

Effect of Staff Training and Development on Organisational Performance: Evidence from Nigerian Bottling Company

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Abstract

This paper examines the effect of staff training and development on organisational performance with particular reference to Nigerian Bottling Company. The study describes the concept of training and development, types of training and management development programs, factors that can help to improve employee productivity at work place, roles of staff training and development in an organization, why training fail in organisations, benefits of training and development, implication of training and development to management efficiency in Nigeria . The research adopted survey research design in gathering data with the use of the questionnaire. Therefore, population of this study is the entire staff of Nigerian Bottling Company Plc. The. A sample size of 120 was taken from the population, in which 116 (96.7%) questionnaires were retrieved for the study, using regression analyses, three hypotheses were tested. The research findings from research hypothesis one shows that staff training and development has a significant positive and strong relationship with Organisational Productivity, ($r = .843$; $P < 0.05$). The findings indicate that Organisational Productivity is subject to staff training and development. Hypothesis two shows the value of R is 0.779 which is the correlation between observed and predicted values of the dependent variables, the coefficient of determination (R^2) value of 0.607 shows that the explanatory variables accounted for 60.7% of staff salary, while the remaining 39.3% is explained by other exogenous variables that are excluded in the model, the calculated t-statistics for the parameter estimate of SS ($t = 9.550$), $p < 0.05$ is greater than tabulated t statistics (1.330) at 0.05 level of significance. Therefore, alternative hypothesis (H_1) is accepted, while H_0 is rejected. This shows that prompt payment of staff salary has significant impact on staff performance. Also with the value of R in the model it shows that there is significant relationship between dependent variable and independent variables at 0.05 level of significant ($r = .779$, sig. 0.000 $p < 0.05$). The beta coefficient of SS in

the estimated regression line shows, 0.779 which implies that 77.9% significant relationship exist between SS and SP. Hypothesis three shows the value of R is 0.960 which is the correlation between observed and predicted values of the dependent variables, the coefficient of determination (R²) value of 0.922 shows that the explanatory variables accounted for 92.2% of staff job salary, while the remaining 7.8% performance is explained by other exogenous variables that are excluded in the model, the calculated t-statistics for the parameter estimate of SJS ($t = 15.730$), $p < 0.05$ is greater than tabulated t statistics (1.330) at 0.05 level of significance. Therefore, alternative hypothesis (H₁) is accepted, while H₀ is rejected. This shows that staff job security has no significant impact on organisational performance. Also with the value of R in the model it shows that there is significant relationship between dependent variable and independent variables at 0.05 level of significant ($r = .960$, sig. 0.000 $p < 0.05$). It was concluded that majority of the organization do not pay their staff salary as at when due; and some of the organizations do not take cognizant of the impact of the existence of job security to the performance of staff. It was recommended that there should be welfare package well design for the welfare of the staff in order to encourage them to contribute maximally towards the organisational growth and development; and staff salary should be paid as at when due so as to encourage hardworking.

Keywords:

Staff, Training and Development, Performance Appraisal,

Introduction

Staff Training is essential to the growth and development of an organization as blood is essential to the growth and development of human being, as blood is essential to human existence so is the training of staff is essential to the success of an organization. Training both physically, socially, intellectually and mentally are very essential in facilitating not only the level of productivity but also the development of personnel in any organization. However, training is the knowledge acquired, while knowledge is the ability, the skill, the understanding, the information, which every individual requires acquiring in order to be able to function effectively and perform efficiently.

Human resources are the most valuable assets of any organization, with the machines, materials and even the money nothing gets done without man-power. According to Abiodun (1999), Training is a systematic development of the knowledge, skills and attitudes required by employees to perform adequately on a given task. Employee's training and development is seen as the most important formation of any competent management. The reason is not far-fetched, the ever increasing technological sophistication especially in this age of computer technology has really made it compulsory for organizations to meet changing situations. Training for capacity building is central to sustaining economic growth and development because human capital is the greatest asset of any organization. Capacity building entails investment in

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

Moreover, one of the major principles needed by industries to succeed in this current situation is quality training that will equip the employees with new skills, competencies and techniques. Hence, it is good policy to invest in the development of workers' skills, so as to increase their productivity. In the recent years, Federal Government of Nigeria is concerned with the development of all workers to improve performance in their present job and to provide a solid basis for those who are growing up. Perhaps, this influenced her decision in establishing Industrial Training Fund (ITF) to cater for the training needs of employees in public and private sectors. Since four decades of its formation, Industrial Training Fund (ITF) has been organizing and sponsoring training programmes and also encouraging greater involvement of employers, particularly small employers, in the organization and development of training exercises that would lead to the production of highly-skilled manpower to man various economy affairs of the country. In view of the above, attempts is made in this research project to discuss the effect of staff training and development and capacity building in an organization and for economic management in Nigeria as a whole.

