



Impact of Training and Development on Workers Productivity: A Study of Selected Oil Service Companies in Port Harcourt

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Abstract

For any organization to succeed in achieving the objectives of its training and development programmes, the design and implementation must be planned and systematic, geared towards enhancing performances and productivity. This is why this paper examines training and development practices of selected oil services companies in Port Harcourt to determine their impact on workers productivity. The study is based on a combination of literature review and questionnaire surveys. For this study, 109 questionnaires were distributed among the employees of the ten selected oil service companies. From the study it is observed that most organizations meet their needs for training in an adhoc and haphazard way, while others set about identifying their training needs, then design training activities in a rational manner and finally asses the results of training. The paper concludes that there is significant positive relationship between training/development and workers productivity. There is also significant positive relationship between training/development and employees' job security.

Keywords: Training and Development, Workers Productivity, Oil Service Companies, Port Harcourt, Nigeria.

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INTRODUCTION

There are things that make organization function effectively. This includes money, materials, equipment, supplies, ideas about the services or products to offer those who might use its outputs and people. People are the human resource to run the organization. The success of organization is dependent on its knowledgeable, skilled as well as experienced workforce (Ololube, Ajayi & Kpolovie, 2011). Therefore in order to maintain sustainability, organization must see continuous employee training and development as useful. Training and development is very essential at all employee levels, due to the reason that skills erode and become obsolete over a period of time and has to be replenished according to Nishtha and Amit (2010). Training is also necessary to ensure an adequate supply of staff that is technically competent and capable of career development into specialized departments or management positions (Ololube, et al., 2013).

Many organizations meet their needs for training in an adhoc and haphazard way. Training in these organizations is more or less unplanned and unsystematic. Other organizations however set about identifying their training needs, then design and implement training activities in a rational manner, and finally asses results of training.

CONCEPT OF TRAINING AND DEVELOPMENT

Gordon (1992) views training as the planned and systematic modification of behavior through learning events, activities and programmes which results in the participants achieving level of knowledge, skills, competences and abilities to carry out their work effectively. This was supported by Cole (2002), that training is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task.

In the view of Adamolekun (1983), Staff development involves the training, education and career development of staff members. However in the opinion of Mamoria in Obisi (2011) employee development enables and increase their market value, earning power and job security.

According to Obisi (2011) training is a process through which skills, talent and knowledge of the employee is enhanced and increased. He further explained that the concept of training and development are terms used interchangeably. However it can be differentiated from the other. Training is for a specific job purpose while development goes beyond specifics to improve job performance, bring about growth of personality.

PRODUCTIVITY: is a measure of the efficiency of a person, machine, factory, system etc, in converting inputs into useful outputs. This is computed by dividing average output per period by the total cost incurred or resources (capital, energy, material personnel consumed in that period. However productivity may result from mix of factors that includes motivation, talent, work environment and support from others.

PERFORMANCE: is the achievement of specified task measured against predetermined or identified standards of accuracy; completeness, cost and speed. In contract, performance is deem to be fulfillment of an obligation in a manner that release the performer from all liabilities laid down under the contract.

MOTIVATION: is the internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role, or subject, or to make an effort to attain a goal. Motivation results from the interaction of both conscious and unconscious factors such as:

- i. The intensity of desire or need
- ii. Incentive or reward value of the goal, and
- iii. Expectations of the individual and of his her peers.

These factors are the reasons one has for behaving a certain ways. In the words of Bartol and Martin (2008) in Muogbo (2013), they describe motivation as the power that strengthens behavior, gives route to behavior, and triggers the tendency to continue.

Hypothesis

To guide the direction of this study, two hypotheses were formulated because the acceptance or rejection of this hypothesis shows the significance of the study:

HO₁: There is no significant positive relationship between training/development and workers (employees) productivity.

HO₂: There is no significant positive relationship between training/development and employees job security.

TECHNIQUES OF TRAINING

According to Adeniji (2010), there are two types of training; curative and preventive. Curative training is used to address problems that workers demonstrate at the present. This is more emphasized in Nigeria. Preventive training is a programme aimed at solving a future problems that may occur. Other methods of training according to him are:

In-Service Training

Akinpelu (2002) defined in service training as an in-house programme for staff in many government and business enterprises. That is, continuing education for teachers. Banks and large industrial enterprises use this as training schemes for their staff.

