mean of 3.52 was ranked second which is also a significant benefit of proper training of construction workers in construction project delay. Adherence to quality standards is one major point that employers look out for from their employee. Products or services to be given to consumers have to be of good standard and this can be achieved if workers work efficiently which can be attained through training (Banks, no date).

## 4.5 Significant Negative Effects of Poor Team Training on Construction

### Workers Delay

Respondents for this research were asked to rank the significant effects of poor training of construction workers in construction project delay. The effects were also identified to be eleven (11), which are significant to the study. The respondents were asked to rank these effects using the Likert scale, with 5 being the very high, 4 being high, 3 being neither high nor low, 2 being low and 1 being very low.

The mean was calculated from the data collected and is as shown below:

**Table 4. 4: Represents the ranked significant effects of poor team training**

No.	EFFECTS	MEAN	RANK
1	Untrained Employees Equals to Unhappy Employees	3.62	2
2	Untrained Employees Have Low Productive Value	3.78	1
3	Untrained Workers Are Inefficient	2.58	10
4	Lost Time	3.21	4
5	An Increase in Miscellaneous Expenses	2.70	8
6	Insufficient Staff Training Means Lost Customers	2.64	9
7	Producing Less Than Stellar Results	2.76	7
8	Scheduling Additional Training	3.15	5
9	Compensating For New Training	2.58	10
10	Unsafe Work Environments	3.53	3
11	Lost Money Due To Mistakes	3	6

Source: Author's Construct (2018)

The effects with mean above 3.5 were also deemed whereas those with mean of less than 3 were deemed insignificant. Therefore, the significant effects of poor team training are Untrained Employees Have Low Productive Value; Untrained Employees Equals to Unhappy Employees; Unsafe Work Environments.

### **Discussion of results**

Brief discussion of the significant negative effects of poor team training of construction workers in descending ranking order is as shown below;

Untrained employees have low productive value with mean 3.78 was ranked first because the respondents believed that the outputs of untrained workers turn be low. Untrained workers on the project turned to perform poorly and hence the quality of their work were less. This was the reason why this effect was considered very high (Benton, 2014).

Untrained employees equal to unhappy employees with mean 3.62 was ranked second. Employees who feel inadequate, underachieving, or unsupported are unhappy. They are not satisfied in their work, which will cause them to underperform, make mistakes, and not care about their work product. That costs the business in lost time and money (Benton, 2014).

This effect is therefore a very significant and hence was ranked second.

The third to be ranked was unsafe work environments with a mean of 3.53. This effect was considered very important because not every worker would want to work in an unsafe environment since it can cause harm to both humans and the machinery. Untrained workers were considered to make the project site unsafe because their actions usually resulted in people being injured or spoiling a machine. Supervisors

were liable to face legal repercussions for unsafe work environments and hence the need for this effect to be ranked as such (Martinelli, 2018).

#### 4.6 Views on the Need for Team Training

Having established the existence of delays in relation to poor team training and identified the cause and negative effects of same, it became clear that team training is required in order to address project delays. Hence, respondents were asked to express their views on the need for team training. Fig. 4.2 shows a graphical representation of their responses.



**Figure 4. 2: Represents the other responses from the respondents**

Source: Author's Construct (2018)

From the chart, large proportion of the supervisors recommended training for the employees in the project. Answers from the respondents indicated that training should be recommended. The respondents believed the need for training was very vital and could not be over looked. Training was also to be recommended because training brings out the best in the workers as their output after training increases immersely.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This last chapter summarizes all the previous chapters including their various findings as it draws a finale for this study in conformity to the research's aim and objectives. This chapter summarizes the findings, the research is concluded in this research are made and recommendations made accordingly.

#### **5.2 Summary of findings**

The research reveals that the delays in the ultra-modern recreational center at Gyakiti is due to poor team training. The findings specific to the objectives are presented in the next section.

##### **5.2.1 Significant Benefits of Proper Team Training of Construction Workers in Construction Project Delay**

The significant benefits of proper team training of construction workers in construction project delay have been identified as: addressed weaknesses; increased productivity; adherence to quality standards.

