

## THE ROLE OF TRAINING AND PRODUCTIVITY PROGRAMME IN THE SUSTAINABILITY AND ORGANIZATIONAL SUCCESS IN NIGERIA

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### Abstract

*This study examined the impact of employee training and productivity programme in the sustainability of improved productivity and organizational success in Nigeria. The theoretical base utilized was derived from classical scientific management school to observe that there is a nexus between staff training and enhanced productivity of workers, .Secondary sources of data like textbooks, journals, magazines, and seminar papers were also utilized/. The information obtained were carefully studied, analyzed and adapted in the context of organizations problems in Nigeria. The study recommends that training and retraining of staff is necessary for Nigeria firms to reap the full benefits of improved productivity and organizational success.*

**Key words:** *Training, Productivity, Sustainability, Manpower utilization*

### Introduction

Employee's training and development is seen as the most important formation of any competent management. The reason is not far-fetched; the ever increasing technological sophistication especially in this age of computer technology has made it compulsory for organizations to meet changing situations.

Training for capacity building is central to sustain economic growth and development because human capital is the greatest asset of any organization Arogie (2012). Capacity building entails investment in human capital, institutions and practices necessary to enhance human skills, overhaul institutions and improve procedures and systems (Sanusi, 2002).

Capacity building could also be defined as the internalization of the knowledge, skills and processes that enable the formulation, implementation, monitoring and evaluation of set goals in an efficient manner. Yet, it could be viewed as a series of activities, which an organization, enterprise or even a nation needs to undertake to provide for itself, on a continuous basis, as well as the regular supply of skilled manpower to meet its present and future needs (Anyanwu, 2002).

Training is the catalysts for helping employees develop their personal and organizational skill, knowledge and abilities. Since tasks that workers perform in their workplace become more complex due to changes in the environment, the importance of training and productivity has also increased considerably. Training and productivity programme is therefore more central to all firms and has become an improvement area of contemporary management concern. The focus is therefore to develop the workforce so that the organization and individual employees can accomplish their work goals and service to customers. This has even become more critical as the world is technologically driven in the desire for improved performance. Higher productivity and profit has resulted in the use of modern technology by firms. According to Osadi and Dibie (2010) training and productivity scheme must focus on helping people become more comfortable in the presence of change and to work effectively and efficiently with organizations characterized by technological operations. Modern work environment require good communication skills, time management, the ability to adapt to changes, the ability to work in a team and to work with people from diverse cultures. Since the main task of a manager in an organization is to get things done through his subordinates, he has to motivate the employees and keep their moral high. Training is a very good way of motivating employees for greater productivity. According to Ejiogu (1995), "training is a process of causing a person or even an animal to respond to discipline and instruction, a process of making someone to become more proficient, effective, and efficient in the performance of a task or set of tasks". All employees and employers want to be valuable, relevant and remain competitive in the market at all times. This can only be achieved through proper training. According to Blundell (2003), employers spend much of their time and resources on workers training and productivity programmes in the hope of gaining returns in terms of improved profit, which result in payment of higher wages to employees or some forms of financial benefits. It is widely believed that training and productivity programme in Nigeria help to build up workers

in terms of job skills acquisition and enhanced performance in tasks execution and managerial affairs, which consequently result in improved productivity.

In line with the above, firms now carry out evaluation of training and productivity programme, invest in it and employ the use of modern technology in the process, to see how they could achieve best result possible from such training. Keaveny (1994) argued that evaluation in the context of training is an attempt to obtain and to access the value of the training based on the information (feedback) on the value of the effectiveness of training and to access the value of the training based on the information collected. "Training and productivity programme appear synonymous, and that writers use them interchangeably" (Edet, 2000). A distinction however exists between training and sustainability of productivity. Madabum (2004) suggested that training is the process of acquiring knowledge, skills and attitudes for the sole purpose of executing specified task more effectively and efficiently. He believed that training is an investment and that the reforms can be considerate". Akpan (1982) opined that "productivity programme is the process by which an employee is enabled to grow on the job through the acquisition of wide experience and increasing confidence through the exercise of varied and tested responsibilities to enable him reach the top or achieve the best in the profession or employment. This study examines the role of training personnel using productivity programme for improved productivity and organizational success in Nigeria.

