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INFLUENCE OF TRAINING AND DEVELOPMENT ON EMPLOYEE'S PRODUCTIVITY IN AN ORGANIZATION

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ABSTRACT

This study investigated influence of Training and Development on Employee's Productivity in an Organization. A descriptive survey research design was used and guided by four research questions and hypotheses. The study's population consisted of all employees of Berger Paints Nig. Plc., Lagos and Belux Paints Ventures Company, Ogun State. A Structured questionnaire, "Influence of Training and Development on Employee's Productivity in the Organization (ITDEPO) (r= 0.60)", was used for collection. The study analyzed data using descriptive statistics such as frequency counts and percentages for demographic data. Mean and standard deviation were used for the research questions. Correlation matrix (Pearson Product Moment Correlation PPMC) and Simple Linear Regression analysis were used to test the hypothesis. The study found that employee training needs align with skill gaps and career prospects in the organization 7(Average Mean= 3.36±0.64). The majority of employees received on-the-job training (Average Mean= 3.21±0.74). The study suggests that training and development effects are necessary to increase employee productivity (Average Mean=3.19±0.69). Additionally, the roles of Training and Development on employee productivity is moderate (Average Mean of 3.31±0.57). The study also found that employee productivity is significantly influenced by employee training methods (β= .595,p<.05, t-value= 8.052) and the effect of training and development has a great influence on employee's productivity in organization (β= .657, p <.05 and t-value= 7.139). The study recommended that training needs should be identified professionally in conjunction with the line manager and individuals involved together with the HR/Training manager. A well-structured training calendar should be adopted to keep proper track of the training package. Lastly, the study suggests that it is essential to

evaluate the effectiveness of training to assess its impact on the learning outcomes specified during the planning stage. This evaluation will identify areas where improvement or changes are required to make the training even more effective.

Keywords: Influence, Training, Development, Employee, Productivity, Organization.

Introduction

Training and development as a function of human resource management is concerned with organizational activities aimed at improving the performance of individuals and groups in organizational settings. Training and development in any organization result in improved profitability and foster a more positive attitude toward achieving financial goals (Neelam 2014). Training and development can be considered as structured learning experiences that equip employees with the skills to carry out current and future job requirements. In recent years, training and development have become critical in the business world as they enhance the efficiency and effectiveness of both employees and the organization (Raja, Furqan, & Muhammad, 2011). Therefore, it is vital for organizations to consistently offer training (Skill Development, Adaptability, Employee engagement, Innovation, Succession Planning) to improve employees' skills and meet current societal demands.

Training involves a series of activities provided to employees to alter their perspectives and enhance their existing knowledge about specific issues (Othman, Harun, Rashid, &Ali, 2019). Incorporating training into an organization or institution is vital for equipping and guiding individuals to acquire the necessary skills and knowledge (Prabhu, Abdullah &Ahmed, 2020). The evaluation of an organization's output is influenced by the effectiveness of training. In today's world, progress and investment in training are essential (Ganeshkumar, Prabhu, & Abdullah, 2019). Incompetence and inefficiency among staff are usually a result of a lack of adequate information or training. Furthermore, Saleh, Ali, Akoi, Najmalddin, Ali, and Anwar, (2021) have also outlined the objectives of training: 'enhance productivity, improve work quality, enhance skills, knowledge, understanding, and attitude, improve the use of tools and machines, reduce waste, accidents, turnover, lateness, absenteeism, and other overhead costs. When organizations communicate with employees about their skills gaps, they can determine who needs training, the specific areas that require training, and when to implement it, ensuring that training is introduced effectively (Kum, Cowden, &Karodia, 2014). Thus, training becomes a collaborative effort between an expert and an employee, ensuring the effective transfer of information, expertise, skills, and attitudes, ultimately leading to enhanced employee performance on the job. Training activities are tailored and assessed based on an individual's recent work (Lerner, 2018).