Addressed weaknesses allows for all employees to get to a higher level so that they all have similar skills and knowledge. This helps reduce any weak links within the company who rely heavily on others to complete basic work tasks.

Productivity usually increases when a company implements training courses. Increased efficiency in processes will ensure project success, which in turn will improve the company turnover and potential market share.

Adherence to quality standards is very vital as products or services to be given to consumers have to be of good standard and this can be achieved if workers work efficiently which can be attained through training.

### **5.2.2 Significant Negative Effects of Poor Team Training on Construction**

#### **Workers**

Significant negative effects of poor team training on construction workers are; unhappy employees; low productive value; unsafe work environments.

Untrained workers often experience work related stress which affects their performance at work. Retention of employees are usually difficult when they are unhappy or undervalued.

Untrained workers have low productive value. The quality of their work is lower and of less value. The quality in performance is lower than it should (or could) be and hence classified as inefficient.

Untrained workers turn to make work environments unsafe as they turn to cause more accidents than trained workers. When working with an untrained worker, care has to be taken because of the tendency of an accident occurring.

### **5.3 Conclusions**

The study has shown that delays in construction project delay can be due to poor team training of construction workers. This research has uncovered some potential benefits of proper team training as well as the significant effects of poor team training on construction project delay.

The intended purpose of this project was to unveil the impact of poor team training on construction project delay and to suggest some form of training to this effect.

Thus for delays in construction project delay to be addressed, there is the need to ensure that construction project teams are trained well.

#### **5.4 Limitations of Research**

The limitations encountered during the research were the different level of understanding among respondents and insufficient time. This research is also limited to training of construction workers on construction project delay.

#### **5.5 Recommendations**

Training and development of team members on construction projects especially on the construction of ultra-modern recreational center project at Gyakiti in the form of toolbox meetings, workshops and seminars should be smartly pursued and made mandatory for success of the project.

It is recommended that project training should at least include one of the following forms of training: technology-based learning, simulators, on-the-job training, coaching/mentoring, group discussions, and role-playing and toolbox meetings. Supervisors are urged to evaluate the training at the end of the training session to help improve the quality of training being given to the workers.

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**APPENDIX**  
**QUESTIONNAIRE**

Dear Respondent,

I am a Masters student of Kwame Nkrumah University of Science and Technology. I am currently carrying out a research project on: **IMPACT OF POOR TEAM TRAINING ON CONSTRUCTION PROJECT DELAY.**

I would be grateful if you could help me by responding to the questionnaire below.

I assure you that the information you provide shall be treated confidentially.

By completing this questionnaire, it implies that you consent to participate in this research.

Thank you for your co-operation.

**QUESTIONNAIRES FOR SUPERVISORS**

NAME:

.....

ORGANISATION: .....

DATE: .....

PROFILE:

.....  
.....  
.....  
.....

Please indicate using the three-point scale shown below

1- True, 2- Maybe, 3- Not True

- i. Are training programs given due significant attention in your company?

1	2	3

- ii. Are your employees trained?

1	2	3

- iii. Would you recommend training programs for your company?

1	2	3

- iv. Will you agree that untrained or incompetent employees cause delays in projects?

1	2	3

v. Do you prefer to work with trained personnel?

1	2	3

1. Do you feel that training is essential for employee development?

YES/NO, If yes why and if no why not?

.....  
.....  
.....

2. Which of these employees would you prefer to work with, a trained worker or untrained worker?

.....  
.....

3. Does working with untrained workers delay the work or extend the work duration? YES/NO. If Yes, Give some reasons why it does.

.....  
.....  
.....

4. Have you ever experienced or heard of a work that has been delayed due to an incompetent employee? YES/NO, if yes kindly describe briefly, what happened.

.....  
.....

- .....
- .....
5. As a supervisor, would you recommend that training be always infused in work schedules for employees? YES/NO
  6. From the table below, kindly indicate using the ten (10)-point scale rating shown below to measure the potential benefits of proper team training.

