

Influence of Training on Productivity of Junior Staff in Companies in Calabar Municipality of Cross River State, Nigeria

¹Glory Emmanuel Edoho, Ph.D
gloryedoho80@gmail.com

¹Godwin B. Ushie, Ph.D
godwinushie101@gmail.com

¹Fidelis Ashiekong Ukpanukpong
adifils@gmail.com

¹Nkanga Itorobong Inem
Itorobongnkanga@gmail.com

¹Department of Continuing Education and Development Studies
University of Calabar, Calabar

Abstract

This study examines influence of training workers on staff's output in companies in Calabar Municipality of Cross River State. It was guided by two research questions and hypotheses. The study employed survey design. The population of the study comprised of 502 junior workers from twenty companies in Calabar municipality. A sample of 301 was drawn through stepwise sampling technique. The instrument used for data collection was Staff Training and Productivity Scale (STPS) designed by the researchers and validated by two experts from both the Departments of Continuing Education and Development Studies and Measurement and Evaluation. Data collected was analyzed using linear regression. The findings from the study revealed that all the sub-variables of staff training, including on-the job, and off-the job training, significantly relate to staffs' productivity in the companies under investigation. It was therefore recommended among others that companies in Cross River State should collaborate with government to bring about policies that will give room for skill acquisition while on the job, in order to foster capacity development and provide frequent turn over on the side of the companies.

Keywords: capacity building, productivity, training, skill acquisition, techniques

Introduction

Low productivity/turnover in most companies has been a major concern to management of the companies. These companies spend millions of naira every year to recruit employees whom they consider as suitably qualified for their services. This is because productivity is a critical factor in the sustainability of any company. Ushie et al. (2023) see staff training as becoming imperative to improving productivity. The quality of employees and their development through training is a major factor in determining long-term profitability of any company that is in business. Therefore, if an employer hires and keeps good employees, it is good to invest in the development of the employees' skills for a long-term and sustainable increase in productivity.

Nigerians are known to be very hardworking, but the productivity of the labour force is often being questioned if the turnover is not rewarding. Nevertheless, the amount of gross domestic product (GDP) produced per hour could also be low due to excess supply of incompetent labour. The percentage of low skilled labour in Nigeria is at a maximum because some workers do not spend their time to complete their training or even apply for it, while some try to convert it to money. Thus, Nigerian companies need to focus on solving the problem of low productivity through effective techniques such as on-the job training and off-the job training, where it could portray some kind of improvement in the training of workers in their various sectors.

Edoho et al. (2022) confirm that training constitutes one of the major techniques that organizations adopt to equip their employees with requisite knowledge and skills for improved productivity. According to Armstrong (2001), training is the planned and systematic modification of behaviour through learning events, programmes and instructions, which enables individuals to achieve the level of knowledge, skill, and competencies needed to carry out work effectively for organizational growth and success. However, such training should only be considered if it is targeted at solving identified performance deficiency in identified workers. This is because there is a difference between normal performance and performance standard target set by management in industries; hence the need for man-power training to equip workers with relevant knowledge, skills and attitudes needed by workers to perform to the expected standards. According to Edoho, Ojong and Olabisi (2024), it is interesting to know that technical, financial, managerial and marketing problems affecting most companies can best be solved through relevant manpower training. In other words, every company needs efficient staff that can perform to the established level and standards set by her department. Many Nigerian companies have failed because the managers of such companies have not been able to adapt to the complexity of work environment, rapid pace of technological changes and other environmental factors that impact on their operations.

