



Training and development on employee productivity of selected beverage companies in Southwest, Nigeria

Awoniyi, Christiana I.¹, Kazeem, Toyin C.², Akilo, Ayoriinde M.³, Awoniyi, S.O.M⁴

^{1,3&4}Joseph Ayo Babalola University, Osun State

²Federal Polytechnic, Ile-Oluji, Ondo State

Email: princessxristy@gmail.com

Abstract

The inadequacy of skills, sometimes due to a lack of organisations to provide up-skilling, knowledge and abilities, is responsible for inefficiency and low productivity. Training influences employees' attitudes, abilities, and skills for current and future jobs. The study examined the relationship between training and development and employee productivity of selected beverage companies in Southwest Nigeria. The study comprises 306 respondents who are employees of 7up Bottling Company, Lagos and International Breweries Company, Ilesa in Osun state. It adopted descriptive research design to a target population of 1,267 employees of beverage companies and a sample size of 317 derived using Taro Yamane formula. Data was collected randomly with a well-structured questionnaire. Only 306 copies of the questionnaire was adopted and used for data analysis. The analysis of the variable was done through simple linear regression. Findings show that training and development has a positive and significant effect on employee productivity at $p < 0.05$. The study concluded that training and development boost the productivity of employees and the organisation. It was recommended that beverage companies see training as part of organisational strategy and ensure it is well planned. Beverage companies should embrace on-the-job and off-the job training techniques.

Key words: Training and Development, Employee Productivity, Beverage Companies, On-the-job-Training, Off-the-job Training.

1. Introduction

In any organisation, not everyone has the expertise or ability to handle assigned tasks; therefore, training is used to influence employees' skills, abilities, and attitudes (Farooq & Khan, 2011). Training is more present-day oriented and deals with individuals current jobs, specific skills and abilities to perform tasks, while development improves behaviour, attitude and enhances employee productivity in an organisation (Karim, Choudhury & Latif, 2019). Training is a process of improving workers' current or future productivity via learning by increasing

employees' ability to perform (Salau, Falola & Akinbode, 2014). Today's organisation invests much money on training and development of the employees to remain competitive and successful. Therefore, the importance of training employees is increasing rapidly and organisations are using this tool to compete in the competitive market (Kwahaja & Nadeem, 2013).

The larger the gap between adequate skills required to perform a task and the actual skills available for performing a task, the greater the lack of job satisfaction and

increased labour turnover within the Organisation (Truitt, 2011). Organisations in Nigeria do not adequately support training programmes despite the importance of training and development to employee productivity and organisational performance (Obi-Anike & Ekwe, 2014). Such organisations consider the expenditure on training programmes a waste of investment (Malaolu & Ogbuabor 2013). Training could waste time and resources when the trainers inadequately identify and accept the training need (Nwaeke & Onyebuchi, 2017). The inadequacy of skills, sometimes due to a lack of organisations to provide up-skilling, knowledge and abilities, is responsible for inefficiency and low productivity. Employees have been found not to lack the ambition for skills upgrading; they usually lack the support of their employers. Talented employees are usually not encouraged to participate in strategically important skills upgrading in Nigeria; instead, they are into legacy structures that stifle their capabilities. Some employees are creative individuals with the ambition and desire to take their skills to the next level. However, they often lack the resources and the right tools and unfortunately, their employers are unconcerned. Some organisations spend considerable money on on-the-job training to leverage their corporate image without actively achieving the training cost benefits because conducted training is poorly organised and executed. Such training is more or less unplanned or unsystematic (Emeh, Inyang & Ekpe, 2015). Any organisation that lays little or no emphasis on training and development encourages obsolescence of its employees and inflexibility and is unaware of the changing environment it operates in (Nwaeke et al., 2017). Not having the required skills to perform a task correctly can set up employees for failure and put the business at a less-than-competitive

disadvantage (Truitt, 2011). Successful training, therefore, requires theory, demonstration as well as application.

2. Literature Review

Training and development are two separate concepts that work hand in hand; while training is concerned with employee's current job that helps develop capabilities, skills and dexterity needed in executing jobs, development focuses on molding the employee's attitude/behaviour and features that defines his/her approach to work so as to perform task effectively (Nwali and Adekunle, 2021). Training and development is a way of gaining new knowledge abilities for completing a task or duty at the workplace (Iyayi, 2007). Training and development deal with acquiring knowledge, understanding techniques and being proactive. It is one of the imperatives of human resource management to improve employees' performance at individual, collegial and organisational levels. Training and development are quick forecaster that influences efficiency and employee productivity (Tahir, Yousafzai, Jan, Hashim, 2014). Training should be a powerful tool to facilitate an organisation's expansion and capabilities, thus enhancing profitability (Cosh, Ducan, Hughes, 1998). Training and development teach employees how to effectively accomplish their current and future jobs. The current job focuses on training, while development prepares employees for future job performance.

