

The Effect of Job Training on Workers' Efficiency and Productivity: A Study of Pamol Nigeria Limited, Calabar

Sunday Isaac Eneh

Department of Business Management
University of Calabar
Calabar, Nigeria
sunnyeneh@yahoo.com

Benjamin James Inyang

Department of Business Management
University of Calabar
Calabar, Nigeria
benji1955.unical@yahoo.co.uk

Ekpe Oyono Ekpe

Department of Business Management
University of Calabar
Calabar, Nigeria
festusekpe@yahoo.com.

Abstract: *The study assessed the effect of job training on workers' efficiency and productivity in Pamol Nigeria Limited Calabar, Cross River State. In carrying out the study, six research objectives were developed from which three hypotheses were formulated. A survey design was used as the methodology of the study and this allowed for the use of research questionnaire. A sample size of two hundred and sixty five respondents was used for the study. Results of the study revealed that job training was not a regular activity at Pamol Nigeria Limited and training needs were not clearly identified. Further findings revealed that there was no proper supervision of the field staff (particularly the rubber tappers). It was also found that workers' remuneration was poor, and this was responsible for their engagement in businesses outside the organization's operations, which ultimately resulted in divided attention at the workplace. Based on these findings, the study recommended, among others, that training should be made a regular activity and the training needs should be clearly identified. The study further recommended that the management of the organization should ensure proper supervision of its field staff in order to facilitate appropriate behaviour on their part to improve productivity. It was also recommended that workers' remuneration should be improved to enable them concentrate on the job and discourage them from doing other small businesses outside their jobs within work hours.*

Keywords: *Productivity, Efficiency, Job training.*

1. INTRODUCTION

Just as new employees must be thoroughly oriented to the organization, they must be trained to perform in the particular jobs to which they are assigned. Training is "a process whereby people acquire capabilities to aid in achievement of organizational goals" (Mathis & Jackson, 2000:317).

Ray and Eison (1984:248) observed that, "some jobs require long, complicated training process, handled by professional employee training staff, other's requires less complicated training which may be provided by the new employee's supervisor. The reason is that most jobs are seen as being so task-specific that vocational schools, colleges, and other generalized instructional systems do not provide appropriate specific training needed by today's organizations".

People in a working environment exert significant influence over the productivity of the system (Ihunda, 2002). Productivity is defined as the ratio between goods and services produced (output) and the resources (input) used to produce them, so as to indicate the productive efficiency with which labour, capital, material and other inputs are combined and used to produce goods and services of a specific quality for the satisfaction of customers' needs (Badenchorst, 1999).

Where there is a gap between actual performance and established performance standard, productivity suffers. The gap must be closed through job training in order to achieve

organizational goals. Elimination of performance gap requires training the workers to acquire additional knowledge, skill and attitude concerning the job, which they need to perform up to standard. The performance of workers in any organization in the business world depends on constant training. It is true to say that efficiency cannot be obtained in any other way except by training, yet many organizations resort to negative measures such as mass retrenchment and lay-off when the performance of their workers is inadequate (Essien-Obot, 1991).

Management of Nigerian organizations have recognized that job training develops workers skills, enhances productivity and builds workers loyalty to the organization. When the skill of the worker is developed, the organization must also ensure that there is opportunity for skill utilization. As Schofield (1985:19) pointed out, “a skill is only a reality when a person exercises it”.

Inadequate skill, knowledge and ability are therefore some of the factors responsible for inefficiency and low productivity in organization. Individuals are also known to bring to the organization different perspectives and ideas, which may be contrary to the goals and objectives of the organization. Job training could be a positive measure for re-directing various personal perspectives and ideas to the goals and objectives of the organization. Employee’s behaviour or attitude could either favour or retard the growth of an organization. If the later is the case, job training will be an antidote to that. Armstrong (2006:534) stressed that, “the human capital of an organization is a major source of competitive advantage, it is therefore about ensuring that the right quality of people are available to meet present and future needs; this is achieved by producing a coherent and comprehensive framework for developing people”.

