

**Work Training: A Panacea for Personnel Productivity  
(A Study of Shoprite Limited, Owerri, Imo State, Nigeria)**

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**Abstract**

*The study examines the impact of workplace training on personnel productivity in Shoprite, Owerri, Imo state, Nigeria. Descriptive research method was adopted since it required observing and documenting behavior, attitudes and activities. Human capital theory and Expectancy theory underpinned the study. The sample size was derived by Krejcie & Morgan (1970) table which consist of (70) respondents who are employees of the firm. Data were collected through a questionnaire instrument found to be reliable. The data collected was grouped according to response and presented in tables using frequencies and percentages. The hypotheses were tested using Pearson's correlation analysis. Results of the study revealed that work training has a significantly strong and positive association with personnel productivity. Base on the finding, the study recommends periodic and effective trainings programs for employees to keep abreast with new skills and knowledge regarding their job and also serve as a source of motivation. The researcher suggested that further investigation should be carried out in public sector to assess the effectiveness of work trainings.*

**Keywords:** Work training, Orientation, On-the job training, Off- the job training, personnel productivity.

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**1.0 Introduction**

Today, the focus in work organizations around the world is on how to increase productivity through work training and human resource development programs. Work training and staff productivity are crucial management responsibilities in achieving goals and serve as a tool for gauging productivity in any context. Companies globally strives so hard to achieve these set of objectives by spending millions of their resources yearly in order to hire employees who are best fit for their roles. Even though these new recruits are meant to exceed expectation, output is frequently still subpar which are reflected in subpar product quality, uneven customer service delivery and low worker effectiveness. Declining productivity

over time has been linked to a failure of management to implement training requirements. Due to these inefficiencies, which has hampered sales turnover, product quality, good customer services and low return on investment as being investigated in shoprite Nigeria Plc.

Inadequate training in the form of induction programs for effective orientation of new hire, On –the job training and off-the job training for old employees has been identified as a major contributing factor to low productivity in workforce and this has given managers anxiety about how to increase productivity of typical employees. To accomplish these goals, several seminars, conferences, symposia and workshops are held (Nwachukwu, 2012; Aluko *et al.*, 2001).

In most Nigeria organizations, low productivity has been linked mostly to a lack of competent and adequate skills needed to execute jobs. Where the actual performance is lower than the expected performance, training of the employees is often one of the major tools used by most organizations to close up the gap (Yesufu, 2009).

Employee productivity is acknowledged as a key factor in the economic and social growth and development of any nation, because it determines the levels of living for the populace. High employee productivity boosts the company's revenue and profits, putting it in a stronger position to offer higher and enhance payment to staff. Productivity is the "ratio between goods and services produce (output) and resources (input) used to produce them (output) so as to indicate the productivity efficiency with which labour, capital, material and other inputs are combined and use to produce goods and services of a specific quality for the satisfaction of the customer's needs (Badenhorst, Ray & Jack 1999).

Work training is the methodical and systematic development of the information, skills and attitude necessary for a person to function satisfactorily in a particular work or job. Thus training in any organization is aimed at giving employees at all levels sufficient instrument and guidance to enable them perform their jobs effectively and prepares themselves for promotion and advancement (Inyang, 2002). Declined Productivity is one of the main problems companies all round the world are dealing with. These low productivity is the direct outcome of poor work training and human resource development which has directly lead to poor work output, low sales, frustration, insubordination, lack of interest, managerial inexperience, commitment and cooperation. Maimuna *et al.*(2013) asserted that

employees tends to become obsolete, and therefore making the need to adapt to the continuous learning and updating of the skill and knowledge invaluable, due to the organizational, technological and social dynamics. Also when productivity is low, most organization resort to other measures, like lay off and employment of new workers when the performance of their workers is low (Obot 1999).