Concept of Training &Development

As jobs are becoming more and more complex, it becomes imperative for employers of labour to train their workers unlike when jobs were simple and little technical knowledge was required from the workers. Manpower training and development are two interrelated processes whose importance cannot be overemphasized in any discussion of strategic human resource management as this relate to series of activities, which an enterprise would need to embark upon to improve the quality of its managerial capital. Manpower development has been described as the systematic process which an organization has to go through to ensure that it has the effective managers it requires to meet its present and future needs.

According to Philips et al (1964), training is a process when under company auspices seeks a planned, coordinated and conscious manner to develop in the employees those understanding skill and attitude, which will maximize individual's present and future efficiency and effectiveness of the overall company operations. Training is a form of specialized education aimed at giving the trainee a particular or specialized knowledge, skill and attitude which he must possess to effectively perform in a given position. development is concerned with specific programmes designed to prepare and groom a worker with particular education and training for higher responsibilities (Onasanya, 2006). Training as defined by Peretomode *et al.* (2001) is the planned organisational efforts or activities conceived with helping an employee acquire specific and immediately usable skills, knowledge, concepts, altitude and behaviours to enable him or her perform more efficiently and effectively on his present job. Obadan (2000) saw training as “ a specialized process through which one learns to perform direct tasks of varying complexity and acquire expected job behaviours”. these definitions implies that training is an organized procedure by which people learn and acquire knowledge and skills for a definite purpose, and a continual process of helping employees to perform at a high level (Donnelly, 1995). Thus, training is a process of increasing human efficiency through which people are offered the opportunity to acquire new skills and current knowledge required in carrying out various specialized tasks in their place of work. While development according to Beardwell and Helen (2001) is the process of becoming increasingly complex, more elaborate and differentiated by virtue of learning and maturation.

Training is seen as a planned process to modify attitude, knowledge or skill behaviour through learning experience to achieve effective performance in an activity or range of activities (Osborne, 1996). Rouda and Kusy (1995) views training and development as the 'acquisition of knowledge, competencies and skills, and adopting behaviors that improve performance in current jobs, including: adult learning theory and applications, instructional systems design, train-the-trainer programs, and instructional strategies and methods.

Management development and training has been seen as a process by which employee are recruited selected trained motivated and required within an economic system. Obisi (1996) observed that the concepts of training and development are used interchangeably. However, it can be differentiated from the other. Training is for specific job purpose while development goes beyond specific. Development covers not only those activities which improve job performance, but also those which bring about growth of personality. Steinmetz, Lawrence (1996) notes that training is a short-term process, utilizing a systematic and organized procedure by which non-managerial personnel learn technical knowledge and skill for a definite purpose. Development on the other hand is a long term educational process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purpose.

According to Alao (2010), formal management development programme began to appear in large cooperation in 1940 and early 1950s. Since then there has been growing sophistication in the organization and contest of such endeavours. In the past few decades, there has been an increasing amount of research and general knowledge of the principle and techniques of administration. The rapid rate of technological and social changes has made it imperative to have managers and workers who are trained to cope with these changes. The ever increasing technological sophistication especially in this age of computer technology has really paved way for management training to meet changing situation. In the recent years, industries have concerned with the development of all workers and these in management position both to improve performance in their present job and to provide a solid basis for those who are growing up. Those developments have been given impetus with the research of Taylor, which emphasized continued necessity of scientific discoveries of human potentials through training. It was in this climate of technological and social changes taking place in the 19th century that manager started to seek better ways of coping with increasing complexities taking place in their enterprises. Taylor was one of the pioneers who recognized that worker are important and efficient as machine (Alao, 2010). Taylor asserted that it is the workers and management that set the pace for production hence, the need for manpower training and development in order to enhance the organisational predetermined goal. He emphasized that "scientific management is not a collection of technique only to increase efficiency, but rather a philosophy of being accomplished by workers training and development" in Nigeria, the genesis for manpower training and development can be traced to the Ashby commission set up in 1959 to conduct an investigation into Nigeria's need in the field of past secondary certificate and higher education over the next twenty years (Alao, 2010).