The provision of on-the-job training programmes such as orientation, sensitization training, workshops are all geared towards the acquisition of skills and knowledge to enhance workers' productivity or job performance in the work place. In line with the work of Idika et al. (2024), Iboma (2008) held that effective training can change the entire view of workers in any organization and make the organization more productive as new skills and attitude are developed by workers. This training is simple and relatively less costly; but if not properly handled, the costs can be high in terms of output of poorly taught employees resulting in damaged machinery, unsatisfied customers, and poor record keeping. Every aspect and activity of an organization involves people; even efforts by top management in organizations are necessary to provide systematic training to all employees. For a manager to be successful, he or she needs subordinates that are well equipped with the necessary skills, knowledge and attitude to work as team players. The formal educational system does not afford adequate skills to suit organizational needs; few workers have required skills, knowledge, enablement as well as competence necessary for work (Edoho et al. (2022). Training is an instructor-led and content-based intervention leading to desired changes in behaviour which could be on-the job training involving time outside the workplace, in a classroom or equivalent, while some of the techniques or procedures utilized are informal and haphazard and unsystematic (Noe, 2001).

On-the-job training method is an informal approach to training in which the person learns job tasks by actually performing them. Here, the employee is placed in a real work situation and shown the job and tricks of the trade by a supervisor or an experienced worker (Glueck, 2001) to acquire the relevant skills, knowledge, abilities and competencies necessary for considerable contribution towards the organization's growth. Besides, on-the-job training method is adopted as an in-house approach for extensive training of employees. Training has an important complementary role in accelerating individual and organizational learning alongside others such as less directive activities like coaching, mentoring and peer group learning (Balduim & Ford, 2000). However, according to Edoho, Ojong, Ashiekong et al. (2024), for a trainee to be successful in applying what he or she has learnt, what is learnt must align with his or her weaknesses on his or her job.

Employee training needs can be diagnosed through performance appraisal reports, observation, training needs survey as may be carried out by the supervisors. According to Banjoko (2021), on the job training methods includes job rotation, internship, apprenticeship and coaching. Job training is intended to provide the trainees with variety of work experiences by moving them from one job or from one unit to the other, thereby enabling them to acquire greater job knowledge and experience. Chughtai and Nadeem (2016) conducted a study on exploring the effect of training and development practice on organizational performance. Descriptive research design was adopted and questionnaire was the main instrument used for data collection. A sample of 250 respondents was drawn for the study, while chi-square statistical tool was used for data analysis. The findings of the study showed that there is a significant relationship between staff training development and performance of workers. The study reveals that training and development does not only enhance the capacity of staff in terms of skills, knowledge and competences but would also help to improve the workers' productivity and efficiency of the organization or companies. It was therefore recommended that staff training should be carefully planned in order to capture the core value, culture and training needs of the workers.

Joshua and Adekunle (2024) conducted a study on development of self-training as manpower and employees' job performance in private company in Lagos. The study population was 1000 respondents. A sample of 400 respondents was drawn and independent t-test statistical tool was adopted for the study to compare the level of performance of the workers. Questionnaire was the only instrument used for data collection for the study. The findings of the study showed that staff training as a major source of manpower development was not given priority in the public sector compared to their counterpart in the private sector. Recommendations were given including that public organizations should strive to train and retrain their employees using a well-articulated and planned training and development policy direction.

Off-the job training, according to Udofia (2013), is the type of training that does not take place in the work place. It is the opposite of on-the job training. It is not a daily occurrence within the work place. They also explained that this method is also known as class-room method. It could take place at the company's training centre and other training and academic institutions. Dokposi and David (2015) further explained that off-the job training consists of lectures, case studies, conferences and group discussions. Considering the above explanation, off-the job training can be viewed as the process of attending a normal school programme with the aim of

acquiring knowledge and skills for improved productivity in the work place. Ojo (2013) identified different types of off-the job training most commonly used for technical, professional, and managerial personnel as well as highly skilled job where considerable amount of theories, principles and concepts are examined. He further identified the main off-the job instructions techniques to include lecturers, case study, role playing, in-basket technique, programmed instructions, and conferences.