Apprenticeship

Redmond, (2007) describe apprenticeship as a system of learning a skill in the field of a craft or trade from experts in the field by working with them for a set period of time. This method is employed when extensive practice or technical knowledge is required. Such job like mechanics, hairdressers, plumbers, tailors, and so on.

On-the-Job Training

This kind of training includes cross-training which moves the trainee from one department or unit to another.

Vestibule Training

This trains the employee in an environment closely resembling the actual workplace, using identical equipment. Costly mistake are avoided and transfer of trainings is enhanced as the trainee practices with identical equipment and tool.

University Training

Tertiary institutions in the country are expected to play a vital role in the provision of facilities for skill acquisition and development. They are set up to provide human resources for industry. In many of our academic institutions part-time and full-time courses of study and correspondence or distance learning programmes are offered. The programme range from intensive training in a specific aspect of professional practice to degree programmes of several years, either in an academic discipline or a professional field.

Conference, Seminars and Workshops

These are centred on the management team or any other personnel that play a prominent role in an organization. Gutek (2007), defined conferences, seminars and workshops as a meeting on specialised subject area and often held in a day or more to discuss a topic of interest relevant to the organization. Adeniji (2002) sees this method as one planned for a management team to discuss new techniques and concepts that

are about to be introduced into an organization. Nigerian universities organise many national seminars, conferences, and workshops each year.

Techniques of Development Activities

According to Ekundayo (2014), development activities prepare an individual for a new skills and learning while at work. These improve their skills and upgrade their existing knowledge in order to perform better. Employee development activities create learning culture in an organization and it goes a long way in strengthening the relationship among employees; and it creates room for self-analysis of oneself. Below are the ways employee can be developed: job rotation, self-development, job enrichment, and so on.

Objective of Training and Development

The main objectives of employees training and development are to improve the qualities of their trainee, formulation of objectives for different needs and ways of achieving it (Olaniyan and Ojo, 2008) The training objective is very important because it determines the designed and content of the training programmes. Contents of the training remain the same no matter the type of training involved. It is to increase personnel efficiency, professional growth, smooth and more effective organization's operations.

Significance of Training and Development

Writing on the importance of training and development Adeniji (2010), declare that an organization may have employees with the ability and determination, with appropriate equipment and managerial support yet productivity falls below expected standards. This means for any organization to succeed in achieving the objective of its training programme, the design and implementation must be planned and systematically tailored towards enhancing performance and productivity.

In the words of Armstrong (1996), training should be developed and operated within an organization by appreciating learning theories and approaches if the training is to be well understood. To support this, the more highly motivated a trainee, the more quickly and systematically a new skill or knowledge is acquired (Flippo, 1973). Bryn (1990) concludes this by the four pre-requisites of learning: Motivation, cue, response, and feedback.

Training has been an important variable in increasing organizational productivity (Rohan and Mudhumita 2012). The success of training depends on the correct implementation of all steps of the process: previous analysis of training needs, and implementation of an adequate training plan and evaluation (Pineda, 1995, Sole and Mirabet, 1997) in Rhan and Madhumita (2012). Researchers like Colombo and Stanca (2008), Sepulveda (2005), Konings and Vanormelingen (2009), showed that training is a fundamental and effective instrument in successful accomplishment of the firm's goals and objectives, resulting in higher productivity.

According to Holton (2000), training design refers to the degree to which the training has been designed and delivered in such a way that provides trainees the ability to transfer learning back to the job. It is obvious that training plays an important role in the development of organization, improving performance as well as increasing productivity and eventually putting organizations in the best position to face competition and stay at the top. This means that, there is a significant difference between the organizations that trains their employees and that organizations that do not (Benedicta, 2010).

In the views of Rohan and Madhumita (2012), investing in training employees on decision making, as well as teamwork, problem-solving and interpersonal relationship has beneficial impact on organizations, level of growth, as well as impacting on employees' performance. Thus training is a way of enhancing employee commitment and maximizing employee potential. In figure 1, below the revenue cycle is driven by

knowledge, innovation and creativity – all of which comes from employees. Therefore, employers must actively manage these assets by investing in training as shown in a more detailed way in figure 2.

