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## EDITORIAL

In the face of the global meltdown where shrinking purchasing power have made things difficult for people and organizations, our Journal can not be said to be immune to this phenomenon. So it was with great resilience by our editorial board and commitment of significant others that once again made the publication of this edition of your favourite journal possible. We welcome you to volume 12 (1 & 2) which we believe you would find interesting as usual because it contains must read articles that we believe will meet your need in search of knowledge and information on contemporary issues.

Rather than itemise each topic here we would leave you to run through it yourselves and have first hand information, since seeing is believing.

The Journal sort sponsorship but was unsuccessful, and coupled with the consequences of financial constraints, we would be suspending production till things improve again. The present edition was actually published through the sacrifice of significant others and singular effort of the editor-in-chief. We once expressed this fear in Vol. 10 edition, and since things have not improved, we would not be able to go to press further, for now. Please accept our regrets.

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## **STAFF TRAINING AS CORRELATE OF WORKERS' PRODUCTIVITY IN SELECTED SERVICE INDUSTRIES IN OSUN STATE, NIGERIA.**

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### **ABSTRACT**

*Training is a process of developing and improving skills that are related to performance. Many studies have been carried out on the relationship between training and productivity of workers but none has been carried out on the correlation of training on the individual indices of productivity and workers productivity. It is against this background that this paper investigate the correlation of training on indices of workers productivity. The ex post facto research design was used for the study. The random sampling technique was used to select three hundred respondents from three service industries in Osun State. A structured questionnaire tagged "Staff Training and Workers Productivity Questionnaire – STWPQ" with reliability coefficient of  $r=.85$  was used to collect data. The finding showed that staff training correlated positively and significantly with workers' productivity ( $r=.99$ ;  $P<0.05$ ). That increased morale at work ( $r = .934$ ;  $P<0.05$ ), time management ( $r = .974$ ;  $P<0.05$ ), reduction in rate of absenteeism ( $r = .969$ ;  $P<0.05$ ) were highly and positively correlated with training hence increase in workers' productivity. The study recommended that a training department, that is autonomous of the personnel department, should be created in every organization so as to train and prepare workers for future position and promote productivity through reduction in the rate of accidents, absenteeism and improved service delivery*

**Key words:** *Staff training, workers productivity, service industries.*

### **INTRODUCTION**

*Training, in an organization, is an attempt to change the behaviour of its members through the learning process in order to increase their effectiveness. Training programme is meant to structure relevant experience in such a way that the appropriate attitude or skills are acquired and developed for an individual's effective performance on the job in order to increase the organizational productivity (Dunnette, 1976).*

A detailed definition of training is that of Manpower Services Commission (1981) of London when it stated that training is

*A planned process to modify attitude, knowledge or skill behaviour through learning experience to achieve effective*

*production in an activity or range of activities. Its purpose in the work situation, is to develop the abilities of the individual and to satisfy the current and future manpower needs of the organization.*

Training is also seen as the formal procedure which a company uses to facilitate employees' learning so that their resultant behaviour contributes to the attainment of the company's goals and objectives. Researchers like Ghosh (1979); Beach (1980) see training as a planned process of modifying aptitudes, skills and knowledge through learning process so as to achieve effective performance in an activity or range of activities or better said, achieving a change in the behaviour of those trainees.

Bundell et al. (1999) define training in terms of courses designed to help individuals develop skills that might be of use in their job. Similarly, Sheard and Kahabadge (2004); Rosty (2004) and Roland (2005) sees training as a process of bringing workers to agreed standard of proficiency in order to enable the organization achieve its goals. Their definition brings out the fact that skill development is involved with intent of having effective management of both human and materials resources for optimal efficiency. Therefore, training is functional and important to acquisition of right skill and cannot be separated.

The importance of training to performance and productivity cannot be seen without first identifying the training needs. Resources might be wasted if the training needs of an organization are not systematically identified. The wrong people might also be sent to wrong programmes. Training needs, therefore, are gaps that exist between the kind of performance or competence an employee has and what he is expected to have. It is the subtraction of the totality of knowledge, skills, and attitude which an employee has from the required ones expected from him to perform a specific task (Kester, 1999). Training needs can be ascertained through analysis of job requirement, performance appraisal, organisation analysis, and survey of human resources.