Following his development, the federal government has since established a number of training institutions such as the Industrial Training Fund (ITF) in 1971, The Nigerian Council for Management Education and Training, the Association Institution known as Center for Management Development (CMD) in 1972. The Administration Staff College of Nigeria (ASCON), the Agricultural and Rural Management Training Institution (ARMTI) as well as the Nigeria Institute for Policy and Strategy (NIPSS) and Institute for Labour Studies. Apart from the aforementioned, there are various federal and state training centers all over the country. In the private sectors, we also see a lot of organization that have established their own training centers and schools while many others depend on university sponsored programmes and seminar as well as executive development and general management courses run by the Nigeria Institute of Management

(NIM) and that of Institute of Personnel Management (IPM). Hence, for an organization to achieve its objectives there must be a continuous review of manpower training to ensure their effectiveness throughout the organization. It is also believed that a vast majority of new employees have not been prepared to perform the job they may encounter in their organization in respect of the technical or professional education received. There is therefore need for training and retraining of the workers to perform new jobs and adapt to changing technology. Training needs arise mainly from the problems that lack of training may have created. Rapidly changing technology in both factories and offices has also created shortage of skilled labour.

Also, the growing awareness of many organization responsibility in our society has accelerated the entrance of less qualified groups in the workforce management has realize that for well qualified workers to man all the different tasks, it is necessary to train their staff. Training is therefore needed because of transfer, promotion and changes in work schedules. Training is needed when job delegation takes places. Training is required when job are enlarge and employees rotates from job to job. Training becomes imperative when scientist discoveries result in innovation in product and equipment. Dorman(2000) emphasized the role of training in management activity especially in the area of human resources management. According to him, the training function is a management activity in which the personnel department provides the necessary specialist knowledge and usually carries out in addition to the administrative requirements so that the function operates effectively within the organization. He went further to state the basic stages in establishing training function with the view to improving on the manpower development.

These stages are:

1. to find out the training needs of the particular needs of the particular company at all levels.
2. to formulate a training policy which will meet the needs of the organization
3. to evaluate the resources both financial and material which could be required
4. to provide the necessary specialist training officers who will be responsible for implementing both the training policy and the training plan.

A training need can be said to exist when there is a gap between the existing performance of an employee (or group of employees), and the desired performance to assess whether such a gap requires a skill analysis. The analysis has five stages:

1. To analyze and determine the main requirements of the particular job.
2. To identify they task required to be undertaken to meet the job requirements.
3. To understand the procedures required to perform the task.
4. To analyze the knowledge and skill required to perform the processes.
5. To identify and specify problems of the job and to analyze any particular skill required to solve the problem.

But if we consider a situation where not training function exists in the organization, the skills analysis should be undertaken initially of these jobs or areas, which appear to present the most urgent training needs and this can be followed up by a skill analysis of all jobs when the training function has been established.

Types of Training and Manpower Development Program

There are many types of training and manpower development program available. The particular method chosen by a company can be influenced by considering cost and time available, number of persons to be trained, depth of knowledge required, background of the trainee, etc. Manpower development is a

systematic process of training and growth by which individuals gain and apply knowledge, skill, insights and attitude, manage work and personnel effectively. It involves the estimation of the demand for the supply of management staff for the organization in future. it is the involvement of efforts aimed at improving the quality as well as the number of management staff. studies showed that many workers fail in organisational expectations because the training needs were not identified and provided for. Development may help to build confidence in the workers and make him work more efficiently and effectively. There are two major types of training, on-the-job training and off-the-job training as identified by Alo (1999).