Amer Hani Al-Kassem (2021) asserted that training programs conducted by organization are waste of time and money. He further said that employee's loss of interest is associated with the types of training and conclusively opined that Specific department training programs are more theoretical than practical, Employees have a hard time learning the material in these types of seminars, when a training program is conducted over a long period, academic lectures become tedious. Lerman et al., (1999) and Billikopf (2003), opined in their studies that when training is provided to the employees' of an organization time is just wasted and results in adverse consequences, whereby the employees need to adapt and struggle with the new tasks handed to them after the training is completed. However, Lack of proper and adequate skills has been identified as the major cause of low productivity in most organizations in Nigeria. Finally, many organizations have struggled to recognize human resource development and work-related training as essential component of management tasks, which has a negative impact on personnel productivity.

Therefore, this study will examine the influence of work training on personnel productivity using Shoprite Nigeria limited, Owerri, Imo state. The outcome of this study will offer fresh approaches to enhancing effective work training that promote organizational productivity; and by so doing contribute something of value to the corpus of information already in existence in area of human resource development. The general objective of the study is to investigate the influence of work training as a panacea for declined personnel productivity in Shoprite, Owerri, Imo state, Nigeria. Other specific objectives include determining if work training can contribute to personnel productivity. Also whether orientation, on-the-job and off-the-job training can contribute to personnel productivity. Hence the research questions for this study are: To what extend does work training can contribute to personnel productivity? To what extent does orientation, on the job and off the job training can contribute to personnel productivity?

## **2.0. Literature Review**

### **2.1.1 Conceptual review**

#### **Personnel productivity**

Personnel productivity is the measure of the output per unit of input economically. It is the log of net sales over total employees (Rohan & Madhumita 2012). Productivity has been defined by Taylor (1970) as the measure of how well resources are brought together in organizations and utilized for accomplishing a set of result". The performance of productivity is at its peak. Productivity is also the amount of output created by one unit of manufacturing input in a given amount of time. Productivity, according to Mali (2008), was considered as a gauge of how effectively resources were pooled inside an organization and put to use in order to achieve a specific set of results. The best degree of performance is achieved through productivity with the fewest resources or expenditures. This is frequently understood to represent the ratio of total output to total intake. Productivity is general terms for the efficiency with which the production factors are utilized to create goods and services.

#### **Work training**

The value of training in boosting organizations productivity cannot be overstated. However, several researchers and managers agree that work experience is essential to an organization's success and the management of that organization (McDowall & Saunders, 2010). Salas (2012) and Wayne (2015) define training as a procedure and strategy for developing training materials and distributing them in a way that will improve employee's abilities to perform their job effectively. Training is therefore seen as a means of learning pre-programmed knowledge to mold employees' behavior in the desired direction of completing a particular task. According to Falola et al. (2014), training is a type of human resource intervention that enhances an employee's capacity for productive work. This suggests that training gives employees the skills they need to complete their duties and regular tasks in an efficient manner (Al-Ghazawi, 2012). Armstrong (2014) affirmed that employee development is influenced by training in such a way that the workers' mental health is enhanced with a view to evoking their commitment to tasks and organizational effectiveness. According to Adeniji (2011) training may be one of the effective methods for improving the labor force. Training increases production, according to Engetou (2017). On the other hand, training's goal is to motivate and compel people to acquire the new skills they need to perform at the maximum level

on their knowledge in order to be prepared for prospective future opportunities inside their existing jobs.



**Fig 1: Relationship Cycle**

**Source:** Rohan and Madhumita (2012)

**Types of work training:**

i) **Orientation or Induction Training:** In his report, Ayodele (2002) divided orientation or induction training into three types. This kind of training is used to orient new hires in an organization, such as induction programs in big businesses. The opportunity to learn about the company's history, development, issues, and policies is typically provided to new hires during this training.

ii) **On the job training:** This typology includes a variety of activities, according to Olaniyan et al. (2008), a new employee is required to shadow a more experienced worker who is already performing that job schedule as part of apprenticeship training. Another option is demonstration training, in which the employee is forced to observe the formalities or procedures necessary in a given job schedule in action. A fourth option is vestibule training (where an employee is sent for an industrial attachment in a similar job schedule). With the exception of vestibule training, each of the other typologies in this cluster naturally exists within a certain organization. Additional components of this training cluster include environment-specific task-specific exercises and practical updates on IT systems.