It therefore means that training in establishments is frequently assigned to those employees who are best able to benefit from it. It is noted that the effects of training on productivity may not be universalistic but contingent on other establishment characteristics or the establishment's environment (Levine and Tyson, 1990; Ichniowski et al. 1996; Ichniowski, Shaw and Prensushi, 1997). Hence, training intensity has a positive and significant effect on establishment productivity (Zwick, 2006).

Training of employees are embarked upon by firms no matter whether the training is specific for the benefit of the firm or more general in nature (useful to other firms) (Loewenstein and Spletzer, 1999; Barron et al., 1999 and Autor, 2001). So, training,

whether on the job or off the job has positive influence on the occupational status of trainee (Greenhalgh and Stewart, 1987) and promotion (Bishop, 1990). Also, trained workers are much less likely to change or quit their jobs or to be made redundant (Dearden et al. 1997; Blundell, Dearden and Meghir, 1996; Lynch, 1991). Trained workers are also much less likely to experience spells of unemployment (Blundell, Dearden, Meghir and Sianesi, 1999).

Employers fund the training of workers, either fully or partially, in the hope of gaining a return on this investment in terms of being a more productive, more competitive and consequently more profitable firm in the future (Bundell et al. 1999). It should be noted that there is a great link between skill composition of the work-force of a firm and labour productivity. Studies have confirmed that the higher average levels of labour productivity were closely related to the greater skills and knowledge of work-forces (Mason and Van Ark, 1994; Steedman and Wagner, 1987; Paris, Jarvis and Wagner, 1989).

Studies have shown that whether on-the-job or off-the job training have effect on workers productivity. A United State of America study showed that previous on-the-job training increases a worker's initial productivity by 9.5 percent. Also, off-the-job training increases current productivity by 16 percent (Bishop, 1994). Bartel (1994) pointed out how formal training programmes have significantly increased productivity level of labour of employees by 19 percent within three years after undergoing formal training.

In this research, the on-job-training and off-the-job techniques are considered because they afforded the researcher the opportunity to ask from the employee the positive contributions to their output during/after the course of training. Also, productivity indices, in this paper, are the variable within the arm-bit of workers capabilities that will affect the level of productivity of firms in terms of output and profitability after training. They include rate of accidents at the workplace, absenteeism, inter/intra personal relationship of workers, lateness, service delivery, promotion, efficiency among workers and time management. Service industries, according to this paper, are those firms that render direct services to customers and not those that deals with manufacturing of articles.

It is important to note that employee training cannot be divorced from organizational development. Training is a strategy for achieving change in order to maximise potential of both the staff and the organization. Most studies have studied the effect of training on productivity of the firms (Bartel, 1994; Bishop, 1994; Barrett and O'Connell, 2001; Dearden et al. 2006; Konings, 2008, Colombo and Stanca, 2008). Their studies have been basically using economic models, firm-level panel data, cross-sectional data etc. none has studied the effect of training on indices

that make up the component of productivity. This study therefore investigates the impact of training on the individual indices that constitute component of productivity using industry-level data and questionnaire.

To actualise the purpose of this study, three research questions were answered through data collected for the study.

*Research Question 1:* Is there any correlation between staff training and productivity of workers in selected service industries in Osun State?

*Research Question 2:* What is the overall effects of training on workers' productivity in selected service industries in Osun State?

*Research Question 3:* How much impact did training have on indices of productivity as related to workers in selected industries in Osun State?

## **Methodology**

**Research Design:** The ex-post facto research design was used for this study.

*Population:* The population consisted of workers selected from three service industries, namely: Health, Banking and Power Generation. These sets of workers were chosen because training is consequential to their promotion and improved productivity of their services. For instance, workers in Medical and Health and Power Holding Company of Nigeria are made up of technicians and technologists whose skills must be constantly re-freshed for maximum productivity. Also, training is necessary for Bankers in order to keep pace with modern technology and the ever changing structure of the global economic system. Moreover, public sector firms (of which the three chosen industries belong) and larger firms provide more training than private sector and smaller establishments (Bundell et al. 1999).

*Sample and Sampling technique:* A random sampling method was used to select one hundred and twenty respondents from each of the three industries (Medical and Health, Banking and Power Generation). The selected respondents must have undergone training at least once within the last two years for the purpose of promotion and improved performance. The industrial house unions of the industries, i.e. Medical and Health, Workers Union (MHWU); National Union of Electricity Workers (NUEW) and National Union of Banks, Insurance and Financial Institutions Employees (NUBIFIE), were used as the selection centres for respondents. This is due to the fact that union members have been found to participate in training more than non-union workers (Bundell et al. 1999).