Thereby, training and development are helpful for the organisation's performance and effectiveness and its employee's productivity. Without training and development, the organisation cannot achieve its strategic goals, mission and effectiveness (Karim, Choudhury & Latif, 2019). Training is an essential tool to enhance employees' performance and

increase the organisation's worth. Therefore, the organisation has to balance training and disbursement (Singh & Mohanty, 2012). Investment in employee training concerns organisations keen on generating profits for their owners (shareholders) and providing quality service to their customers and beneficiaries (Evans & Lindsay, 1999). Training is an essential element to an employee for the organisation's development because some employees lack the knowledge, skills and competencies to accomplish tasks daily (Abbas, 2014).

Training and development is a continuous process (Isyaku 2000, cited in Kulkarni, 2013). Training helps get employees acquainted with advanced technology and attain robust competencies and skills. It handles the functions and basics of newly introduced technical equipment's (Sabir, Akhtar, Bukhari, Nasir & Ahmed, 2014). Stavrou (2004) posits that training should provide skills. Also, it should assist in obtaining and improving necessary skills to attain organisational goals and create a competitive advantage by adding value to critical resources. Training with other activities positively affects results and is related to productivity increase and staff turnover decrease. Effective training is when the trainee can practice the theoretical aspect in the workplace. It could involve simulation, role-playing, computer-based learning to expose a current and relevant body of knowledge and real-life situations (Bates & David, 2010 cited in Vjas & Mistry, 2015). On-the-job training and off-the-job training are genre terminologies for classifying training and development. On-the-job training is related with teaching of cogent skills and knowledge while off-the-job training and it include orientation, apprenticeship, job instruction

assistantships, job rotation and internship, off-the-job training on the other hand refers to training conducted outside the work environment of an employee which include conferences, lecture, vestibule among others (Badom & Girigiri, 2021). An organisation may choose to train its employees while on the job because on-the-job training is cost-effective and time-saving. It also creates an avenue for employees to learn hands-on for development and practical knowledge (Amoah-Mensah & Darkwa, 2016; Ruth & Doug, 2004).

Managerial, leadership, technical, manual, and administrative skills are required to improve competitiveness (Tom & Frances, 2007). If employees would experience flexibility and effectiveness on the job, they need to acquire and develop skills. Suppose they believe that they are inestimable in an organisation. In that case, they need to see visible signs of management commitment to their training and career needs (McDowall & Saunders, 2010). Training is the most pervasive way to enhance employees' productivity and communicate organisational goals. In addition, it is the most effective way of motivating and retaining high-quality human resources (Ekaterini & Constantinos-Vasilios 2009, Hutchings et al. 2009).

Training requires money and energy and is a critical investment in an organisation that leads to internal promotion, succession planning and employee development (Bowes, 2008; Topno, 2012). In addition, effective training programmes build a supportive and conducive learning environment for the employees and help them deal effectively with foreseeable challenges efficiently and in time (Tai, 2006).



Employees committed to learning show a higher job performance that positively affects their productivity. In addition, a thoroughly trained employee will better satisfy their customers and colleagues (Rowden & Shamsuddin, 2000, Rowden & Conine, 2005; Tsai et al., 2007). However, sometimes employees feel that training does not provide them with the necessary skills or knowledge. Therefore, improper training can result in conflicts between employees and their organisations and harm their performance and effectiveness (Sahinidis & Bouris, 2008).

Barzegar & Shahroz (2011) opined that the most crucial effect of training on employees and organisational performance is how to improve the organisation's output quality and quantity. Also, training is to improve profitability, safeguard the organisation stability, minimise risk,

decrease cost and expenses, and improve the organisation's management as a national and international entity. Training should be formed and implemented based on the organisation's specific needs and objectives and evaluated afterwards. Factors such as the objectives, cost, location, and frequency of training, suitability of training methods, the content of training, delivery style, the capability of application, trainer's abilities, and employees' willingness to learn and apply should be methods of interest for effectiveness (Salah, 2016). Training physically, socially, intellectually, and mentally is essential in facilitating the productivity and development of employees in any organisation (Olaniyan & Ojo, 2008). Therefore, well-designed training programmes are more likely to achieve good results and organisational goals.

3. Methodology

3.1 Research Design

The study employed descriptive research analysis, simple linear regression analytical method to test the hypothesis.