On-the-job training: This is normally handled by colleagues, supervisors, managers, mentors to help employees adjust to their work and to equip them with appropriate job related skills. Armstrong (1995) argues that on-the-job training may consist of teaching by a highly experienced resource people or trainers at the desk or at the bench. it may also consist of individual or group assignment and projects and the use of team leaders and managers. According to Armstrong, on-the-job training is the only way to develop and practice the specific managerial, team leading, technical, selling, manual, and administrative skills needed by the organization and it has the advantages of actually and immediacy as the individual works learns and develops expertise at the same time.

The disadvantages of this type of training according to Armstrong are that the effectiveness of the learning is strongly influenced by the quality of the guidance and coaching provided on the job. Many managers and team leaders are unskilled at training and disinclined to carry it out or to encourage it. Furthermore, relying on fellow employees in "sit by me" training has obvious disadvantages as instruction may be inadequate and the training may perpetuate bad habits. Again, the learner may be distracted by the same environment and find it difficult to acquire basic skills quickly.

Off-the-job training: According to Ejiogu (2000), off-the-job training would include lecture, vestibule training, role playing, case study, discussion and simulation. Armstrong (1995) listed group exercises, team building, distance learning, outdoor and workshops as part of off-the-job training. he further explains that off-the-job training may be provided by members of the training department, external education and training establishments, or training providers-training consultants or guest speakers. He encourages line managers to be closely involved to bring reality into the classroom, to ease the transfer of learning, and to make sure that those involved in off-the-job training are carefully selected, briefed and monitored so as to ensure that they make the right contribution.

Other types of training include:

i. Training needs at the level of individual employees. This entails the identification of 'who' needs training in the organization and in 'what' the training is needed. Here, deficiencies in particular knowledge, skills or attitudes on the part of individual employee are discovered, that is, which individuals within the organization requires training to attain which particular knowledge, skills or attitudes. However, the cognizance of the individual employee's personal aspiration which should be in equilibrium with the goal the individual should achieve for the organization must be taken.

ii. Training needed at occupational level: this level involves a group of individuals within the organization that occupy "similar positions in terms of their functions and basic entry requirements and this perform similar jobs. This level is the one in which what is needed in terms of knowledge; skill and attitude to carry out the various duties and tasks related to a particular job or occupation are examined.

iii. Training need at organizational level: At this level, the short fall of the organization with regards to its objectives and priorities are to be discovered. Therefore an organizational training need exists in a particular department, division, section or unit of that organization. There exists an impediment which hinders the achievement of the organizational objectives and which can only be surmounted by a systematic

iv. Present training needs: this entails need that are discovered as a result of deficiencies in the present situations and which could be met immediately. For instance, where as employee is not performing his current job as expected, his present training needs will be knowledge, skill or attitudes which he requires to perform his current job as is expected.

v. Future training needs: these are needs required by an employee to perform future assignment or responsibilities. That is, future operating condition. Future training will arise a result of changes in employee's job. For example, when a clerk is tipped to be promoted as an Assistant Executive officer, he will require certain knowledge, skills and attitudes to perform in his new position.

vi. In-house training needs: Training needs could be met in-house that is, within the organization. This systematic training could be in form of coaching the individual employees concerned on individual employees concerned on induction orientation or training courses within the department.

vii. Off-house training needs: There are some particular training needs that could be met off-house, that is, in some other organizations other than employees own. Such organizations could be training institution such as the centre for management development (C.M.B). Such as needs could be also met by the involvement of a consultant who diagnoses the problem and prescribes appropriate remedy.

Why Training Fail in Organisations

Organization training practices can fail for many reasons. Burak, Elmer and Smith Robert (1977) give the following reasons:

- The benefits of training are not clear to the top management.
- The top management hardly reward supervisors for carrying out effective training.
- The top management rarely plans and budget systematically for training.

Steps in Identifying Training and Development Needs

A Training Needs Analysis (TNA) is required before selecting employees for training. The TNA helps to find out the gap between employees' current performance and their desired performance. The TNA process is as follows:

(a) Step 1 Assessment of Organisation Needs: The training needs of the organization as a whole is first analysed by examining in detail the overall weaknesses and strengths of the organization in marketing, production, human resources management, finance and other aspects of the organisation's work.

(b) Step 2 Identification of individual Needs: Here the Human Resource Manager is required to determine the training needs of every individual. Techniques used here include job analysis, performance appraisal, questionnaires and interviews of existing job occupants. Individual needs assessment helps to determine exactly whether each individual's existing knowledge and skills match those desired for the job.