According to Aigbepue and Mammud (2012), off-the job training is the training done on behalf of employers, usually away from their premises. It can involve both theory (background knowledge) and practical and may include assessment and examination. Bernardin and Russel (2002) stated that off-the job training was an effective method for training employees since it has to do with learning that occur outside of the normal work environment, using methods like workshops, conferences or online courses to develop new knowledge and skills without using workplace distractions. Casio (2011) stated that off-the job training is more likely to be conducted on a group basis, whereas on-the job training is more likely to be conducted on one to one basis of the job training. Edoho, Olabisi and Ekpeyong (2022) pointed out that each of the methods has its advantages and disadvantages. For example, in off-the job training, there are less chances of interruption and disruption of the trainees since the training is conducted outside the trainee's work place (Anyingang, 2002). Again, off-the job training is not restricted to classroom-based instruction, but includes reading books and company materials, learning through computer-based programmes, workshop and so on. Brooks (2021) pointed out that off-the job training is seen as a more structured method of training using didactic techniques and takes place away from the work station. However, Edoho, Ojong, et al. (2025) confirm that participative training is considered to be more effective because it is believed that when the trainees are allowed to make their inputs in the process of learning, it will give them a sense of belonging and will also make them master the training faster than when they are seen as only passives participants of the training process.

Purpose of the study

This study sought to:

- i. Examine the extent to which on-the-job training relate to junior staff's productivity in companies in Calabar Municipality Local Government area of Cross River State.
- ii. Ascertain the extent to which off-the-job training relate to junior staff's productivity in companies in Calabar Municipality Local Government area of Cross River State.

Research questions

1. To what extent does on-the job training of junior staff relate to staff productivity in companies in Calabar Municipality Local Government Area of Cross River State?
2. To what extent does off-the job training of junior staff relate to staff productivity in companies in Calabar Municipality Local Government Area of Cross River State?

Hypotheses

The following null hypotheses were formulated to guide the study:

Ho1: On-the-job training does not significantly relate to junior staff's productivity in companies in Calabar Municipality of Cross River State.

Ho2: Off-the-job training does not significantly relate to junior staff’s productivity in companies in Calabar Municipality of Cross River State.

Methodology

The research design adopted for this study is survey research design. This design was adopted because, according to Isangedighi et al. (2004), survey research design is aimed at investigating the extent to which variation in one factor corresponds with variations in one or more factors based on correlation coefficients. The population of the study is 502 junior staff in those listed companies in Calabar Municipality Local Government Area of Cross River State.

Sampling technique used for this study is the stepwise sampling technique which involves sampling stages. A simple random sampling was used to select 60% of the companies in Calabar municipal local government area; accidental sampling was adopted to select the junior workers on duty on the day of visit to the company. The number of selected companies was twelve (12) while the number of junior workers selected was 301. Sample for this study was three hundred and one (301) junior workers in the twelve companies.

The instrument used for collection of data was titled "Staff Training and Productivity Scale" (STPS) constructed by the researchers that aimed at eliciting information from junior workers from the selected companies with 24 items. The scale consists of two sections, A and B. Section A contains items seeking information on the demographic characteristics of the respondents while section B contains items seeking information on the dependent and the independent variables of the study; the questionnaire items were scored and coded. Section B of the questionnaire was a modified four-points likert scale including Strongly Agree, Agree, Disagree and Strongly Disagree.

Presentation of results

Ho1: On-the-job training does not significantly relate to staffs' productivity in companies in Calabar Municipality of Cross River State.