Training is an indispensable aspect that cannot be overlooked as it provides employees with vital information and continuous feedback about their roles (Demir, Maroof, Sabbah, Khan, &Ali, 2020). Additionally, training is a fundamental component of human resource management that aims to enhance staff creativity and ideas to boost productivity (Anwar & Abdullah, 2021).Abdullah &Afshar (2019) emphasized that the development of individuals and organizations can be achieved through training and development. Abdullah and Rahman (2015) also stated that training and development are ongoing processes. Training and development form the fundamental framework for a successful organization, and the sustainability of an organization hinges on these aspects (Gardi, 2021). Development is the

voluntary endeavor of an employee to grow over time. It is an intentional effort initiated by the employee, showing their willingness to undergo training for personal development. Development is the organized use of scientific and technical knowledge to fulfill specific objectives or requirements. As Kadiresan, Selamat, and Selladurai, (2015) stated, "Development involves preparing employees for potential positions and challenges. It is a long-term process, and the employee takes the initiative voluntarily" (Olalere and Adesoji, 2013).Development stems from training. Training and development refer to the formal, continuous efforts made within companies to enhance the performance and personal fulfillment of their staff through various educational methods and programs. Therefore, organizations must view ongoing employee education and improvement as important in order to sustain themselves. Training and development are crucial at all levels of employment because skills can become outdated over time and need to be refreshed to stay relevant (Nishtha& Amit, 2010). While training and development are used together, they have different meanings. training is a planned, systematic, short-term process that involves employees acquiring technological and industrial knowledge and skills to perform specific job-related tasks. The impetus for training comes from managers to meet current job requirements.

Training and Development are the means by which knowledge is gained. Consequently, it can be seen as a resource for organizations that assists in employees acquiring, understanding, and applying knowledge, as it can bring together newly acquired skills and knowledge, since employee performance contributes to a company's growth. As a result, researchers have focused on the impact of training and development on employee productivity in the workplace. Tahir (2014). Additionally, training and development collectively help in increasing knowledge, skills, and the way individuals think in order to produce results that can influence the organization and motivate the employee to become competitive (Sultan, Ahmed, Jafar, Murtaza, 2020). It is important to note that selecting the appropriate training method is crucial to benefit both employees and the organization's progress itself (Abdullah & Othman, 2015). Often, training needs are identified through individual and organizational assessments before organized training or improvement programs. An evaluation (Anwar &Qadir, 2017), which occurs after training and improvement programs, is conducted to ascertain whether the objectives have been met in accordance with identified needs (Abdullah & Rahman, 2015). It is important to highlight that the development of individuals who establish the organization coincides with organization development. It is evident that the success of an organization necessitates personnel having the correct skills and knowledge. However, three essential requirements for personnel cannot be achieved without; a long and healthy life; knowledge and skills; and access to resources for a decent life. Human development income is the only options that will advance the human personnel according to human concepts. The expansion of income and wealth are needed alongside development. Accomplishing common administration goals includes designing and maintaining an environment for high quality performance, it is obvious that administrators require well-trained and skilled individuals for successful achievements and productivity in the organization.

Statement of the Problem

Employees are individuals that are employed to an organization or an establishment for the purpose of rendering services as may be demanded by an organization. Ideally, an employee

should be knowledgeable and skillful in his or her field of specialization in order to be able to deliver up to expectation. As a result of this, employee must be well taken care of in every aspect. This includes regular salary, adequate incentives, welfarism, and promotion, regularly training among others so that they can be motivated and as well be productive in their job. Besides, organization are also expected to give periodic or regular training to their staff so that they can be developed and remain productive most especially due to technological advancement in this era. This implies that the productivity of any organization largely depends on the way employees are treated or taken care of.Unfortunately, literature has revealed that most organizations rarely take care of their staff as expected, infact many organizations (e.g. General Metal ware Company GEMCO, Essador Hotels and Suites) usually demand more from their employees without adequate training or any organized workshop that can develop them. Also, some organizations due to the fear that an employee could leave the organization after training sometimes makes them not to train or develop their staff. Despite this, modus operandi of some organizations even required that the employees should be updating their skill on regularly basis in order to remain relevant on their job. This same is applicable to employees of organization such as Belux paint venture and Berger paints Nigeria limited which is the focus of this study. As a result of this, it is essential that employees be given on the job training as well as workshop that will bring about their development their ability so that they can remain productive and increase the productivity of the organizations where they work. Therefore, if this situation is left unchecked and employees remain as they were on their job for many years, then the growth and development of such organization is at stake.It is on this basis that the researcher intends to conduct a study on influence of training and development on employee's productivity in the organization.