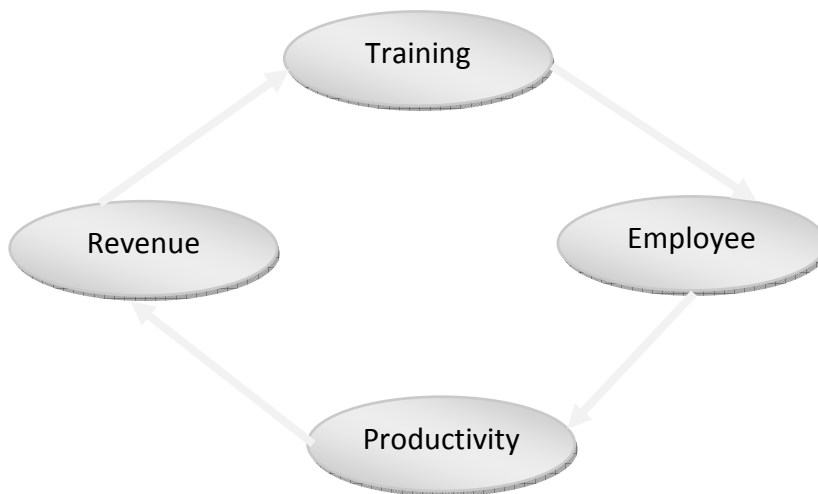


Figure 1. Relationship cycle

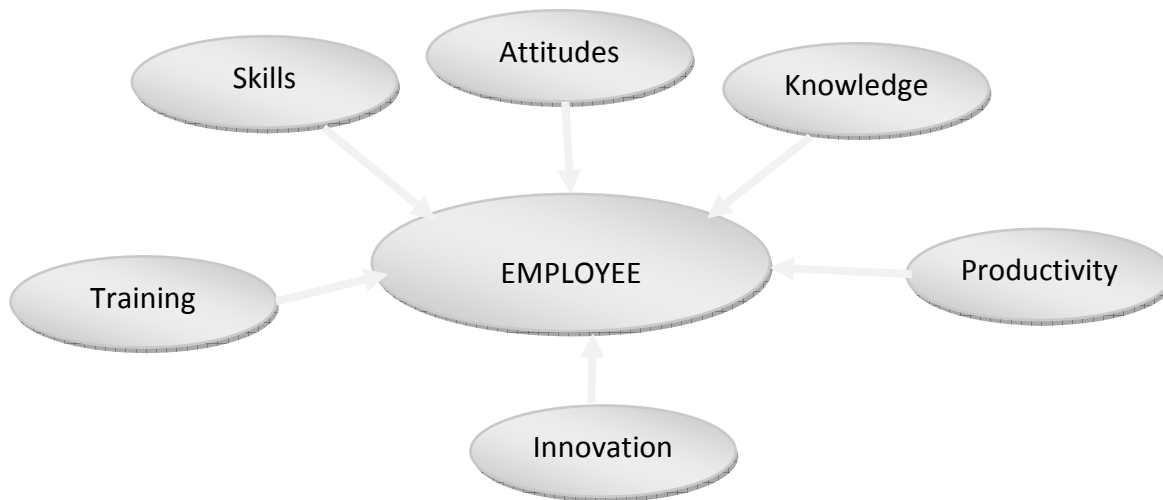


Figure 2. Relationship cycle
(Source: Rohan and Mahumita, 2012)

According to Management Study Guide (2014), employee development activities help in the growth and development of employees, who are the true assets of an organization. You need to respect your employees for them to feel motivated and develop a sense of loyalty and attachment towards the organization. Organizations should not forget that their employees strive really hard for almost the entire day to

accomplish organizations goals and objectives (Naylor, 1999). Employees needs to be appreciated, and management ought to acknowledge their hard work. Employees who give their heart and soul to the organization also expect somethings in return (Nda and Fard, 2013; Khan and Khan, 2011). Money could be one motivating factor but nothing like it if you prepare your employee not only for his/her current job but also for future assignments as well. Employees need to grow with time. One cannot apply similar skills and techniques everywhere (Management Study Guide 2014). However, organizations should not forget that technology also becomes obsolete with time. Employee need to keep themselves abreast with the latest developments to survive fierce competition. Management Study Guide 2014 asserts that employee development is important for employees to enhance their skills and upgrade their existing knowledge in order to perform better. Employee development activities and trainings make employees, aware of the latest developments and what is happening around them.