In recent times, there have been rapid technological changes and automation on existing jobs, which have called for continual training and re-training of employees in Pamol Nigeria Limited. Some employees may lack the immediate knowledge of their jobs, either due to inadequate qualifications or lack of relevant technical skills to continue. Job training will help to upgrade employees’ skills to suit modern technological changes in the relevant fields in the organization. Training is often capital intensive. The investment of large sums of money on job training is intended to facilitate growth, high productivity and continuity of the organization. Unfortunately, some organizations sometimes spend huge sums of money on job training to leverage their corporate image, without actually achieving the benefits of such training cost.

This may be due to the fact that job training is offered to intrinsically motivate workers or fulfill the training policy, and not designed and implemented to suit the demand of the organization. How an organization will achieve her set goals and objectives will therefore, depend on the proficiency of her workforce. This study seeks to examine the effect of job training on workers’ efficiency and productivity with Pamol Nigeria limited.

The paper is organized as follows; section I presents the introduction, while section II states the problems statement, section III is the related works, section IV is the research design and methodology, section V is the analysis and results, section VI is the discussion of findings, and section VII is the paper conclusion.

2. PROBLEM STATEMENT

For every business-oriented organization, it is expected that qualified and skilled employees should be placed in appropriate positions to meet the job demands of the organizations. A recent interview with one of the managers of Pamol Nigeria Limited revealed that the firm has been facing the challenges of inefficiency and low productivity on the parts of employees. This is perceived to be a result of the organization’s inability or failure to properly train the employees on the jobs they are engaged to perform.

Since motivation and job satisfaction are known to be intrinsically linked, and training is identified to be an important tool for facilitating motivation, it is necessary to establish the extent in which lack of or inadequate training negatively affects employees’ efficiency and productivity at Pamol Nigeria Limited.

Training is regarded as an important way of developing a person’s technical competence or skills in a specific task or job. However, the problem is that some workers are often known to receive training, but still exhibit low levels of performance. In view of this, it is relevant to establish

whether training of workers in the case study company actually or proportionally leads to an increase in their ability.

Identifying and developing the most responsive performance appraisal system that helps management to accurately assess the specific and most critical training needs of each worker within the system poses a major challenge especially in organizations that have large workforces, with diverse job tasks that attract different kinds of skills. Generalizing training needs of workers based on limited evaluation of skills gaps often leads to application of inappropriate training that may not deliver the necessary remedy to deficiencies of workers. It is therefore important to evaluate the efficacy of the methods used in assessing training needs in the case study organization.

3. RELATED WORKS

Training is the most important element of human resource development. It concerns increasing, improving, enhancing and modifying knowledge to enable current and future jobs to be more effectively conducted (Altarawneh, 2009). In striving for enhanced efficiency and levels of performance, training should also be seen as a part of individual professional development. Improving efficiency and performance to ensure that, the organization that is capable of responding to the challenges of its competitors will sometimes require a very different kind of training programme.

Cross & Funk (1997) showed that the increasing rate at which knowledge becomes obsolete and the intensity of competition will increase the required emphasis on training. An organization can increase the likelihood that it will keep valued employees if it demonstrates that it is willing to invest in their professional development, by helping them gain new skills and expertise through organizational support for their training. Inyang & Akpama (2002:23) agreed that "training is necessary because of the overall performance of the organization".

Ihunda (2002) emphasized that the key ingredient in every system is people. People design, develop, operate, and maintain the system, and they utilize the output generated by the system, if a new information system is to be implemented successfully, then everyone who is affected by the system must be made aware, first, of his or her individual responsibilities to the system, and second. What the system provides to that person.

Festa (2000) stressed that training by means of the internet or intranet, works better when it is used as a complement to traditional techniques. For instance, it is ideal for getting students acquainted with the theory before practicing it in a group or class environment. When all participants have devoted some time to reviewing the relevant information on the internet or intranet before the lesson, they will start the practical session with some notion of basic principles, and will all have a similar level of knowledge. This will enable facilitators to develop the trainees' knowledge, as they already have a grounding of basic principles.