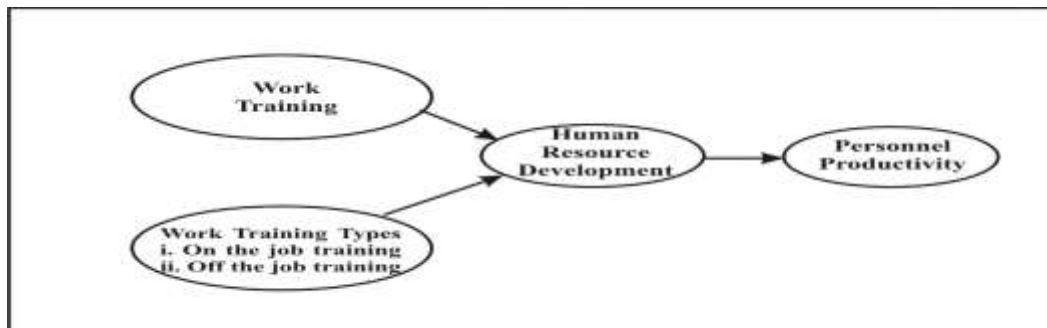
iii) **Off the Job Training:** This kind of training entails what Olaniyan et al. (2008) refers to as a structured training procedure intended to maximize the potential of an

organization's human resources. The goals of off the job training include giving participants the ideal balance of operational concepts and theoretical framework (Obasi, 1996). Seminars, workshops, conferences and formal class rooms are some of the settings for this type of training. Fundamentally, this training requirement is only a long-term cerebral or intellectually taxing exercise.

### **Importance of employees training:**

Training improves employee performance through developing a sense of teamwork among employees as well as contributing positively towards their knowledge and information about their job (Gruman & Saks, 2011). The benefits of training includes the following:

1. Promotion of employees potentials or chances that can create opportunities for organizational staff.
2. Increasing team work and work place relationship, while acquiring new skills and knowledge.
3. A decrease in the turnover rate of employees
4. Increasing the security and safety of the workplace.



**Conceptual Framework Based on Literature Reviewed**

### **Fig 2: Conceptual framework**

#### **2.2 Theoretical Review**

Human Capital Theory:

This idea has its roots in Adam Smith's legendary "Wealth of Nations" book, where he extolled the inherent values of a nation's human resource base as a necessary and vital component of its economic sustainability. The main concept of the human capital theory is that human resources are important and essential components of any nation's productive process and as such, they must always be nurtured and fed with the appropriate ratio of excellent education and sufficient motivating work

incentives. Yet the human capital theory's proponents counter that formal and informal education and training programs can both be employed to carry out an organization's staff training and development program.

#### Expectancy Theory:

Passer and Smith (2004), Coetsee (2003), Werner (2002), and Vroom (1968) developed this framework of analysis on the basis of the premise that an employee has the cognitive capacity to make rational decisions, including the decision to accept employment in any organization, the kinds of wage offers he will be willing to accept for his labor, and the kinds of conducive work environment he is willing to acquiesce to, because of this, they would only accept a job offer if and when its specifics closely met their expectations. Since employees are driven to work more when and where they are valued, better wages associated with their job and have the right instrumentality to perform tasks. Human capital theory allows managers to employ the right training approaches, strategies and track growth-measured through staff competencies and abilities, values and skill set. This will increase business productivity, and in time, revenue and brand recognition as well as corporate productivity. On the other hand, Expectancy theory aids managers in having a better understanding of pay packages that will inspire employees to improve their effectiveness towards reaching productivity.