From the forgoing, one can deduce that employee development and training helps organizational development in the following ways.

- Increase productivity
- Improved quality of services and products;
- Job knowledge and skills of employee;
- Addressing employees weaknesses;
- Bring about a sense of security at work place which reduces labour turnover and absenteeism;
- Employee development ensures employee satisfaction; and
- Eliminate wastage of resources and reduces accident.

FACTORS INFLUENCING EMPLOYEES PRODUCTIVITY

Various factors like training, skills, motivation, welfare, dedication, fringe benefits, management policies, salary packages, as well as promotion, communication, equipping employee with right tools, immediate boss style of leadership amongst others are responsible for encouraging the workers to work sincerely and give their best output.

METHOD

The study was conducted among employees of ten selected oil service companies in Port Harcourt. They have five categories under which their employee's fall. They are MD/HR Manager/General Manager Supervisors. Engineers, Medical Staff, Accountant/Auditors, other workers. The data was collected by means of a structured questionnaire with the help of supervisor. Copies of the questionnaire were given to the respondents by hand. A convenient sample technique was used. The population of the study is 150, while the sample size is 109. Majority of the respondents are male Engineers 75% percent and female 24% percent. Of the respondents is 40 and above, while all the respondents are graduate and post-graduate holders.

RESULTS

Table 1: *Analysis of the relationship between training/development and workers productivity.*

PD	WP
8	15
16	18
22	22
30	25
33	29

SUMMARY OUTPUT

<i>Regression Statistics</i>	
Multiple R	0.984809
R Square	0.969849
Adjusted R Square	0.959799
Standard Error	1.11093
Observations	5

ANOVA

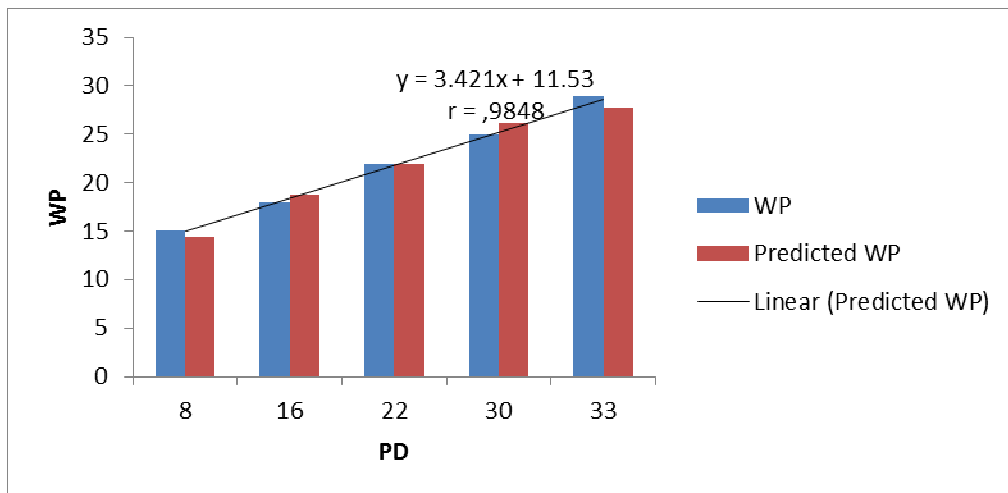
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	119.0975	119.0975	96.50047	0.002242373
Residual	3	3.702495	1.234165		
Total	4	122.8			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	10.14683	1.286096	7.889642	0.004244	6.053902984	14.23976	6.053903	14.23976
PD	0.534549	0.054416	9.823465	0.002242	0.361374479	0.707723	0.361374	0.707723

The regression equation $b = 3.421$, $a = 11.53$, Regression of Y on X is highly significant ($P < 0.05$)

RESIDUAL OUTPUT

<i>Observation</i>	<i>Predicted WP</i>	<i>Residuals</i>
1	14.42322	0.576775
2	18.69962	-0.69962
3	21.90691	0.09309
4	26.1833	-1.1833
5	27.78695	1.213052



Graph showing the relationship between training/development and workers productivity.