Descriptive Analysis of Training and Development (n=306)

Figures in Cells are Percentages

Table 1

STATEMENTS	SA (%)	A (%)	NA (%)	D (%)	SD (%)	Mean	Std. Deviation
My organization considers training as part of organizational strategy	30	47	12	7	4	3.93	1.022
Training is well planned in my company	26	43	21	8	1	3.84	0.953
Training programmes are conducted frequently in my organisation	22	39	25	12	2	3.66	1.016
Training is a waste of time and resources by my employer's perspective	15	21	18	24	22	2.83	1.385
Training sessions have improved me in my job efficiency	27	51	12	9	2	3.92	0.941
There was an enhancement in me which includes pay and promotion after each training programme	20	42	21	14	4	3.60	1.061



Training and development programme increased efficiency of employees in my company	31	43	17	8	1	3.95	0.950
Training enhances the performance and productivity of employees in my company	29	49	13	7	2	3.97	0.926
Training programmes provided by my company are usually on-the-job	29	44	14	10	3	3.87	1.030
Training programmes provided by my company are usually off-the-job	17	25	22	22	14	3.08	1.317

Source: Research Study, 2021

The table above revealed detailed responses of respondents on items assessing training and development and employee productivity. The mean ranges between 0.926 and 1.385 and the standard deviation ranges between 2.83 and 3.97 showing that training and development has significant effect on employee productivity of the selected beverage companies.

3.2 Population and Sample of the Study

The study population comprises selected beverage companies in southwestern Nigeria based on their years of experience, proximity and convenience. The study population is 1,267 and the sample size of 317 was derived using Taro Yamane formula (1973).

3.3 Sources and Method of Data Collection

Primary data was used through the administration of questionnaire on the employees of the selected beverage companies. 317 copies of questionnaire were administered and 306 was used for the study.

2011). A pilot test was carried out in a separate beverage company using 5 point Likert item and responses received from respondents was run through SPSS 26.0 to determine Cronbach alpha value and the Cronbach value was 0.730 showing that the instrument used was reliable.

3.5 Method of Data Analysis

Data was analysed using Simple linear analytical method to test the hypothesis of the study. The SPSS 26.0 aided the analysis.

4.0 Results and Discussion

Regression analysis of table 2 below shows that R= 0.352 is the relationship between training and development and employee productivity, indicating that for every 1 unit increase in training and development, there is 0.352 increase in employee productivity.

Training and development can explain the proportion of variance of 12.4% (R square = 0.124) in employee productivity. Training and development are statistically significant with employee productivity (Beta = 0.352, T= 6.547, Sig = 0.001).

4.1 Linear Regression Results of the Effect of Training and Development on Employee**Productivity of Selected Beverage Companies in Southwest Nigeria****Table 2 Coefficients^a**

$Y = \alpha_0 + \beta_1 X_1 + e_i$	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 Constant	0.001	0.054		0.022	0.983
Training and Development	0.352	0.054	0.352	6.547	0.001

a. Dependent Variable: Employee Productivity
b. R = 0.352 R² = 0.124 F = 42.867 DF = 304

Source: Research Study, 2021

4.2 Discussions of findings

Results of the analysis in this study revealed that training and development had a significant and positive relationship with employee productivity of selected beverage companies of Southwest Nigeria. The study conforms to Mdhalalose (2020) research titled An evaluation of the impact of training and development on organisational performance, which argues that training enables employees to improve their skills, knowledge, and capability to perform tasks more efficiently; thus, productivity is improved.

Magaji, Ogundiwin & Babatope (2021) asserts that there is an empirical significant positive relationship between training and firm's profit and can only be achieved when managers embrace best practices of training and development.

In their findings, Karim, Choudbury & Latif (2019) argued that training is one of the most potent motivators that can lead to many possible benefits for both individuals and the organisation to achieve its objectives. It was further argued that training improves employees' abilities and knowledge for job satisfaction. Sanwel (2018) supports their findings likewise;

Adelere (2017), in his findings, also spotted that there is a positive statistical relationship between staff training and organisational productivity and that staff should be trained to increase productivity and reduce wastage.

The null hypothesis which states that training and development have no significant effect on employee productivity of selected beverage companies, was rejected and the alternative hypothesis was accepted.

5. Conclusion and Recommendation

Organisations must get capable employees for better job performance; therefore, training is vital to ensure that the organisation is made up of technically and socially competent employees for their jobs or position. Beverage companies see training as part of organisational strategy and should ensure that training is well planned. Furthermore, training should be conducted regularly to boost organizational efficiency. Lastly, organisations should embrace on-the-job and off-the-job training of employees.

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