### **2.3 Empirical Review**

Akinyele (2021) study examined the influence of human resource development programs on workers job security in industrial organizations empirical evidence of Mobil Oil Nigeria. This result shows that there is a link between performance appraisal and compensation, that training and development influences workers productivity, also collective bargaining has an effect on the work-force of an organization, and there exists a significant relationship between recruitment and employee selection. The study therefore shows that human resource development programs influences workers job security. Recommendations were that Organizations striving to succeed should ensure that they are consistent in the use of factors involved in human resource development. HR Departments are also recommended to ensure that the employees are provided with maximum experience of the factors affecting human resource.

Oshati, et al (2019) examines the effect of training and development on workers' job satisfaction and productivity in a selected bottling company. The findings revealed that 87.5% of the respondents agreed that training and development could

promote job satisfaction and productivity, while 12.5% disagreed, also, that 72.94% of the employee agreed that training and development guarantee high productivity, while 29.06% disagree that this does not guarantee high productivity. The paper concludes that unless Training and Development is accorded right priority attention, a firm might find it difficult to exist and if it exists at all, the vagaries of environmental factors demanding constant adaptability of entire staff may not allow it to exist for long. Blessed, et al (2022) examines human resource development practices and employees' performance in the University of Cape Coast. It was observed that formal classroom training is the most appropriate to offer staff with the adequate knowledge to perform one's job. It was also observed that training and development programmes initiated at the individual level is effective and most appropriate as compared to training and development organized for staff at the group level. The research article makes some recommendations for policy implication and this includes encouraging staff to embark on further studies to upgrade and add up to the knowledge required to perform their work. Bassam (2015) investigated training and development programs on employee performance in ministry of municipalities and public work in Iraq and finds that they are several training methods which are used to enhance employee performance. The major conclusions of this study are that improving employee performance through training can be accomplished in a number of ways. Some novel approaches for improved staff training are recommended in light of the substantial outcome.

Nwali, et al (2021) evaluates the impacts of training and development on employee performance using quantitative research methods. To achieve the objectives of the study, the quantitative research design was employed, and a questionnaire research instrument was used in collecting relevant data from either owners or managers of 260 Small and Medium Scale Enterprises in Lagos Nigeria. The study concludes that both off-the-job and on-the-job training are effective towards improving employee performance and that training and development not only improves the skill set of the employees, but also a source of motivation for the employees. Idah (2019) investigates the effect of human resources development on labor force productivity. The paper reviewed how human resources development is crucial to employee productivity and the socioeconomic well-being of citizens, and it makes the following recommendations: the organization should coordinate human resources development with employees' skills and abilities, adequate funding should be made available to promote human resources development, and periodic reviews should be conducted to monitor progress. Timothy et al. (2021) examines the effects of training on employee performance in organizations. The expectation



theory of motivation; which Victor Vroom utilized to describe the connection between training and employee performance in the workplace, demonstrate that an increase in training and development is directly connected with a 72.6% increase in employee performance. This means that declining employee performance and subpar organizational performance may be improved when managers and administrators start effective training and development programs. The study recommends that managers and administrators of organizations should increase the annual budgetary allocation for human capital training and development in both public and private organizations, because it will have a positive impact on employee performance and organizational higher productivity.

Amer (2021) examines the impact of training and development on employees' job satisfaction and productivity in a chosen bottling company and finds that training and development are the most important aspects of management success in a study connected to the function of training and growth in accomplishing organizational goals. The study recommends that creation is focused on future responsibilities, while, training is devoted to the current organization. Okoye et al (2013) investigated the effect of human resources development on organizational productivity and finds that human resource development is extremely important for all enterprises. The researcher suggests that organizations foster the habit of going to conferences and seminars, that employers' efforts are periodically evaluated to determine how they contribute to the accomplishment of organizational goals, and that educational qualifications are requirement for hiring, choosing, promoting, and placing employees. Neelam et al (2014) investigated whether Training and Development has an impact on Employees Performance and Productivity. Data were analyzed and discussed. The result showed that there was significant relationship between the variables, the Pearson correlation was used in study and Cronbach Alpha for each questionnaire was obtained.