Table 2: *Statistical relationship between training/development and workers productivity*

Regression Equation B	Regression Equation A	R	Df	F cal	F critical
3.421	11.53	0.985	3	96.5	0.002

From table above, the calculated F value (96.5) is greater than the critical F.05,103 (0.002), a highly significant regression of y on x is declared. The H_{01} : Hypothesis which states that there is no positive significant relationship between training/development and workers (employees) productivity in the studied companies is rejected. While the alternative hypothesis which states that there is positive significant relationship between training development and workers (employees) productivity in the studied companies is accepted.

Table 3: *Analysis of relationship between training/development and job security.*

PD	JS
8	12
16	18
22	20
30	27
33	32

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.982389
R Square	0.965088
Adjusted R Square	0.95345
Standard Error	1.687853
Observations	5

ANOVA

	df	SS	MS	F	Significance F
Regression	1	236.2535	236.2535	82.92946	0.002798
Residual	3	8.546545	2.848848		
Total	4	244.8			

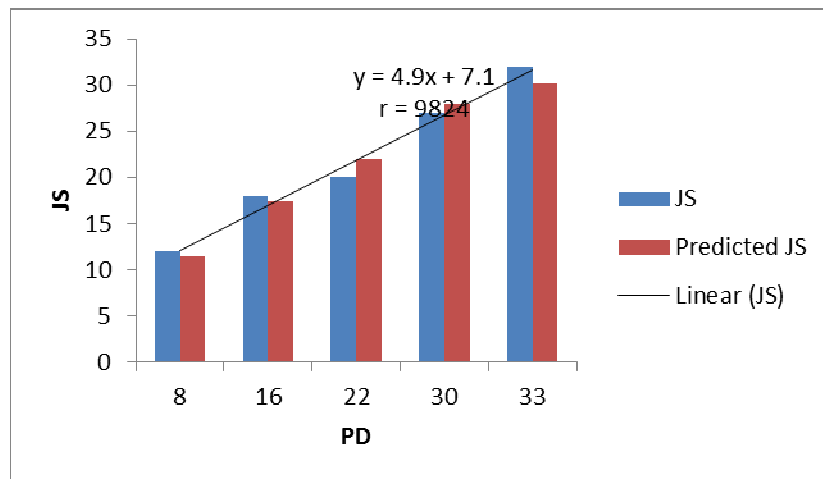
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	5.387236	1.953985	2.757051	0.070326	-0.83122	11.60569	-0.83122	11.60569
PD	0.752879	0.082674	9.106561	0.002798	0.489772	1.015986	0.489772	1.015986

The regression equation $b = 4.9$, $a = 7.1$, Regression of Y on X is highly significant ($P < 0.05$)

RESIDUAL OUTPUT

Observation	Predicted JS	Residuals
1	11.41027	0.589731

2	17.4333	0.566699
3	21.95058	-1.95058
4	27.97361	-0.97361
5	30.23225	1.767754



Graph showing the relationship between training/development and job security

Table 4: *Statistical relationship between training/development and job security.*

Regression equation B	Regression Equation B	R	Df	F cal	F critical
4.9	7.1	0.982	3	82.93	0.003

From table above, the calculated F value (82.39) is greater than the critical F. 05, 1.3 (0.003), a highly significant regression of y on x is declared. The H_0 hypothesis which states that there is no positive significant relationship between training/development and job security in the studied companies is rejected. While the alternative which state that there is positive significant relationship between training/development and job security in the studied companies is accepted.

CONCLUSION

Training and development has been useful in increasing productivity of organization. It does not only enhance employees resourcefully, but provides them an opportunity to virtually learn their jobs and perform more competently. Hence, increasing not only employees' productivity but also organizations' productivity. It is discovered that in the studied companies there is positive significant relationship between training/development and workers (employees) productivity. Also there is positive significant relationship between training/development and workers (employees) job security in the studied companies.

Recommendation

Training and development is very important for any organization to compete within this challenging and changing world. Training and development is directly related to employees but its final effect goes to

organization because the end user is the organization itself. It is recommended that the studied companies should provide training and development to their employees. In other words, organization investment profile be tied to training and development strategies for employee. There should be a mutual relationship between the trainer and the trainee so that the message will be delivered accordingly.

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