Rating of 10 to 1 with 1 being the least

<b>Benefit</b>	<b>Scale</b>
<b>Reduce the Skills Gap</b>	
<b>Improved Risk Management</b>	
<b>High Morale or Improved Employee Satisfaction</b>	
<b>Lower Turnover or Reduced Employee Turnover</b>	
<b>Change Management</b>	
<b>Improved Employee Performance</b>	
<b>Addressing Weaknesses</b>	
<b>Consistency</b>	
<b>Increased Productivity</b>	
<b>Increased Innovation in New Strategies and Products</b>	
<b>Enhances Company Reputation and Profile</b>	
<b>Adherence to Quality Standards</b>	

7. From the table below, kindly indicate using the ten (10) point scale shown below to measure the effects of poor team training

Rating of 10 to 1 with 1 being the least

<b>EFFECTS</b>	<b>SCALE</b>
<b>Untrained Employees Equals to Unhappy Employees</b>	
<b>Untrained Employees Have Low Productive Value</b>	
<b>Untrained Workers Are Inefficient</b>	
<b>Lost Time</b>	
<b>An Increase in Miscellaneous Expenses</b>	
<b>Insufficient Staff Training Means Lost Customers</b>	
<b>Producing Less Than Stellar Results</b>	
<b>Scheduling Additional Training</b>	
<b>Compensating For New Training</b>	
<b>Unsafe Work Environments</b>	
<b>Money Due To Mistakes</b>	

8. Have you attempted to measure the effectiveness of training in your department or company? YES/NO

9. Do you feel that the results of certain types of training programs are more measurable than others? If yes why and if no why not?

.....  
.....  
.....

**QUESTIONNAIRES FOR EMPLOYEES**

NAME:

.....

ORGANISATION: .....

DATE: .....

PROFILE:

.....  
.....  
.....  
.....

Please indicate using the three-point scale shown below to answer the following question

1- True, 2- Maybe, 3- Not True

i. Are training programs given due significant attention in your company?

1	2	3

ii.

iii. Are employees lacking skills given the necessary training to become competent?

1	2	3

iv. Do you find training programs helpful?

1	2	3

v. Are your supervisors concerned about your training?

1	2	3

vi. Would you prefer to be trained?

1	2	3

1. Do you feel that training is essential for employee development? YES/NO, If yes why and if no why not?

.....

.....

.....

2. Have you ever experienced or heard of a work that has been delayed due to an incompetent worker? YES/NO, if yes kindly describe briefly, what happened.

.....  
.....  
.....  
.....

3. Does working with untrained colleagues delay the work or extend the work duration? YES/NO. If Yes, Give some reasons why it does.

.....  
.....  
.....

4. From the table below, kindly indicate using the ten (10) point scale shown below to measure the potential benefits of proper team training
- Rating of 10 to 1 with 1 being the least

<b>Benefit</b>	<b>Scale</b>
<b>Reduce the Skills Gap</b>	
<b>Improved Risk Management</b>	
<b>High Morale or Improved Employee Satisfaction</b>	
<b>Lower Turnover or Reduced Employee Turnover</b>	
<b>Change Management</b>	
<b>Improved Employee Performance</b>	
<b>Addressing Weaknesses</b>	
<b>Consistency</b>	
<b>Increased Productivity</b>	
<b>Increased Innovation in New Strategies and Products</b>	
<b>Enhances Company Reputation and Profile</b>	
<b>Adherence to Quality Standards</b>	

5. From the table below, kindly indicate using the ten (10) point scale shown below to measure the effects of poor team training

Rating of 10 to 1 with 1 being the least

<b>EFFECTS</b>	<b>SCALE</b>
<b>Untrained Employees Equals to Unhappy Employees</b>	
<b>Untrained Employees Have Low Productive Value</b>	
<b>Untrained Workers Are Inefficient</b>	
<b>Lost Time</b>	
<b>An Increase in Miscellaneous Expenses</b>	
<b>Insufficient Staff Training Means Lost Customers</b>	
<b>Producing Less Than Stellar Results</b>	
<b>Scheduling Additional Training</b>	
<b>Compensating For New Training</b>	
<b>Unsafe Work Environments</b>	
<b>Money Due To Mistakes</b>	

6. As a worker, would you recommend that training be always infused in your work schedules? YES/NO