(c) Step 3 Draw up a training programme: Draw up a training programme using any of the training techniques.

(d) Step 4 Evaluate the training programme: Evaluate the training programme to assess its impact on the trainees and the organization.

Benefits of Training and Development

An organization with a good training programme derives the following benefits:

- a. Improved Performance on the Present Job: After a training programme, the employee's level of performance on the job increases.
- b. Improved Morale: Training programme help to increase the morale and job satisfaction of trainees.

- c. Reduction of Operational Problems: Training helps to reduce operational problems such as accidents, high labour turnover, poor customer service, waste and maintenance costs.
- d. Increased productivity: By improving the standard of performance, quality of workmanship and morale of workers, training helps to increase production and profits of the organization.
- e. Provision of Human Resource Needs: The organization fulfils its needs for certain type of skills without going out to recruit.
- f. Reduced Supervision: Well-trained workers need no close supervision – they need not be told what to do in every situation.
- g. Improved Services to Customers: Training exposes employees to new ideas and techniques, which helps to improve service to customers and enhance the image of the organization.
- h. Leads to improve profitability and or more positive attitudes towards profit orientation.
- i. To improve the moral of the work force.
- j. Improved the job knowledge and skills at all the level of the organization
- k. Provides information for future needs.
- l. Aids development for promotion from within.
- m. It enhances productivity and or quality of work
- n. Aids in developing leadership skill, motivation loyalty better attitudes and other aspect that successful workers and managers usually display.
- o. Training and development helps the individual in taking better decisions and effective problem solving.
- p. Increase job satisfaction and recognition
- q. Moves a person towards personal goals while improving interaction skills
- r. Provides trainee an avenue for growth in his/her future career
- s. It helps to reduce fear in attempting new challenges or risk.

Source: ATSWA Study Pack; Management

Implication of Training and Development to Management Efficiency in Nigeria

Training and development has brought about an effective management of business in Nigeria in so many ways which is as follows:-

It provides a built-in mechanism for preventing manpower obsolescence over time by helping company's executives to revitalize their skills to enable them cope more effectively with the ever increasing complexities of modern business.

Training and development enhance the executives' understanding and perception of issues relating to economic, cultural, social, legal, technical, religions and political matters that may be relevant to the successful performance of his/her job.

Training and development program in Nigeria also, develop the much needed flexibility and capacity of the organisation's manpower and from economic stand point be able to provide maximum productivity from human resources which is necessary in ensuring corporate growth.

It keeps the executives current of new developments around him or her which may affect his job performance.

It creates a reservoir of executive talents necessary for management succession. Organization in Nigeria

through its training program has been able to produce a bunch of talents, in reserve that can deliver when called upon in an emergency business situation.

It also ensures easy and effective mobility of personnel across functional units as the need arises.

Training and development has been able to improve the versatility of the management group in Nigeria's business organization.

Finally, it identifies persons with innate and potential that may be groomed up for future higher responsibilities.

Factors that can help to Improve Employee Productivity at Work Place

According to Neiljones (2010), there are 12 factors that can improve the employee's productivity at work place. These factors are;

1. Accountability

Every employee needs to be well aware that he is accountable for his actions and decisions, and he can neither pass the buck nor pass the blame to someone else.

- this will help him work more meticulously ,
- take cautious rather than reckless decisions, and not take advantage of his place, position or relationship with his superiors.

2. Follow up

Employers often set targets and feel their job is done.

- no, every target or milestone set needs to be followed up as well, to see if the progress is sufficient and if not, whether any interim measures can be taken before it is too late to salvage a situation.
- it also keeps the employee on track, ensuring there is consistent effort throughout the lifetime of the project

3. Manage the work force but avoid micromanagement

It is well known that a large pool of employees does need to be managed, provided direction and given assistance but with this they must also be trusted, given freedom to operate in their style and adopt measures which they think are the best to deliver results.

- This freedom to act as they deem fit helps to keep them encouraged, motivated and happy in the belief that they are trusted.

- Micro management is a human tendency but one that is detrimental to achievement, since it makes mere puppets out of employees, who are expected to toe the boss' line and not think for themselves.