## **Instrumentation**

A structured questionnaire tagged "Staff Training and Workers Productivity Questionnaire – STWPQ" was the main instrument used. It has two main sub-sections.



*Section A:* This consisted of ten adapted items to assess the impact of training. Ten indices are structured after the “Management Training Questionnaires” by Michael Training Institute of Maryland, USA. The questionnaire had response format ranging from strongly agreed (4), agreed (3), disagreed (2) and strongly disagreed (1). The reliability of this section yielded Cronbach alpha value of 0.86

*Section B:* This is a self-constructed but adapted from Lindahl (1949) “Checklist of Results of Training”. It is aimed of measuring productivity. It is made up of eight items having response format of strongly agreed (4), agreed (3), disagreed (2) and strongly disagreed (1). The reliability co-efficient for this section was  $r = 0.872$ .

The overall psychometric property of the instrument (STWPQ) was  $r = .85$ . This showed the adequacy of the instrument.

### **Questionnaire Administration Procedure**

The researcher with the assistance of union leaders from the three industries administered the questionnaires on the respondents. Of the three hundred and sixty questionnaires administered, three hundred and fifteen were returned and only three hundred were properly filled and found usable for data analysis. This gives an attrition rate of 16.66%.

Statistical Analysis: Pearson product moment correlation was used to answer research question one, while multiple regression was used to answer research questions two and three.

### **Results**

Research Question One: Is there any correlation between staff training and workers productivity in service industries in Osun State?

*Table 1a: Correlation between training and productivity (n=300)*

	Mean	Std. Deviation	r	P	Remark
Training	21.6867	9.2816	.990	<0.05	Significant
Productivity	15.1667	6.9781			

**Table 1b: Inter-correlation of training on the indices of Productivity (n = 300)**

	Indices of Productivity	Produ-	1	2	3	4	5	6	7	8	9	10
		ctivity 1.000										
1	Reduction in rate of accident	.879	1.000									
2	Reduction in rate of absenteeism	.969	.859	1.000								
3	Improvement in intra/inter personal relationship	.956	.853	.933	.1000							
4	Reduction in lateness	.949	.859	.928	.934	1.000						
5	Improved service delivery	.949	.829	.926	.985	.919	1.000					
6	Less fatigue	.950	.829	.918	.976	.912	.989	1.000				
7	Increased morale at work	.934	.859	.883	.886	.860	.889	.893	1.000			
8	Prospect for advancement	.905	.811	.881	.861	.911	.849	.841	.852	1.000		
9	Improved efficiency	.964	.850	.946	.905	.892	.920	.908	.916	.892	1.000	
10	Time management	.974	.877	.953	.934	.935	.927	.934	.892	.851	.948	1.000

Table 1(a) showed that training correlated significantly and positively with productivity ( $r = .99; P < 0.05$ ). Table 1(b) is a further break down of the correlation between training and the indices of productivity. It showed that there are high significant and positive correlations between the indices of productivity and training. There is high significant correlation between training of workers and indices of productivity like reduction in the rate of accident ( $r = .879; P < 0.05$ ), reduction in absenteeism ( $r = .969; P < 0.05$ ), improvement in intra/inter personal relationship ( $r = .956; P < 0.05$ ), reduction in lateness ( $r = .949; P < 0.05$ ), improved service delivery ( $r = .949; P < 0.05$ ), less fatigue ( $r = .950; P < 0.05$ ), increased morale at work ( $r = .934; P < 0.05$ ), prospect for advancement ( $r = .905; P < 0.05$ ), improved efficiency ( $r = .964; P < 0.05$ ) time management ( $r = .974; P < 0.05$ ).

This means that training has positive impact on the reduction of accident rates, absenteeism and lateness of workers. Training also improves intra/inter personal

relationship, service delivery, morale at work, promotion, efficiency and time management of workers. All these add-up to firms improved productivity.

Furthermore, the inter-correlational analysis showed that all the ten indices of productivity correlated within themselves with the highest value of correlation *been between less fatigue and improved service delivery ( $r = .989; P < 0.05$ ) and the lowest been between prospect for advancement and reduction in the rate of accident ( $r = .811; P < 0.05$ ).*

**Research Question 2:** What is the overall effects of training on workers' productivity in selected service industries in Osun State?