Objectives of the study

The general objective of this study is to examine the influence of training and development on employee's productivity in an organization. Specifically, the study sought to

1. Determine the roles of training and development towards improving employee's productivity.
2. Identify the various factors that make training and development necessary for employees
3. Investigate the training methods provided for enhancement of employee productivity
4. determine the effects of training and development on employee productivity.

Research Questions

The following research questions were raised to guide the study:

1 What are the roles of training and development towards improving employee's productivity
2 What are the various factors make Training and Development necessary for employees' productivity?
3 What are the training methods provided for enhancement of employee productivity?
4 What are the effects of training and development on employee productivity?

Research Hypotheses

The following null hypothesis were formulated and tested in the Study:

H_{o1}: There is no significant relationship between the factors that make training and development necessary on employee's productivity.

H_{o2}. There is no significant influence of employees' training methods on employees' productivity in the organization

H_{o3}: Training and development do not significantly influence employees' productivity in organization.

Methodology

The design adopted for the study was descriptive survey research design which was done purposely to make sample selection of respondents from whom the necessary data was obtained for this study. The population of this study comprised of two hundred and eleven (211) employees at Berger Paints Nigeria PLC Oba Akran, Lagos State, while (100) at Belux Paints Ventures Company Sango, Ijoko Ogun State.

Population of Employees

S\N	Names of Organizations	Numbers of Employees
1.	Berger Paints Nigeria PLC	211
2.	Belux Paints Ventures Company	100
TOTAL		**311**

Source: Office of Human Resources Department of each Organization (2022).

Since the population of the study is within the manageable size, there was no need for sample for the study, however the sample size for the study was 311.The data collection instrument used for this study was a well-structured questionnaire named "Influence of Training and Development on Employee's Productivity in the Organization (ITDEPO)". The questionnaire was systematically arranged with questions designed to collect data and information from the respondents based on the research questions. The questionnaire consisted of two sections, Section A and B. Section A contained the respondents' bio-data such as age, gender, educational background, and working years. Section B consisted of structured questions about the roles of training and development towards improving employee's productivity, factors that make Training and Development necessary for employees' productivity, training methods that can be provided for enhancement of employee productivity, the effects of training and development on employee productivity. The questions were answered using a four-point scale of Strongly agree (SA), Agree (A), Disagree (D), and strongly disagree (SD).To ensure that the research instrument was valid, it was carefully scrutinized by three experts. One at Business Education and two from Entrepreneurship Education Department, College of Vocational and Technology Education, Tai Solarin University of Education. The experts reviewed the instrument to ensure that the face validity was properly covered. Constructive criticism was given, and corrections were made on the questionnaire before producing the final drafts for the field.To ensure the reliability of the research instrument, 30 questionnaires were administered to a sample of respondents who were not part of the pilot testing sample. The Cronbach's Alpha coefficient was used to determine the reliability of the questionnaire. The trial testing was carried out once and the coefficient was found to be 0.60, indicating that the research instrument was reliable and therefore adopted to collect the necessary information for the study. To collect the relevant data, the researcher administered the questionnaire to the respondents in various organizations. The Human Resources Department (HRD) of each organization was contacted beforehand through a letter of introduction from the researcher's institution to seek permission. The respondents were given enough time to

complete the questionnaire and the researcher made an effort to elicit their cooperation.The responses from the questionnaire were analyzed using descriptive statistics such as frequency counts and percentages. Demographic factors were analyzed using descriptive statistics of frequency counts and percentages, while mean and standard deviation were used for the research questions while Correlation Analysis (PPMS) and Simple Linear Regression Analysis was used to test the hypotheses at 0.05 level of significance.