### **Theoretical Framework of Analysis**

In the midst of management theories, we employed the aid of classical scientific management theory as propounded by F.M.Taylor. Scientific management school protagonists were the first to apply scientific principle to management with a view to aid increased productivity and efficiency in the work place. Their work formed the basis of the further development of the management thought. In the beginning of the twentieth century, most of the previous management practices were found to be inadequate to address the causes of inefficiency prevalent in organizational management and policy implementation. They sought for more efficient methods to solve the problem arising from management inefficiencies through experiments. Classical management theorists were the people who set the pace for a systematic approach to the management process. The basic assumption of the theory includes that:

- All managers must be trained to use scientific principle as an alternative to the old rule of thumb methods for solving management problems.
- Management should select and train workers rather than let them choose their work habit and procedures.
- Managers should divide the work possible between themselves and workers.
- Management should cooperate, motivate their workers to ensure that all work is done in accordance with scientific management principle. The utility of this theory in this study is based on its emphasis on training and development of human resources for higher productivity.

### **Purpose of the Study**

This study is designed to determine:

1. The role of training and productivity programme in the sustainability of productivity in Nigeria
2. Whether training and productivity programmes actually improve skill, competence and performance in tasks.
3. Whether improved staff performance brings about improved productivity.
4. Whether improved productivity, brings about improved profit.

### **Definition of Concepts:**

#### **Training**

The term "training" could be defined as the action of teaching a person, group of persons or animals a particular skill or type of behaviour. It is the acquisition of knowledge, skill, and competences as a result of the teaching of vocational or practical skill and knowledge that relates to the specific useful competences. Training has specific goals of improving one's capacity, capability, performance and productivity (<http://dictionary/reference.com/browse>).

#### **Sustainability**

Sustainability is the potential for long-term maintenance of well-being which has ecological, economical, political and cultural dimensions.

Sustainability requires the reconciliation of these environments, social equity and economic demands, also referred to as the "three pillars". For the

economies of Nigeria to be sustainable, training and productivity programmes must be carried out.

### **Productivity**

Every time an attempt is made to define productivity, new dimensions are added. Productivity is more than science, technology, management techniques, being also philosophy and an attitude of mind that rests on the strong motivation of people to constantly strive towards quality and competitiveness. Productivity is the ratio of output to input, that is the ratio of the amount of goods or services produced (output) to the amount of resources used in production (input). This conforms to Prokopenko (1987) who stated that productivity is the relationship between output generated by the production or service system and the input provided to create output. He expressed it mathematically as a ratio of output to input as

$$\text{Productivity} = \frac{\text{output}}{\text{input}}$$

According to Saxena (2009) productivity is basically factor optimization. It is not only doing better, but doing better things at the least possible cost with possible quality output and the result of a commitment to excellence, intelligence and focused effort. Implicitly, it is also about the production of goods and service that are desired, valued and in demand. Productivity is the function of producing more and more goods and services to more and more people with less and less consumption of real resources; Productivity is a process whereby inputs are converted to goods and services to satisfy market needs. In this study productivity entails doing things right and doing the right thing at the least possible cost with possible quality output. Simply put, productivity is to create more with less; gain more with less. Productivity is result oriented (Eze, 2012:4).

### **Productivity Programme**

Training and productivity programmes have been identified by several experts as the most vital and effective strategy for achieving organizational goals. Armstrong, (2002) defined training as the systematic development of knowledge, skills and attitude to perform adequately a given task or job. Productivity programme is a long term educational process, utilizing a systematic and organized procedure by which management personal learn conceptual and theoretical knowledge for general purpose. For any organization to survive, the need to train her employees for effective

handling of organizational affairs is therefore very important. In Nigeria, there are only a few organizations where staff training and productivity programme are considered a vital part of their programme and budgetary allocation are made for it yearly. This is surprising, when we live in a world where the assumption is that training and productivity programme improves the individual in such a way that enhance his performance and ability to cope with present and future situations, Akinwale (1999).