Table 1: Summary of the regression analysis of the relationship of on-the job training on company's staff productivity in Calabar Municipality LGAs, Cross River State

| Model | Sum of squares | Df | Mean square | f-ratio | p-value |
|--------------|-----------------------|-----------|--------------------|----------------|----------------|
| Regression | 788.762 | 1 | 788.762 | | |
| Residual | 5950.718 | 298 | 19.969 | 39.50 | .000b |
| Total | 6739.480 | 299 | | | |

R=.342^a; R²=.117; β=.342; N=300

a. Dependent Variable: Workers' outputs

b. Predictors: (Constant), On-Job Training

The result shows that on-the job training has significant relationship with the staff’s productivity at F-ratio of 39.50 and p<.05 tested at .05 level of significance. Again, the positive R-value of 0.342 indicates a direct relationship between on-the job training and workers'

outputs. This implies that the more the training the better the productivity. The value indicated by the $R^2 = 0.117$ explains the amount of the variance of the company junior workers' productivity explained by on-the job training. This value explained that 11.7% of the variance of the company workers' output is accounted for by on-the job training. Therefore, the finding from this result is that on-the job training has a positive relationship and significantly contributing about 11.7% to company staff's productivity.

Ho2: Off-the-job training does not significantly relate to staff's productivity in companies in Calabar Municipality of Cross River State.

Table 2: Summary of the regression analysis of off-the job training on company's staff's productivity in Calabar Municipality LGA, Cross River State

| Model | Sum of squares | Df | Mean square | f-ratio | p-value |
|------------|----------------|-----|-------------|---------|---------|
| Regression | 536.862 | 1 | 536.862 | | |
| Residual | 6202.618 | 298 | 20.814 | 25.793 | .000b |
| Total | 6739.480 | 299 | | | |

$R = .282^a$; $R^2 = .080$; $\beta = .282$; $N = 300$

a. Dependent Variable: Workers' outputs

b. Predictors: (Constant), Off-Job Training

The data collected with respect to this hypothesis was analyzed using simple regression. The result shows that off-the job training has significant influence on the staff's productivity at F-ratio 25.793 and $p < .05$ tested at .05 level of significance. This implies that off-the job training is critical to company workers' outputs in the study area. Again, the positive R-value of 0.282 indicates a direct relationship between off-the job training and workers' output. This implies that the more the training the better the productivity. The value indicated by the $R^2 = .080$ explains the amount of the variance of the company worker's output explained by off-the job training. This value indicated that 8.0% of the variance of the company workers' productivity is accounted for by off-the job training. Therefore, the finding from this result is that off-the job training has a positive and significantly contributes about 8.0% to company staff's productivity.

Discussion of the findings

The hypothesis stated with respect to the relationship of on-the job training on company staff productivity was rejected in the light of the data collected. Again, since there is a high correlation between on-the job training and worker's productivity, it implies that job productivity will increase if the junior workers are giving more opportunities for on-the job training.

The hypothesis stated with respect to the relationship of off-the job training on company workers' output indicates a high correlation between off-the job training and workers' productivity. It implies that job productivity will increase if off-the job training is provided by the organization.

Conclusion

Based on the results of the study, the following conclusions were reached. Training in whatever form can help to improve the productivity of workers and make them more effective and efficient. Training can actually be expensive but the benefits outweigh that.

Recommendations

1. Company managers should ensure adequate orientation and re-orientation for junior workers in their companies at fresh entry and when a new technology or process is introduced.
2. Directors of companies should take the advantage of the bilateral relationship between developed and developing countries on human capacity development to send junior workers on off-the job training for optimum impact on productivity.
3. Government through the ministries of labour, commerce and industries should support companies through regular workshops and conferences to train companies' junior workers for optimum productivity.