- Employees need to think for themselves, analyze the consequences of every decision or action to be able to give their best to their jobs. And the employers must make it possible for their workers to do so.

4. Encourage, motivate, reward and recognize

The employer must ensure that on his part he always has words of encouragement for his staff.

Encouraging those helps them move forward and do even better, and makes the worker feel happy.

Innovative ways of motivating them spurs them even more. For example, holidays or conferences paid for by the company have been found to motivate employees immensely.

- Rewarding the hard work put in by employees makes them continue to work in the same fashion, and if

the employee feels that his work is not appreciated in words or in material terms, he may gradually stop doing so, since he may feel that others working less are given the same too, so he need not work more.

- Rewards, and other ways of keeping employees happy makes them feel that their effort is being recognized and that they are needed by the company.
- Without these, they may soon start looking for greener pastures and new jobs.

5. Reach out to employees by seeking them out

Every employee loves to feel he has the ears of the management who will recognize him and listen to what he says. display of inter personal skills in which the boss appears humane and one of them, rather than a larger than life, distant figure, helps to have employees warm up to him and feel happy working for him.

- A bit of effort to reach out helps them all do better.
- If this extends beyond the work place it may prove to be even more encouraging to increase employee productivity.

6. Demand realistic targets

Employers need to set realistic goals that are within the limits of achievement. While an aggressive employer may want his people to outstretch themselves to achieve farfetched goals, it may also burn them out.

7. Team work

Team work always helps in increasing workplace productivity since there is more input in the form of more ideas and minds at work. Working alone is not always the happiest situation either, especially in the field. Successful team building and working together is bound to bring out the best out of the employees who may also then compete with each other ensuring the business is the winner.

8. Ensure that people enjoy their work

The best performing employee is the happy employee, and the employer has to find ways of making his people happy. Besides working conditions and the work culture implemented, he has to devise ways of making the work seem challenging and interesting rather than mundane and boring.

9. Break the monotony and rotate

While employers assign tasks according to an employee's core competence, even the task they are best at, can make an employee bored and his work seem monotonous.

- This monotony can be broken with rotation and giving people new tasks and exposure to other divisions.
- This adds their learning and helps them get a holistic view of the business.

10. Courses and improvement options

Employees are delighted when they can enhance their skills and get additional learning opportunities sponsored by the employer. This helps them learn, feel indebted for the money being spent on them, which also adds to their resume, and are obliged to perform better by applying all the knowledge gained in these courses.

11. Spend less time on meetings and more on action

the current trend to have more meetings and discussion rather than spending more time working to achieve results, leads to precious productive time loss.

- Meetings for reviews and sharing of ideas can be limited and kept short.

- Employees should have more time to show results.

12. Tools and equipment to raise productivity

Finally, the workplace must have the best machinery, devices and equipment that yield error free results in the minimum possible time. Efficient electronic equipment with no connectivity issues and breakdowns will help to save precious time. They should take the place of paper work, and yield fast results. Some of these include:

- Smart phones
- Laptops
- Tablet computers
- Latest applications and software that offers quick connectivity and access
- Digital recorders-these help to record thoughts and new ideas when they strike, when no paper is available and the fear is of forgetting the idea
- Bluetooth to stay connected
- Personal digital assistants or PDA's
- GPS to stay on track on the road

Roles of Staff Training and Development in an Organization

Developing a national role in training is important for an employers' organization for several reasons. First, it enables the organization to contribute to the development of a country's human capital, through its influence on education policies and systems and training by public training institutions, to better serve business needs. It also enables it to influence employers in regard to the need for them to invest more in training and employee development - which employers should recognize as one key to their competitiveness in the future. Second, it provides an important service to members, especially in industrial relations in respect of which sources of training for employers in developing countries are few. Third, it is an important source of income provided the organization can deliver relevant quality training. Fourth, it compels its own staff to improve their knowledge without which they cannot offer training to enterprises through their own staff. Fifth, the knowledge required for training increases the quality of other services provided by the organization - policy lobbying, advisory and representation services. Sixth, it contributes to better human relations at the enterprise level and therefore to better enterprise performance, by matching corporate goals and people management policies. Finally, it improves the overall image of the organization and invests it with a degree of professionalism, which can lead to increased membership and influence.

Methodology

Research Hypotheses

For the purpose of this paper, three hypotheses were formulated.