Results and Discussion

Analysis of Research Questions

Table 1: Roles of training and development towards improving employee's productivity

S/N	ITEMS	MEAN	S/D
5.	Training and development will aid the growth of workers and their professional skills in the organization.	3.50	.50
6.	Training and development will make employees to improve the image of the organization.	3.53	.58
7.	Training and development of employees will boost the organization human resources employees' job expertise.	3.03	.53
8.	Training and development will foster the practical application of learned skills by workers.	3.44	.58
9.	Training and development will help to develop both the creative ideas of the workers.	3.07	.66
	TOTAL	16.6	2.87
	AVERAGE MEAN	3.31	0.57

In Table 1, the results show that item 6, which emphasizes the training and development will make employees to improve the image of the organization, received the highest mean score of 3.53 (SD= .58). Following closely is item 5, which states that training and development will aid the growth of workers and their professional skills in the organizations, with a mean score of 3.50 (SD= .50). Item 8, focusing on training and development will foster the practical application of learned skills by workers, received a mean score of 3.44 (SD =.58). Item 9, which states that training and development will help to develop both the creative ideas of the workers, received a mean score of 3.07 (SD= .66). The lowest mean score of 3.03 (SD= .53) was attained by item 7, which emphasizes the that training and development of employees will boost the organization human resources employees' job expertise. The overall average mean is 3.31 with a standard deviation of 0.57.

Table 2 Factors that make training and development necessary for employees' productivity

S/N	ITEMS	MEAN	S/D
10.	This organization conducts a formal appraisal mechanism to identify training and development needs for employees and provide relevant training opportunities	34.2	.67
11	Training and development are necessary for new Employees to perform effectively in their job.	3.47	.50
12.	Employees need refresher training and development to enable them to keep abreast of changing techniques and	3.42	.55

	use of sophisticated tools and equipment		
13.	Training and development are necessary when a person has to be moved from one job to another, as result of transfer, promotion or demotion.	3.24	.87
14	This operation offers training and development programs to equip employees with the skills necessary to carry out their tasks.	3.27	.62
	TOTAL	16.8	3.2
	AVERAGE MEAN	3.36	0.64

Above in Table 3, it can be observed that item 11, which affirms the necessity of Training and development for new employees to effectively perform their job, received the highest mean score of 3.47 (SD= .50). Following this, item 10, which states that the organization conducts a formal appraisal mechanism to identify training and development needs for employees and provides relevant training opportunities, received a mean score of 3.42 (SD= .67), and item 12, which emphasizes the need for refresher training and development for employees to keep updated with changing techniques and the use of sophisticated tools and equipment, also received a mean score of 3.42 (SD= .55). Subsequently, item 14, which indicates that the operation offers training and development programs to equip employees with the skills necessary to carry out their tasks, received a mean score of 3.27 (SD= .62). The lowest mean score of 3.24 (SD= .87) was recorded by item 13, which states that training and development are necessary when a person has to be moved from one job to another due to transfer, promotion or demotion. The average mean score is 3.36 (SD= 0.64). This suggests that in response to research question one, all the items demonstrate a positive contribution of the organization in identifying the training needs of its employees through a formal appraisal mechanism and ensuring provision of training and development programs to teach the necessary skills required for their duties.

Table 4 Training methods that can be provided for enhancement of employee's productivity

S/N	ITEMS	MEAN	S/D
15.	On the Job training is a popular method of training and development utilized by organizations	3.76	.70
16.	Correspondence and online courses are widely recognized as effective methods for training and developing employees within an organization	3.34	.76
17.	Workshops and conferences are other methods of training and development of employees by the organization	3.40	.62
18.	The organization employs in-house courses as another methods of employee training and development	3.29	.73
19.	Job rotation is commonly employed as a strategic approach for employee training and development within an organization	2.45	.78

20. and	Understudy is a frequently used approach for training	3.04	.83
	developing employees in the organization		
	TOTAL	19.3	4.45
	AVERAGE MEAN	3.21	0.74

In Table 4, it is evident that item 15, which discusses the popularity of on-the-job training as a method of training and development used by organizations, has the highest mean of 3.76 (SD= .70). Following this, item 17, which addresses workshops and conferences as methods of training and development for employees, has a mean score of 3.40 (SD= .62). Subsequently, item 16, which mentions correspondence and online courses as effective methods for training and developing employees within an organization, received a mean score of 3.34 (SD= .76). Next, item 18, which talks about the use of in-house courses for employee training and development, obtained a mean score of 3.29 (SD= .73). Then, item 20, which discusses the use of understudy as an approach for training and developing employees, received a mean score of 3.04 (SD= .83). Finally, item 19, which addresses job rotation as an approach for employee training and development, had the lowest mean score of 2.45 (SD= .78). On average, the mean score is 3.21 (SD= 0.74).

