

Training as an Essential Tool for Increasing Productivity in Organization: Uniben in Focus

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Abstract: For employees to perform their duties at high level, the organization needs to put in place, certain incentives that are capable of motivating them. In this regard training appears to be the most important incentives that are capable of spurring workers to put in their best in order to achieve the organizational goals and objectives. Inability of staff to perform their duty effectively and efficiently could be as a result of lack of adequate skill and training. Global trend in modern technology acquisition and development, calls for organizational obligation in training and enhancing staff development in the study place like the University of Benin, being the center of excellence in the field of achievement and in the corridor of education. This study therefore intends to ascertain the extent to which training has result in increased performance, to evaluate workers performance before and after training amongst others. This study was carried out empirically with the use of primary data through the administration of questionnaires to one hundred non-academic staff of the University of Benin. Four hypotheses were formulated and tested for the study. The study reveals a significant relationship between employees that received training and motivation; staff that received training are more dedicated to duty and that training of non-academic staff could lead to increase. In productivity it was recommended that the university should seek for more fund to train their staff and ensure that more staff are considered for training and so on.

Keywords: Organization, productivity, tool, training

INTRODUCTION

Human Resource is the most dynamic of all the organization's resources. They need considerable attention from the organizations management, if they are to realize their full potential in their work. Thus motivation, leadership, communication, work restructuring, payment systems and training/development may all be included in the issues which have to be faced by management today.

Training in organizations is very essential. In a modern economy like our own, the nature of work is constantly changing. New technologies mean that new work skills are constantly required. To succeed in business or in a career, people will need to be very flexible about where they work and how they work and to constantly change the range of skills they use at work.

Training should not be isolated in any organization that wishes to have its production going on. The skills acquired long ago might become outdated as a result of changes in technology; training could help to bring to their knowledge these changes.

Glueck (1981) postulated that "human resources are the most important resources in an organization in that they specifically influence productivity, operating the machine design the raw materials and services,

make decisions to borrow or spend financial resources, market and deliver the goods and services". All these activities help in achieving organizational goals and none of these can be adequately carried out without qualified people (human resources). The realization of this fact brings to the limelight the relevance of training and development of available human resources in an organization. Infact, the quality of the human resources in an organization is a must for the success of that organization. Most organizations are set up for the purpose of rendering services or making profit. It is therefore important for the organization to have sufficient human resources with the optimum skills, knowledge and understanding for planning, organization, co-ordination, directing, commanding and controlling the functions of the factors of production.

Studies carried out shows that workers give out their best if their needs are identified and met. Since the objectives of the organization is to be met via people, it is therefore, of primary importance that such organizations in keeping with the dynamics of business must ensure effective training of its personnel. No organization can grow effectively unless the issues of staff training are effective. Training can assist, motivate and create a sense of accomplishment which generally brings progress and build ones confidence on the job (Aibieyi, 2010).

Objectives of the study: The objectives of this study are to:

- Ascertain the extent to which training has result in increased performance
- Observe the existing systems of training on the University of Benin
- Evaluate workers performance before and after training
- To determine the number and level of staff that has experienced training
- Make recommendations as appropriate

Research hypotheses: The following hypotheses were formulated for the study:

- Training leads to enhanced performance in the University of Benin
- Acquisition of higher education and skills are likely to benefit both the organization and the trained staff
- Employees who receive training are more likely to be motivated
- The staff that attended training are more dedicated to work than those denied training.

LITERATURE REVIEW

Training and development of existing employees have become important in a dynamic environment as Nigeria. Thus, personnel department in close association with other line managers should work out a planned systematic training for each categories of staff. Cole (2005) states that one way to prepare the organization for the future was to train and develop its manpower so as to be able to cope with new demands, new problems and new challenges. However, it is important for the organization to provide training and development opportunities for their employees so that they can fully develop and realize their potentials in the organization.

According to Okoh (2000) training and development of existing employees have become important in a dynamic environment as Nigeria.