- (H₀)** There is no significant relationship between staff training and development and organisational productivity.
- (H₀)** Prompt payment of staff salary has no significant impact on staff performance.
- (H₀)** Staff job security has no significant impact on organisational performance.

Methods of data collection

The method of data collection used for this study is the primary source. Primary data entails the

administration of questionnaire to obtain data about staff training and organization performance from Nigerian Bottling Company. The questionnaire was divided into two parts namely bio-data information and staff training and development. Stratified sampling technique was adopted to select the respondents from the study population. The sampling techniques adopted categorize element of the population into strata on the basis of vital characteristics. The method was use especially because of its efficiency in maximizing the required time. A sample size of 120 respondents was chosen from the population, in which 116 questionnaires were retrieved.

Method of data analysis

The technique adopted was regression analysis. Descriptive statistical techniques' involving total score and simple percentage was employed. Each table was followed by logical explanations or interpretations of the results of the table. Data collected were analyzed, summarized and interpreted. Tables were formulated for easy understanding of the information that was acquired from questionnaires. Regression analysis was employed for the research through Statistical Package for Social Sciences (SPSS 17)

Result of Findings

Test of Hypothesis One

H₀: Staff training and development has no significant impact on organisational productivity

Table 1: Correlation analysis showing relationship between staff training and organisational productivity

| Correlations | | Organisational Productivity | Training and Development |
|---------------------|-----------------------------|-----------------------------|--------------------------|
| Pearson Correlation | Organisational Productivity | 1.000 | .843** |
| | Training and Development | .843** | 1.000 |
| Sig. (1-tailed) | Organisational Productivity | | .000 |
| | Training and Development | .000 | .000 |
| N | Organisational Productivity | 116 | 116 |
| | Training and Development | 116 | 116 |

** . Correlation is significant at the 0.05 level (1-tailed).

Table 1 shows that staff training and development has a significant positive and strong relationship with Organisational Productivity, ($r = .843$; $P < 0.05$). The findings indicate that Organisational Productivity is subject to staff training and development. Since ($r = .843$; $P < 0.05$), therefore, accept alternative hypothesis and reject null hypothesis as the study concludes that staff training and development has significant impact on organisational productivity

Test of Hypothesis Two

H₀: Prompt payment of staff salary has no significant impact on staff performance.

Dependent variables: Staff Performance

Regression analysis showing the effect of staff salary on staff performance

Table 2 : Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .779 ^a | .607 | .600 | 1.240 | .607 | | 1 | 114 | .000 |

a. Predictors: (Constant), Staff Salary

Table 2 shows the value of R is 0.779 which is the correlation between observed and predicted values of the dependent variables, the coefficient of determination (R^2) value of 0.607 shows that the explanatory variables accounted for 60.7% of staff salary, while the remaining 39.3% is explained by other exogenous variables that are excluded in the model. Concerning the Standard Error of the estimate whose value is 1.240 is the root mean squared error. There is evidence of positive serial correlation.

Table 3 : Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | |
|--------------|-----------------------------|------------|---------------------------|-------|------|---------------------------------|-------------|
| | B | Std. Error | | | | Lower Bound | Upper Bound |
| (Constant) | 1.676 | .229 | | 2.357 | .000 | 1.223 | 2.129 |
| Staff Salary | .155 | .090 | .779 | 9. | .000 | .033 | .433 |

a. Dependent Variable: Staff Performance

$$SS = 1.676 + 0.155 + U_0$$

$$\text{Std. Error} = (0.229) (0.090)$$

$$t = (2.357) (9.550)$$

Table 3 revealed that the calculated t-statistics for the parameter estimate of SS ($t = 9.550$), $p < 0.05$ is greater than tabulated t statistics (1.330) at 0.05 level of significance. Therefore, alternative hypothesis (H_1) is accepted, while H_0 is rejected. This shows that prompt payment of staff salary has significant impact on staff performance. Also with the value of R in the model it shows that there is significant relationship between dependent variable and independent variables at 0.05 level of significant ($r = .779$, sig. 0.000 $p < 0.05$). The beta coefficient of SS in the estimated regression line shows, .779 which implies that 77.9% significant relationship exist between SS and SP. The overall regression model is statistically significant in terms of its goodness of fit ($F = 41.128$, $p < 0.05$).