Table 5 Effects of Training and Development on Employees' Productivity.

S/N	ITEMS	MEAN	S/D
21.	Reduces the time required for learning to reach an acceptable level of performance	2.44	1.07
22.	Improvement of operational effectiveness and efficient performance in the current job	3.53	.76
23.	Opportunity to positively influence employees' attitude towards attainment of personal and cooperate goals	3.25	.67
24.	To address operational issues such as high employee grievances, absenteeism, accident rate, and improve employee- supervisor relationships.	2.95	.51
25.	Enhancing the accuracy and speed of employees in performing their tasks.	3.51	.50
26.	Improvement in methods of work, quality of products, and organizational growth.	3.50	.66
	TOTAL	19.2	4.16
	AVERAGE MEAN	3.19	0.69

Table 5 indicates that item 22 significantly enhances operational efficiency and performance in the current job, with the highest average score of 3.53 (SD= .76). Following closely is item 25, which suggests that offering training and development opportunities can improve the accuracy and speed of employees in carrying out their tasks, scoring an average of 3.51 (SD= .50). Item 26 follows with an average score of 3.50 (SD= .66), stating that it leads to improved work methods, product quality, and organizational growth. Subsequently, item 23 outlines the opportunity to positively influence employees' attitudes towards achieving personal and corporate goals, securing an average score of 3.25 (SD= .67). Item 24 discusses the resolution of operational issues such as high employee grievances, absenteeism, accident

rates, and the enhancement of employee-supervisor relationships, averaging at 2.95 (SD= .51). The lowest mean score of 2.44 (SD= 1.07) is attributed to item 21, which suggests that it minimizes the time required for learning to achieve an acceptable level of performance. The overall average mean is 3.19 (SD= 0.69).

Hypothesis Testing

Table 6: Correlation Analysis Measuring the Relationship between the factors that make training and development necessary and employee's productivity.

Ho_1: There is no significant relationship between the factors that make training and development necessary and employee's productivity.

		Factors that make T&D Necessary	**Employee's Productivity**
FTMTDN	Pearson Correlation	1	.945**
	Sig. (2-tailed)		.000
	N	260	260
EP	Pearson Correlation	.945**	1
	Sig. (2-tailed)	.000	
	N	260	260

The information provided in the above table illustrates the findings of a study, revealing a strong correlation of 0.945 between Training and Development (T&D) requirements and Employee Productivity. Upon conducting a hypothesis test, it was determined that this correlation is statistically significant at the 0.000 level. As a result, the null hypothesis is rejected, leading to the conclusion that factors requiring training and development significantly affect employee productivity.

Hypothesis 2: There is no significant influence of employees' methods of training on employees' productivity in the organization

Table 7: Linear regression analysis showing the influence of employees' training methods on employees' productivity in the organization

Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**T**	**Sig.**
	B	**Std. Error**	**Beta**		
(Constant)	-16.135	3.762		-4.289	.000
Training Methods	1.925	.239	.595	8.052	.000

Dependent Variable: Employees' productivity

Table 7 displays the impact of employee training methods on their productivity in the organization. In this case, the employee's type of training contributes with Beta=.595, $p<.05$ and t-value= 8.052. The null hypothesis is therefore rejected. Thus, the study concluded that training methods has significant influence on employee's productivity.