**Table 2: Multiple Regression Analysis of effect of training on indices of Productivity**

Multiple R	Multiple R <sup>2</sup>		Adjusted R Square	Std. Error of the Estimate	
.994	.987		.987	.8062	
Source of variation	Sum of squares	Df	Mean square	F-Ratio	P
Regression	14371.830	10	1437.183	2211.204	<0.05
Residual	187.837	289	.650		
<b>Total</b>	<b>14559.667</b>	<b>299</b>			

Table 2 showed that the combinations of the indices affected by training (independent variable; ten in numbers as shown in table 1b) correlated with the dependent variable (productivity) and accounted for 98.7% of the variance ( $R^2$  adjusted = .987). The analysis of variance of the multiple regression data yielded an F- ratio value which was found to be highly significant at 0.05 alpha level ( $F = 2211.204; P < 0.05$ ). This means that correlation between training and productivity was not due to chance.

**Table 3: The Predictive Effect of training on each of the indices of Productivity**

Predictive	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.880	.129		6.827	.000
Reduction in rate of accidents	.328	.140	.037	2.336	.020
Reduction in rate of absenteeism	1.446	.206	.198	7.029	.000
Improved inter/intra personal relationship	.929	.284	.143	3.268	.001
Reduction in the rate of lateness	.743	.210	.102	3.544	.000
Improved service delivery	.651	.381	.101	1.708	.089
Less fatigue	.641	.320	.101	2.003	.046
Increased morale at work	1.398	.150	.182	9.295	.000
Prospect for advancement	.487	.163	.063	2.985	.003
Improved efficiency	.792	.221	.108	3.579	.000
Time management	1.869	.237	.270	7.889	.000

Table 3 gives the relative contributions of training on each of the indices of productivity. The relative contribution of training on each indices of productivity is given in a descending order thus: increased morale at work ( $\hat{\alpha} = .182$ ;  $t = 9.295$ ); time management ( $\hat{\alpha} = .270$ ;  $t = 7.889$ ); reduction in the rate of absenteeism ( $\hat{\alpha} = .198$ ;  $t = 7.029$ ); improved efficiency ( $\hat{\alpha} = .108$ ;  $t = 3.579$ ); reduction in the rate of lateness ( $\hat{\alpha} = .102$ ;  $t = 3.544$ ); improved inter/intra personal relationship ( $\hat{\alpha} = .143$ ;  $t = 3.268$ ); prospect of advancement ( $\hat{\alpha} = .063$ ;  $t = 2.985$ ); reduction in the rate of accidents ( $\hat{\alpha} = 0.37$ ;  $t = 2.336$ ); less fatigue ( $\hat{\alpha} = .101$ ;  $t = 2.003$ ) and improved service delivery ( $\hat{\alpha} = .101$ ;  $t = 1.708$ ). This means that training had most significant effect on the morale of workers and least effect on improved service delivery of workers towards productivity.

### **Discussion**

All the research questions (i.e. 1 – 3) showed that training increased productivity of workers. These findings are consistent with the finding of Acemoglu and Pischke (1999) that training increases productivity of workers and gives the firm monopsony rents. Also, Konings (2008) established that workers who received training are on average more productive than workers who did not. The trained ones are 2.4% more productive on the average than workers not receiving training in the same firm.

The research finding showed that there is high positive correlation between training and productivity of workers. All the three service industries chosen and the samples there of, showed the extent of training on their productivity (Table 2). The research found out that Medical workers needed constant training to update their knowledge on recent treatments and the application of modern technology to treatment. In keeping with the globalisation of the economy and high competition among banks, workers within the Banking industry needed constant training to keep pace otherwise their organization will lag behind globally and will not be able to match the hot competition in the market driven economy.

Since the service industries involve the utilization and maximization of human labour, training, if highly provided, makes workers become skilled and the resources in the economy will be clearly identified, utilized, mobilized, allocated and maintained for increased productivity (Babalola, 1991). This confirms the findings established in research question one and two. A further confirmation of this finding is that of Zwick (2006) who found that an increase in training intensity by one percent point increase at first half of 1997, increased average establishment productivity by around 0.76 percentage points between 1998 and 2001.