4. RESEARCH DESIGN AND METHODOLOGY

This work is an attempt to ascertain the effect of job training on workers efficiency and productivity in Pamol Nigeria Limited. In this section, we present the methods used in this paper.

We conducted a questionnaire survey to examine the effect of job training on workers' efficiency and productivity with Pamol Nigeria Limited. The questionnaire survey was conducted to determine the essential factors that can lead to effective job training. The findings obtained were analyzed and result presented qualitatively.

The responses from the respondents formed the working data for the analysis. The percentage method was used to group the responses into frequency tables. Correlation analysis was used as relevant statistical tool in establishing the relationship between job training and other relevant variables. Correlation analysis is used as a tool in determining the nature of strength of relationship between two variables. The correlation method used in this study is the pearson product moment correlation. The pearson product moment correlation coefficient is denoted by smalls letter "r". The value of r according to Iwuagwu (2004) can be calculated using the formula below:

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{[n\sum(x^2) - (\sum x)^2][n\sum(y^2) - (\sum y)^2]}}$$

Where:

- n = the number of all the observations
- x = Independent variable
- \sum = Summation
- Y = Dependent variable
- r = Correlation coefficient

The statistical tool seeks to establish the degree of relationship between the independent variable (Job training) and each of the dependent variable (efficiency and productivity). A five point likert type scale was used in measuring the dependent variables. The scale measurement shows the magnitude of the characteristics of interest possess by the variable. The responses were rated and quantified as follows:

Strongly Agreed	(SA)	-	5 points
Agreed	(A)	-	4 points
Undecided	(U)	-	3 points
Disagreed	(D)	-	2 points
Strongly Disagreed	(SD)	-	1 point

These points were used throughout in correlating job training (x), and the dependent variables (y), in the calculation. The relationship between two variables as measures by the value of the correlation coefficient (r) as a rule must fall between -1 to +1, when r =+1, the correlation is said to be perfectly positive. When it is -1, it is said to be perfectly negative. But where r = 0, the variables are considered to be uncorrelated. To test the three hypotheses for statistical significance, the critical correlation coefficient table was used. All the hypotheses were tested at n-2 degree of freedom and at 10 percent significant level.

5. ANALYSIS AND RESULTS

In this section, we present the main results we obtained based on the analysis of the data collected. The presentation was done accordingly with the questionnaire design.

5.1. Data Presentation (Distribution of Questionnaire and Responses Rate)

The sample for the study consists of three hundred staff drawn from all the estates, departments/units that make up Pamol Nigeria Limited with a total population of 1,791 workers. Using stratified sampling method, and to ensure that every department/unit is represented in this stratum, the samples were selected from each stratum and the number selected was proportional to the population. According to Balsley & Clover (1988), it is common in research studies to use 10 percent sample size, because sample size of 10 percent of the universe have proved to be more than adequate in the past research works. Ogolo (1996) corroborated this when he stated that, where a population is known, at least 10 percent of it constitutes a researchable sample.

Data was collected from a total of five estates in Pamol Nigeria Limited, including the headquarters office (Nko Rubber Plantation, Ikot Okpora Rubber Plantation, Sapele Rubber Plantation, Calabar Rubber Plantation, and the Headquarter Office), which is in Calabar, Cross River State.

A total of three hundred copies of questionnaire were produced and randomly administered to all the employees in the five estates. Twenty two of the questionnaires were not returned by respondents, and thirteen were correctly filled by respondents. Two hundred and sixty five copies of the questionnaire were correctly filled and returned to the researcher. This gave a response rate of 88.4 per cent as shown in table 1.1

The Effect of Job Training on Workers' Efficiency and Productivity: A Study of Pamol Nigeria Limited, Calabar

Table1.1. *Distribution of questionnaire and response rate*

Estates (Under Pamol)	Total copies of questionnaire administered	No. of questionnaire not returned	No. of copies of questionnaire not correctly filled, but returned	N0. of copies of questionnaire correctly filled and returned	Response rate of correctly filled and returned questionnaire (percent)
Headquarters Office	14	0	0	14	4.7
Nko Rubber Plantation	26	2	0	24	8
Ikot-Okpora Rubber Plantation	40	5	1	34	11.3
Sapele Rubber Plantation	70	3	2	65	21.7
Calabar Rubber Plantation	150	12	10	128	42.7
Total	300	22	13	265	88.4

Source: *Field Survey, 2014*

Table 1.2 shows that, one hundred and fifty-three respondents strongly agreed that, job training improve workers' productivity. One hundred and one respondents also agreed that, job training improve workers' productivity, seven respondents are undecided. Three respondents disagreed, only one respondent strongly disagreed. This indicates that majority of the employees in Pamol Nigeria Limited agreed that, job training improve workers' productivity.