**Kennedy and Donnel (1979)** stated that modern technology has positive impact on staff training and productivity programme, human resource management and management skills enhancement, and has therefore been considered and appreciated as a vital tool for organizational growth and productivity. They emphasized that the realization of this fact in recent times has made more organizations to adopt a more positive and systematic approach to employee training and productivity programme. Okigbo, (1977) asserted that the situation is same in Nigeria, as the importance of training and productivity programme has been realized and given more attention lately.

### **Manpower (Staff) Utilization**

Staff utilization relates to decisions and actions taken to employ the staff of an organization to achieve its objectives. Manpower (staff) utilization has also been defined by Egungwu (1992:99) as a gradual and systematized continuous job-related education, training and job assignments during working life, which in itself, is a process of ensuring improvement in the performance ability on the job.

Staff utilization implies maximum use of competent staff, their employment at strategic places and the creation of enabling environment for the practice of acquired skills. It is pertinent to point out that all staff utilization activities are directed towards improving staff productivity and hence, achieving organizational objectives.

### **Types of Training**

There are different types of trainings that could be carried out by organizations and these include; external and internal trainings.

### **External Training**

External training refers to training programme not designed or carried out within the organization. Organizations carry out external training because it is less time consuming and they might not have resources to training in-house. External training involves the use of consultants to impart knowledge and skill outside the organization's domain and this enables the employees have a wider variety of approaches and can provide a refreshing change of scene.

### **Internal Training**

This is also referred to as in-house training or on-the job training. This form of training offers employees and employers' advantages that are not found in external training programme or seminar. In this type of training the trainee is being trained while doing the work by receiving some assignments under the supervision of his superior or trainer. On-the-job training that enhances an employee's skill and ensures his readiness for the next promotion, is generally superior to a public seminar. This implies that internal training is an opportunity to impart specialized knowledge, because in-house training uses real life examples, problems and challenges that participants encounter on daily bases at work. Successful internal training identifies the exact skill and knowledge that participant need to succeed in their job. It is the only way for people to learn the necessary skills, by working with an experienced coach, who can help them extract the general principles and issues which lie behind specific incidents, due to the complexity of new products, higher expectations of customers, and more elaborate and sophisticated support systems which is impossible to prescribe the correct way to handle all possible situations.

### **The Reasons for Training using Productivity Programmes**

The reasons for which organizations engage in training cannot be over-emphasized. Training and productivity programmes can be initiated for a variety of reasons for an employee or group of employees:

- i. It could be part of a development plan
- ii. To "benchmark" the status of improvement so far in a performance improvement effort.
- iii. To imbibe or inculcate a new technology in the system
- iv. As part of an overall professional productivity programme
- v. As part of succession planning to help an employee be eligible for planned change in role in the organization.

- vi. Because of the dynamic nature of the business world and changing business atmosphere
- vii. When needs arise as a result of findings from the outcome of performance appraisal.

### **The Nexus between Staff Training and Productivity**

The importance of manpower training can not be over emphasized in both private and public sectors. The fact is that it increases an employee skill which in turn builds up confidence in the staff. These qualities acquired through training (such as on-the-job, seminars, workshops, etc.) are crucial in manpower utilization. They will make the staff amenable to be used in the different methods of staff utilization. Skills and knowledge acquired through training make staff versatile. "This will make them suitable for job rotation, special assignment, acting appointments, as well as membership of committees. Through these means, staff productivity is enhanced. It has also been observed that trained staff develops sense of achievement and satisfaction and thus become more committed to their work" Ocheim, (2013). Hence, there is a direct correlation between high commitment to work and high productivity. Through the reduction of complaints, absenteeism and staff turnover, training helps to create a more conducive and satisfying work environment. This is necessary for effective staff utilization and enhanced productivity.