Concept of training: Training is the systematic acquiring of work in relation to knowledge, skill and attitude which helps in the effective and efficient performance of a given duty. Training is organizational effort aimed at helping employees to acquire basic skills required for the efficient execution of the functions for which he was hired. McCormick and Tiffin (1997) define training as a conscious and deliberate effort by corporate or government, aimed at raising the quality of staff deemed necessary for organization development.

Aghenta (1982) states that staff training without utilization is a waste because without the application of

acquired skills to the task that is to be performed the objectives of such training may not be achieved.

Advantages of training: According to Flippo, (1970) as quoted by Adamolekun (1979) on recruitment and training of Nigeria. Listed the derivable benefits from training are as follows:

- **Boosted morale:** Possession of needed skills helps to meet such human needs as security and ego satisfaction.
- **Increased productivity:** An increase in both quantity and quality of output. The increasing technical nature of modern jobs demands systematic training to achieve minimum level of accomplishment.
- **Less supervision:** A well trained employee will be well acquainted with the job and will need less supervision. Thus there will be less wastage of time and effort.
- **Chances of promotion:** Employees acquire skills and efficiency during training. They become more eligible for promotion, hence become asserts to organization.

Types of training: The following are the types of training programmes in most complex and large organization:

- **Induction and orientation training:** This is a course which introduces the newly employed staff to work environment French (1988). This is for every new employee no matter what his previous experience is. The new staff needs to know his fellow staff, tradition, rules and regulations of the establishment to enable him settle down to work. This training period may last days, weeks, depending on the management of the place.
- **On-the job training:** This is one of the training methods given to the employees within the everyday working of an organization. It is a simple and cost effective training method. It is proficient as and semi-proficient employees can be well trained by using such training method. The employees are trained in actual working scenario. The method of such training is "learning by doing". Instance of such on-job training methods are job-rotation, coaching, temporary promotion etc.
- **Off the job training:** Off the job training method is a situation whereby training is provided away from the actual working condition. It is generally used in case of new employee. Instances of off the job training methods are workshops, seminars, conferences etc. such method is costly and is effective if and only if large number of employees are trained in a separate area outside the organization, such as University, skill and technology development centres etc.
- **Seminars and conferences:** This is a training programme organized by professional association

and groups to keep themselves abreast of the latest skill, rule and regulations in their profession (Aibieyi, 2012).

RESEARCH METHODOLOGY

This study is an empirical one which derived its data form primary source through the administration of questionnaires. The organization used in this study is the University of Benin, Benin City, Edo State, Nigeria. The University of Benin was selected because of its involvement in training programmes.

The research instrument for this study was administrated to 100 (one hundred persons) non-academic junior and senior staff of the University of Benin. Out of the one hundred only questionnaire, 70 were retrieved for data analyses. Simple percentage was used in the data analyses based on the hypotheses of the study.

Presentation and analyses of data: Below are tables used to analyse the questions which are relevant to the stated hypotheses.

DEMOGRAPHIC DATA ANALYSES

Table 1 shows that male respondents are 40 which represents 57% of the sample. This shows that there are more male than females which is a good reflection of the situation on ground.

From the age distribution in Table 2, majority of the respondents is recorded among the ages of mostly 41-50 and 31-40. These of course tell us that the best matured experience persons of staffs are being used for effective and efficient performances in the establishment. These groups are also better placed for adequate training for job activities. This group will also manifest a good outcome of training with increase in output or productivity.

Ages 51-60 are naturally indicating little dividend and they are retiring at old age and of course facing retirement from service. the significance of this Table 3 is that there are more experienced persons in the sample which are assets to the university. They will therefore need constant training to update their knowledge.

From the Table 4, the number of married respondents is 89% which shows that majority of the staff are responsible people.

On educational qualifications which shows that HND/B.Sc Degree respondents of 4.3.5.7 with agrees with my earlier appraisal on chapter 2.9 saying that non-academic staff and having upgraded their status with degrees and given masters degrees. Thus the greatest despondence is on the educational qualification in decree (Table 5).