Table1.2. *Respondents to whether job training improves workers' productivity*

Rating	Respondents	Percentage
SA(5)	153	58
A(4)	101	38
U(3)	7	2.6
D(2)	3	1
SD(1)	1	0.4
Total	265	100

Source: *From Item 1, Section B of research questionnaire*

Table 1.3 shows that eighty-four respondents agreed that job training does create confidence and satisfaction in the workers. Sixty-five respondents strongly agreed. Fifty four respondents disagreed. This means that confidence and satisfaction of workers depends on job training.

Table1.3. *Respondents as to whether job training does create confidence and satisfaction in the workers*

Rating	Respondents	Percentage
SA(5)	65	25
A(4)	84	32
U(3)	37	14
D(2)	54	20
SD(1)	25	9
Total	265	100

Source: *From Item 10, Section B of research questionnaire*

Table 1.4 shows that one hundred and five respondents strongly agreed that it is very difficult to train an employee with low educational background. Forty-six respondents agreed. Thirty-one respondents disagreed, while thirty respondents strongly disagreed. This indicates that training an employee with low educational background is very difficult.

Table1.4. Responses as to whether it is very difficult to train an employee with low educational background

Rating	Respondents	Percentage
SA(5)	105	40
A(4)	46	17
U(3)	53	20
D(2)	31	12
SD(1)	30	11
Total	265	100

Source: From item 15, Section B of research questionnaire

5.2. Hypotheses Testing

Three hypotheses formulated for this study in chapter one were tested in this section. The Pearson product moment correlation analysis was used in the analyses.

5.2.1. Test of Hypothesis One

H₀: There is no significant relationship between job training and workers' efficiency and productivity.

The data to test this hypothesis was drawn from table 1.2.

Table1.5. Correlation of workers' efficiency and productivity and job training

Variable	$\sum x$ $\sum y$	$\sum x^2$ $\sum y^2$	$\sum xy$	r _{cal}	r _{crit.}
Efficiency and productivity of workers	265	33669			
Job training	15	55	1197	0.91	0.164

Source: Data from table 1.2

Table 1.5 shows that, there is a high positive correlation between workers' efficiency and productivity and job training with a coefficient of 0.91. The table also shows that, the critical correlation coefficient is 0.164, at 10 percent level of significance.

Since the calculated value (0.91) is greater than the critical value (0.164), the null hypothesis was rejected, and the alternative hypothesis which states that, there is a significant relationship between job training and workers' efficiency and productivity was accepted. See Section IV for computation of the value of r.

5.2.2. Test of Hypothesis Two

H₀: There is no significant relationship between job training and job satisfaction.

The data to test this hypothesis was drawn from table 1.3

Table1.6. Correlation of job training and job satisfaction in the worker

Variables	$\sum x$ $\sum y$	$\sum x^2$ $\sum y^2$	$\sum xy$	r _{cal.}	r _{crit.}
Job satisfaction	265	16191			
Job training	15	55	905	0.75	0.164

Source: Data from table 1.3

Table 1.6 shows a correlation coefficient of 0.75. This means that there is a very high correlation between job training and job satisfaction. The table also shows that the calculated value (0.75) is greater than the critical value (0.164) at 10 percent level of significance. Based on this, the null hypothesis was rejected and the alternative hypothesis which states that, there is a significant relationship between job training and job satisfaction in the worker was accepted. See section IV for computation of the value of r.

5.2.3. *Test of Hypothesis Three*

H₀: There is no significant relationship between the worker's ability and job training.