Hypothesis 3: Training and development do not significantly influence employees' productivity in the organization

Table 8: Linear regression analysis showing the influence on the effect of training and development on employees' productivity in organization

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.321	1.151		2.885	.005
Training and Development	.730	.102	.657	7.139	.000

Dependent Variable: Employees' productivity

Table 8 presents the influence of training and development on employees' productivity in organization. The table shows that training and development contribute with (β= .657), p <.05 and t-value= 7.139. The null hypothesis is therefore rejected. Thus, the study concludes that training and development has a significant influence on employee's productivity. From the foregoing, all the three null hypotheses were rejected, and alternative hypotheses were accepted.

Findings of the Study

The research found that most of the survey participants have received a good education. Education, especially at higher levels, has been identified as a key factor for increasing employees' productivity, according to Kadiresan, Selamat, and Selladurai, (2015)also stressed the significance of education in improving corporate performance. The study also uncovered that job experience plays a crucial role in the workplace. Previous studies by Lerner (2018) highlight the importance of consistent work experience. The findings suggest that a high proportion of the organization's employees have significant job experience, indicating that the organization is making progress towards achieving its goals. The primary research objective and question investigated the roles of training and development towards improving the employee's productivity. The result revealed that many organizations need to focus more attention on training and development of its employees in ways that will ensure optimum productivity through preparing staffs for a position they are meant to fill as well as stimulating an environment for learning and application of what they learn practically in the organization. In relation to the second research objective and question, the study investigated the factors that require employee training and development. The responses indicate that training needs are aligned with skill gaps and the career development of employees within the organization. Neelam (2014) has outlined the necessary skills for employees, while Tahir (2014) emphasizes the importance of targeting employees' proficiencies in training programs.

The third research objective and question, the study analyzed the training methods that can be provided for enhancement of employee productivity. The results demonstrate that most employees in the organization have undergone on-the-job training, which is highly regarded according to Othman, Harun, Rashid, and Ali (2019).Finally, the fourth research objective and question aimed to determine the effect of training and development on employees' productivity. The findings indicate that training and development have a positive effect on the productivity of employees in the organization. Kum, Cowden, and Karodia, (2014)

emphasize the importance of training and development for improving employee productivity.

Conclusion

The main objective of the study was to assess influence of training and development on employees' productivity in the organization. After assessing influence of training and development on employee productivity in the organization through obtaining data from respondents, it can be concluded that training needs at the organization do align with skill gaps and employee's career advancement prospects generally. The organization place a high premium on essential of skills for its employee's as well as their individual job proficiency as training outcomes. It is concluded that employees have a positive view of the training program and are mostly motivated by the new skills, methods and ideas to perform after the closure of the program. The findings of the study indicated that most employees are motivated by various methods adopted for the employees in the organization. The knowledge they gained from the training program helped to better understand their task and the methods being taught were easily applied to the work being done. This simply means that the organization should maintain the current method of teaching(on-the-job training) and ensure that as the job description changes, the training methods and contents also change to fit the new details of the job. Employees' perceptions of the training program have a direct impact on its success. The study's findings showed that training and development positively influence employee productivity within the organization, and most employees were more committed to the training program because they believed it benefitted their personal and work goals. This suggests that employees' perceived value of the training and development program significantly influences their commitment, as they would not be highly committed if they did not perceive the program as beneficial.

Recommendations

From the findings of this study, the following recommendations were made:

1. Organized Training: Identifying training needs should be done in a more professional manner, involving line managers, individuals concerned, and HR/Training managers. There should be an agreement on the deficiencies of the trainees.

2. Well-planned training schedule: It is important to have a well-structured training calendar that can inform and prepare employees for upcoming training sessions on a monthly basis. This calendar will also assist the Training Manager in effectively tracking the training program.

3. Assess training effectiveness: It is crucial to assess the effectiveness of training in order to gauge its impact on the learning outcomes set during the planning phase. This assessment will point out areas where improvements or adjustments are necessary to enhance the effectiveness of the training. The criteria for evaluating each type of training should be established during the planning process, and consideration should be given to how the necessary information for evaluating learning events can be obtained.

4. Enrich job experiences: Employee development is most likely to occur through job experiences. Development is most effective when there is a gap between the employee's skills

and past experiences and the skills required for the job. Various methods of utilizing job experiences include expanding the current job, rotating job roles, and promoting individuals to roles with greater challenges.

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