Test of Hypothesis Three

H_0 : Staff job security has no significant impact on organisational performance

Regression analysis showing the effect of staff job security on organisational performance

Table 4 : Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| | .960 ^a | .922 | .914 | 1.240 | .922 | 32.880 | 1 | 114 | .000 |

a. Predictors: (Constant), Staff Job Security

Table 4 shows the value of R is 0.960 which is the correlation between observed and predicted values of the dependent variables, the coefficient of determination (R^2) value of 0.922 shows that the explanatory variables accounted for 92.2% of staff job salary, while the remaining 7.8% performance is explained by other exogenous variables that are excluded in the model. Concerning the Standard Error of the estimate whose value is 1.240 is the root mean squared error. There is evidence of positive serial correlation.

Table 6 : Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | |
|--------------------|-----------------------------|------------|---------------------------|--------|------|---------------------------------|-------------|
| | B | Std. Error | | | | Beta | Lower Bound |
| (Constant) | 1.676 | .229 | | 3.327 | .000 | 1.223 | 2.129 |
| Staff Job Security | .155 | .090 | .960 | 15.730 | .000 | -.023 | .333 |

a. Dependent Variable: Organisational Performance

$$SJS = 1.676 + 0.155 \times U_0$$

$$\text{Std. Error} = (0.229) (0.090)$$

$$t = (3.327) (15.730)$$

Table 6 revealed that the calculated t-statistics for the parameter estimate of SJS ($t = 15.730$), $p < 0.05$ is greater than tabulated t statistics (1.330) at 0.05 level of significance. Therefore, alternative hypothesis (H_1) is accepted, while H_0 is rejected. This shows that Staff job security has no significant impact on organisational performance. Also with the value of R in the model it shows that there is significant relationship between dependent variable and independent variables at 0.05 level of significant ($r = .960$, sig. 0.000 $p < 0.05$).

The beta coefficient of SJS in the estimated regression line shows, .960 which implies that 96% significant relationship exist between SJS and OP. The overall regression model is statistically significant in terms of its goodness of fit ($F = 32.880$), $p < 0.05$).

Summary and Conclusion

The reason behind this paper was to examine how the effect of staff training and development on the organisational productivity. In order to have an in-depth knowledge of the paper, relevant work of scholars in the area of staff training and development were reviewed. The second segment of this paper concerns with methodology; the instrument used for data collection from one hundred and sixteen (116) respondents was questionnaire. The data collected were analyzed with frequency and percentage tables while the regression analysis was employed to test the hypotheses. The three hypotheses were tested and decision rules were made. The following findings were revealed in the course of testing and analyzing the data used in the research work. All the three null (H_0) hypotheses analyzed and tested were rejected.

Firstly, there is statistical significant relationship between staff training and organisational productivity. This above findings is similar to the theory propounded by Peretomodeet at. (2001) where he stated that training of staff will enable him or her to perform more efficiently and effectively on his or her present job. Secondly, there is statistical significantly relationship between prompt payment of staff salary and organisational productivity. Lastly, there is statistical significant relationship between job security and organisational productivity. It was revealed from the findings that there is need for staff to be trained in order to increase productivity and reduce wastage.

This paper has critically examined the effect of staff training and development on organisational productivity. It was found from the study that most of the organization do not provide welfare package for their staff and this eventually has negative impact in the organisational productivity and achievement. It was also found that majority of the organization do not pay their staff salary as at when due. This has made some organizations to loss some of their productive staff that could have contribute positively towards the development of the organization. In addition, it was also revealed from the findings that some of the organizations do not take cognizant of the impact of the existence of job security to the performance of staff.

Recommendations

Based on findings, it is necessary to make the following recommendations towards improving the organisational productivity;

- There should be welfare package well design for the welfare of the staff in order to encourage them to contribute maximally towards the organisational growth and development.
- Staff salary should be paid as at when due so as to encourage hardworking.
- There should be workshop training / seminars for the staff in order not to make them outdated and improve their efficiency.
- There should be cordial relationship between the management of the organization and the staff.
- Lastly, there should be job security for the staff. This will make them (staff) to have confidence in his job and enable them to put their efforts towards the progress of the organization

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