Furthermore, the contributive potency of each of the indices affected by training as indicated in the findings of research question three (Table 3), showed that training permeates all aspects of the individual employed. There is reduction in accident rates, there is prospect for promotion. Also, Service industries are responsive to

time management, increased morale at work, improved inter and intra personal relationship due to training. This finding is in line with the findings of Nwachukwu (1988) that identified four industrial diseases that training can solve. They are lack of interest in one's job, negative attitude to work, low productivity, tardiness and excessive absenteeism.

Holzer et al. (1993) established that training objectives are not achieved until acquired skills are properly transferred and utilised at the workplace. From this study, findings of research question three (Table 3) showed the positive impact of training on time management, improved efficiency, reduction in absenteeism and rate of accidents. Also, impact of training on capacity development as related to morale at work was prominent and motivational to productivity attainment. This implies that skilled and knowledge acquired during training by trainees are being transferred and utilised at their workplaces and on their jobs.

The utilisation of training at the workplace is very important to productivity because organisations that spend much to train staff and fail to provide conducive environment for goal realisation is detrimental to training because such employees will not put in their best when next they have to go for another training, let alone properly use the skills. Therefore, conducive work environment after training, as depicted by correlation between training and improved inter and intra personal relationship in table 3.

In summary, the findings of this research confirm that training has positive and significant impact on the productivity of workers in the service industry. This is in line with the finding of Colombo and Stanca, (2008) that the effect of training on productivity in the service sectors is statistically significant and larger relative to non-service sectors.

### **Implications and Recommendations for the Workplace**

Training should be a continuous exercise. It should not be once for all training. This is so because any training can never be all comprehensive or exhaustive through the life cycle of the organization. Each training period is usually designed to be related to the desired job performance hence the need for continuity of training.

Training should be focused and targeted at the objective of the organization in order to guarantee high productivity. When training programmes are at variance with the objectives of the organization, there is not going to be the expected impact on the organization (low productivity). If training objectives differ from organizational objective, performance of the workers after training will be less efficient.

Management of organizations should be aware and note the importance of training as a motivational factor for their employees. Increase morale at work is seen, from

the research, as an indication of high productivity. This is because the training sharpens employees skills and makes performance-based promotion a possibility for them. Motivation is not only desirable but also a necessity for the accomplishment of learning at training.

Since training is about acquiring specific skills, training attempt to regain competitiveness among companies and make sure that staff retention is also guaranteed. This is so because trained workers can continually use these skills for their own and corporate benefit. Any company willing to attract such worker requires another set of training which most organization sometimes do not want to do. So, effective training programmes result in increased production, reduced labour turnover, and greater employee satisfaction (Blum and Naylor, 2004).

The study showed that it is essential to provide training to management/managers and team leaders on how to train their subordinate too, especially on-the-job training, because it behoves them and becomes part of their jobs and an area in which their own performance too will be measured (Armstrong, 2000). So training is a comprehensive network from the highest echelon in the organization to the lowest cadre and it provide opportunity for advancement for those who desire it (Zeng and Williamson, 2003).

In every organization, there is the need for creation of training department distinct of the personnel department. Organizations should recognize their responsibility of training department to train workers on their job, prepare them for future position, and audit workers training needs regularly so as to sustain high productivity. Department of training will also be able to give new entrants orientation in organizational policies, routines, rules etc. quicker and faster than the personnel department that combines other issues with training.

Management should encourage training in order to promote greater demand on time management. This is necessary because workers and management will be able to make quick and accurate decisions that will encourage higher productivity. It will also lead to lesser accidents, absenteeism and improved service delivery.

### **Conclusion**

Training is seen as a process that develops and improves skills that are related to performance. It is highly essential for the job to be motivating in order to fast track the learning of workers while undergoing training. Training should be made effective so that the time required for production will be shortened and effective. It should align the workforce with the organizational strategies. The provision of training programmes will make workers to adjust to technological changes, promotion to higher levels at job, preparation for rotation at workplace and raising the level of performance of workers. Training guarantees internal promotion which form a

strategy to reduce personnel turnover and promotion of profitability of any organization. In conclusion, it is established that training of workers is both in the interest of firms and workers, which is beneficial for general welfare, since productivity guarantees profitability, profitability of firms guarantees the survival of both the organization and the employee.

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