The data to test this hypothesis was drawn from table 1.4

Table 1.7. *Correlation of workers' ability and job training*

Variables	$\frac{\sum x}{\sum y}$	$\frac{\sum x^2}{\sum y^2}$	$\sum xy$	r _{cal.}	r _{crit.}
Workers' ability	265	17811			
Job training	15	55	960	0.85	0.164

Source: Data from table 1.4

Table 1.7 shows that there is a high positive correlation between the two variables (0.85) is greater than the critical value (0.164), the null hypothesis was therefore rejected and the alternative hypothesis which states that, there is a significant relationship between job training and workers' ability was accepted. See Section IV for computation of the value of r.

6. DISCUSSION OF FINDINGS

In this paper, we examined the effect of job training on workers' efficiency and productivity in Pamol Nigeria Limited. It was revealed that, job training has a positive influence on the efficiency and productivity of workers in Pamol Nigeria Limited. It was revealed that job training has a positive influence on the efficiency and productivity of workers in Pamol Nigeria Limited, and the relationship between job training and job satisfaction is very significant, hence job training has a positive influence on job satisfaction of workers in Pamol Nigeria Limited. It was also revealed that, the company has never undermined the importance of job training and its role on workers' efficiency and productivity. But despite the training given to workers in order to enhance their efficiency and productivity, the attitude of the employees still pose a hindrance to the attainment of this objective. The workers often exhibit negative attitude towards training.

This is lack of employee's commitment to the overall objectives of the organization. Several reasons are responsible for employees attitude in an organization. Saari & Judge (2004), emphasized that, human resource practitioners should understand employee attitude, and it is an area human resource can help influence organizational programmes and management practices. Employees attitudes are also associated with job satisfaction. Job satisfaction describes how contented an individual is, with his or her job. Employees form attitudes towards their jobs by taking into account their feelings, belief and behaviours.

The Hawthorne studies, conducted in the 1930s, are often credited with making researchers aware of the effects of employee attitudes on performance. Shortly after the Hawthorne studies, researchers began taking a critical look at the notion that a "happy workers is a productive worker". Numerous studies have shown that dissatisfied employees are more likely to quit their jobs or be absent than satisfied employees (Hackett & Guoin, 1985; Hulin, Roznowski, & Hachiya, 1985; Kohler & Mathieu, 1993).

When workers lack job satisfaction, they lack commitment as well, and this makes it very difficult for workers to concentrate whenever they are sent for training, as their thinking is always on how to meet one need or the other. When this happen, the aim of training is usually defeated, as inefficiency and low productivity remains the order of the day.

7. CONCLUSION

Based on the findings of this study, it was concluded that job training leads to job satisfaction and high performance of workers. It is possible that workers with focus on non-financial rewards are more futuristic, especially in terms of their ability to grow on the job. The ultimate aim of any organization is to achieve its objectives and goals, likewise any individual is to maintain his/her life style, economic and social influences within his/her environment.

An organization must show a high level of commitment to employee objectives, while the employees will also show a high level of commitment to his/her organization. This conclusion is

in line with Elton Mayo's contributions to the human relations and behavioural school of thought. Although, scientific and classical writers recognized the importance of the human element in an organization, they limited themselves to such things as fair pay, economic incentives, and establishing formal relationship. The human relations came as a result of this failure to fully appreciate the human as a major factor in organizational effectiveness. If special attention is given to the workers by management, efficiency and productivity is likely to be increase, regardless of the actual changes in the working conditions. Therefore, train a worker properly and high efficiency and productivity will be achieved.

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AUTHOR'S BIOGRAPHY



Sunday Isaac Eneh is a lecturer in Dept. of Business Management, University of Calabar, Calabar. He is a holder of B.Sc, M.Sc and Ph.D in view in Business Management. Prof. B. J. Inyang is currently the Dean of Management of Management Sciences, University of Calabar and Ekpe Oyono Ekpe has B.Sc, M.Sc., and Ph.D in Business Management. Also, a lecturer in the Dept. of Business Management in University of Calabar. Attached are scanned copies for payment, copyright agreement and passports.