Training saves time because it makes the employee work smarter. There is no gainsaying that a speed in performance will enhance productivity. Through the reduction of accidents, spoiled work, and damage to machinery and equipment, training enhances organizational efficiency. The proceeds from the utility of these facts will definitely lead to an increase in productivity of the worker.

### **Importance of Training and Productivity Programme in the Workplace**

Training and productivity programme are very important in any organization that aims at progressing. Training presents a prime opportunity to expand the knowledge base of all employees, but many employers find the productivity opportunities expensive. Despite the potential draw backs, training and productivity programmes provide both the organization as a whole and the individual employees with benefits that make the cost and time a worthwhile investment. The benefits include:

- i. **Assist in addressing employee weakness:** Most workers have certain weaknesses in their workplace which hinder them from giving out their maximum output or services. Training assists in eliminating such weaknesses by strengthening the worker's skills. This helps reduce any weak link within the company who rely heavily on others to complete basic work tasks. Providing the necessary training creates an overall knowledgeable staff that can take over from one another as needed, work as teams or independently without constant help and supervision from others.
- ii. **Improvement in worker's Performance:** A well trained staff becomes more informed about procedures for various tasks. The worker's confidence is also boosted by training and development. This confidence comes from the fact that the employee is fully aware of his or her roles and responsibilities and it helps the worker carry out the duties in better ways and even find new ideas to incorporate in the daily execution of duty.
- iii. **Consistency in duty performance:** A well organized training and productivity programme gives the workers constant knowledge and experience. Consistency is very vital when it comes to an organization's policies and procedures. These include; safety, administrative procedures and ethics during execution of duties.
- iv. **Increased Job Satisfaction:** Training make employees feel satisfied with the role they play in the organization. This is driven by the great ability they gain to execute their duties, they feel they belong to the organization that they work for and the only way to reward it is by giving the best service they can. According to Andrea, W.J. (2014) "Engaged, motivated employees are more likely to stay in their jobs, and reduction in employee turnover boosts the bottom line.
- v. **Increased Productivity:** Many researchers have seen training as an important variable in increasing productivity. Colombo & Stance (2008) observed that training is a fundamental and effectual instrument in the successful accomplishment of team goals and objectives, resulting to higher productivity. With training workers can perform at a faster rate and with efficiency, thus increasing overall productivity of the organization. According to Andrea (2014), trained employees are better able to adapt to change- a must in today's economy.

- vi. **Improved quality of service:** Employees gain standard method to use in their tasks. They are also able to maintain uniformity in the output they give. This results with a company giving satisfactory services or goods.
- vii. **Reduced cost:** Training results to optimal utilization of resources in an organization. There is no wastage of resources, which may cause extra expense. Accidents are reduced during work and all machines and resources are used economically there by reducing much expenditure.
- viii. **Reduction in Supervision:** The moment an employee gains the necessary skills and knowledge, he will become more confident, self reliant, and require only little guidance as they perform their task. The supervisor can depend on the employee's decision to give quality output or product. This relieves the supervisor the burden of constantly having to give directives on what should be done.

#### **Benefits of Training and Productivity Programme**

There are many benefits of training and productivity programme which include;

- a. Increase in capacity to adopt new technologies and methods
- b. Increased innovation in strategies and products
- c. Increased job satisfaction and morale among employee
- d. Increased employee motivation
- e. Increased efficiencies in processes, resulting in financial gain
- f. Reduced employee turnover
- g. Enhanced company image and overall success.

#### **Conclusion**

This study has examined the relationship between staff training using and productivity. It has been established that training enables staff acquire skills crucial for effective staff utilization. These skills also make them more committed, satisfied, motivated and proficient. These go a long way in enhancing productivity. It is understood that training and productivity programme help to equip staff with prerequisite job skills, knowledge and ability of managerial staff to handle high responsibilities. Training has emerged as a formal organizational function, an integral element of strategy and a means of promoting employee growth. The quality of employees and the continual improvement of their skills through training sustain and increases productivity. This should be recognized as a vital factor in ensuring

profitability and long-term success of organizations in Nigeria. We recommend that employers should engage in continuous training of their staff for higher output.

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