References

- Aigbepue, S. & Mammud, V. E. (2012). Training, development and organization performance. *Journal of Management Science, 10(3), 170-175.*
- Anyingang, R. A. (2002). The relevance training and employee performance A study of Cameroon development cooperation [Unpublished B.Sc. Project]. University of Buea, Cameroon.
- Adekunle, O. B. (2014), Staff training as determinant of employees productivity in selected companies in Lagos State, Nigeria. *Journal of Management Science, 5(7), 105-110.*
- Armstrong, M. (2001). *Human Resource Management* (9th ed). London: Kogan Page Press.
- Balduim, T. & Ford, J. K. (2000). Transfer of training. A review and directions for future research. *Journal Personnel Psychology, 41(14), 63-70.*
- Banjoko, P. (2021). Job matching and on-the- job training. *Journal of Labour Economics. University of Calabar, Calabar. 8 (1), 37-40.*
- Bernardin, H. J. & Russel, J. E. A. (2002). Human resource management an experimental approach. (3rd ed). Realism in management development training and development executives. A magazine of decision: Makers. *Haru and Business Review, 2(1), 54-59.*
- Brooks, J. (2021). *Training and development. A practical guide.* London: Kogan Page.
- Casio, I. F. (2011). *Managing human resources: Productivity, quality of work life.* (3rd Edition). New York: McGraw-Hill.
- Chughtai, M. W. & Nadeem, Z. A. (2016). Exploring the effect of training and development practices on organizational performance. A case study of Pakistan Telecommunication Authority. *Asian Journal of Social Science and Management Studies, 3(7), 47-55.*
- Dokposi, A. I. & David, E. O. (2015). The impact of in service training and development on employee's productivity of Union Bank PLC in Enugu State, Nigeria. *International Journal of Management Sciences, 4(10), 150-155.*
- Edoho, G., Olabisi, B. & Ekpenyong, V. (2022). The role of tertiary institutions in-service training and workers' productivity in Cross River State, Nigeria. *Journal of Nigeria National Council for Adult Education, 27(1), 76-90.*

- Edoho, G. E., Ojong, A. R., Ashiekong, F., Ukpanukpong, E., & Odije, P. (2024). The Role of Perceived Motivation and Workers' Productivity within Educational Sectors in Cross River State, Nigeria. (2024). *LWATI: A Journal of Contemporary Research*, 21(1), 117-127.
- Edoho, G. E., Ojong, R. A., & Olabisi, B. C. (2024). Inclusiveness of Skills Development and Employees' Performance of Cross River University Technology, Cross River State, Nigeria. *LWATI: A Journal of Contemporary Research* 21 (3), 70-80.
- Glueck, W. (2001). *Personnel: A diagnostic approach*. Texas: Business Publication M.C.
- Iboma, J. (2008). How training can turn our business around (2008, February 1). *Punch Newspaper*, 16.
- Idika, D., Egbeji, E., Edoho, G., Egbai, J., Ekpo, E., Ojini, R., Arikpo, E., Eyong, E., Dan, F., Ubi, I. & Ntino, M. (2024). Analysis of Incessant Strike Actions on the Sustainability of Higher Education South- South, Nigeria (2010-2020): Implications for Research Practices among Academic Staff. *Journal Data Acquisition and Processing*, 39(1), 163-189.
- Isangedighi, A. J., Joshua, M. T., Asim. A. E. & Ekuri, E. E. (2004). *Fundamentals of research and statistics in education and sciences*. Calabar: University of Calabar Press.
- Joshua, F. E. & Adekunle, O. B. (2014). Development of self training as manpower and employee job performance in private company in Lagos. *Journal of Human Resource Management and Organizational Studies*, 21(6), 13-18.
- Noe, R. A. (2001). Trainees attributes and attitudes. Neglected relationship on training effectiveness. *Academy Journal of Management Review*, 9(11), 736-740.
- Ojo, G. (2013). *Job training and employee productivity*. Onitsha: Africana FEP Publishers.
- Ushie, G. B., Edoho, G. E., Abiokwen, A. A. & Adigeb, E. A. (2023). Motivational Strategies and Workers' Job Performance in Selected Companies in Calabar Municipality of Cross River State, Nigeria. *Prestige Journal of Counselling Psychology*, 6(12), 118-123.
- Udofia, U. A. (2013). The relevance of training and employee performance: A study of Nigerian Immigration Service Akwa Ibom State [Unpublished B.Sc. project]. University of Uyo, Nigeria.