Table 1: Gender distribution of respondents

Sex	No of respondents	Percentage
Male	40	57
Female	30	43
Total	70	100

Field survey, 2013

Table 2: Age distribution of respondents

Age	No of respondents	Percentage
20-30	4	6
31-40	14	20
41-40	48	68
51-60	4	6
Total	70	100

Field Survey, 2013

Table 3: Marital status of respondent

Status	No of respondents	Percentage
Single	8	11
Married	62	89
Divorced	-	-
Total	70	100

Field Survey, 2013

Table 4: Educational qualification of respondents

Qualification	WASC/GCE	OND/NCE	HND/		Total
			BSC	Master	
No of respondents	10	15	25	20	70
Percentage	14.2	21.4	35.7	28.5	100
Percentage	14.2	21.4	35.7	28.5	100

Field Survey, 2013

Table 5: Does training motivate you to work

Responses	Frequency	Percentage
Yes	70	100
No	-	-
Total	70	100

Field Survey, 2013

Table 6: Do you agree that training enhance staff dedication

Responses	Frequency	Percentage
Still supervised	10	14
Less supervised	60	86
Much supervised	-	-
Total	70	100

Field Survey, 2013

Table 7: Will higher training/education enhances your greater output to work?

Responses	Frequency	Percentage
Higher training /education	60	86
Education	5	7
Training	5	7
Total	100	100

Field Survey, 2013

Hypothesis 1: There is significant relationship between employee that have received training and motivation. The Table 6 shows that training leads to motivation.

Hypothesis 2: Hypotheses 2 which states that the staff that attended training are more dedicated to work than those denied training. The Table 7 shows that 86% of staffs are more dedicated. The test of hypothesis is accepted.

Table 8: Does training enhance effective and efficient productivity?

Responses	Frequency	Percentage
Enhance	70	100
Not enhance	-	-
Total	70	100

Field Survey, 2013

Table 9: Is there any need for improvement in the organization of training programme?

Responses	Frequency	Percentage
Need	70	100
No need	-	-
Not sure	-	-
Total	70	100

Field Survey, 2013

Hypotheses 3: The Table 8 shows that the acquisition of higher skills are likely to benefit both organization and trained staff. The table shows that 86% on higher Training/Education leads to greater work output. The test of hypotheses is accepted.

Hypotheses 4: The hypothesis shows that the provision of training opportunities for all categories of staff will improve their level of performance. The frequency table of respondents of enhanced efficient and effective productivity is 100%. This rest of hypotheses are accepted.

Hypotheses 5: The hypotheses states that if training is accorded to all Non-Academic Staff, productivity will be improved (Table 9). The frequency table of respondent is 100% of need for improvement therefore; the test of hypotheses is accepted.

FINDINGS AND CONCLUSION

Findings: The Findings of the study are:

- Responses to hypothesis 1 shows that there is significant relationship between employees that received training and motivation
- It was revealed in Table 6 that staff that attended training are more dedicated to work as shown on Table 6.
- The study reveals that the acquisition of higher skills is likely to benefit both organization and the trained staff. This is in response to Hypothesis 3 as shown on Table 7.
- Responses to hypothesis 4 as shown on Table 8 is that provision of training opportunities for all categories of staff could lead to enhanced efficiency and productivity.
- That if training is according to all non-academic staff production will increase.

Conclusion: It becomes obvious that training of non-academic staff in the University of Benin is an essential tool for increasing productivity and enhanced efficiency and that trained staff are more dedicated to their duties than non-trained staff. In addition, acquisition of higher qualification tends to benefit both staff and the organization.

Recommendations: Based on the findings and conclusion of this study, the following recommendations are made:

- Management of the University should endeavour to train more non-academic staff with the assistance of expertise to handle such training.
- More funds should be sourced and harnessed towards the training of non-academic staff.
- The existing training programmes which serves as a privilege to some staff should changed to a right for all staff and that it should be more regular.
- Heads of the various departments should encourage staff to go for training as this will serve as motivation to most staff.
- Management should ensure that training enhance promotion, upgrading and conversion as appropriate.

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