### **3.0 Methodology**

This research adopted a descriptive research design due to the need to observe and document employee behavior, attitudes and actions as they existed at the time of the investigation. The research was limited to a survey of Shoprite Owerri, Imo state, Nigeria. The study was conducted among employees of Shoprite-Owerri, Imo State with a population size of 85, while sample size determination was done using Krejcie and Morgan (1970) table, which gave the sample size for the study as 70. Primary source of data was adopted for the study. Data collection was done through administration of questionnaire and Personal visits to the company. The

questionnaire was designed in Likert scale format. Respondents were asked questions regarding personal information about their age, sex, qualification, years of service or background etc.

The initial draft of the questionnaire was distributed to colleagues working in the field of education to assess its content validity. The questionnaire's reliability is therefore 0.864. The good reliability shows that the survey had good validity. Cronbach's alpha was used to assess the reliability of the instruments. Tables and simple percentages were used to analyze the data collected. Correlation technique was used to determine relationship between the variables under investigation. If p-value is less than 0.05 confidence level, rejected the null hypothesis in favour of the alternative hypothesis which states that there is a statistically significant relationship between work training and personnel productivity.

Regression technique was used to determine the impact of independent variable on the dependent variables. Data analyses were done using the SPSS program (statistical package for social science) version 23. If p-value is less than 0.05 confidence level, rejected the null hypothesis in favour of the alternative hypothesis which states that orientation, on the job and off the job training has significant impact on personnel productivity of Shoprite, Owerri, Imo state.

The research variables mathematically illustrate the model specifications used in the regression;

$$PP=F(WT)$$

Where; PP= personnel productivity, WT=Work training.

Whereas, the econometric form of the model being,

$$PP= \beta_0+ \beta_1 + \mu$$

Where  $B_0$  = Autonomous/ intercept

$B_1$ = Coefficient of parameter WT

U= stochastic error term

#### 4.0 Result and Discussion of Findings

**Table 1: Demographic Characteristics of the Respondents**

Variable	Category	Frequency	Percent (%)
<b>Gender</b>	Male	18	29.5
	Female	43	70.5
<b>Total</b>		<b>61</b>	<b>100</b>
<b>Age</b>	Below 20 years	3	4.9
	20 – 30years	33	54.1
	31 – 40 years	20	32.8
	Above 40 years	5	8.2
<b>Total</b>		<b>61</b>	<b>100</b>
<b>Marital status</b>	Single	38	62.3
	Married	21	34.4
	Others	2	3.3
<b>Total</b>		<b>61</b>	<b>100</b>
<b>Educational Qualification</b>	Post Graduate	8	13.1
	B.Sc/HND	27	44.3
	OND/NCE	16	26.2
	SSCE/GCE	10	16.4
<b>Total</b>		<b>61</b>	<b>100</b>
<b>Years of Service</b>	0 – 5 years	34	55.7
	6 – 11 years	17	27.9
	Others	10	16.4
<b>Total</b>		<b>61</b>	<b>100</b>

**Source:** Survey Research, 2023.

The survey revealed that female respondents dominated with 70.5%. In terms of age, the survey revealed that majority of the respondents were in the age bracket of 20-30years, accounting for 54.1%, followed by respondents above 31-40years of age, while those below 20years were the least accounted for 4.9% of the total respondents for the study. Also, survey on marital status showed that respondents who are single dominated the study with about 62.3%, followed by the married ones with 34.4%. Educational qualification of the respondents showed that those with B.Sc/HND dominated the study accounting for 44.3%, followed by respondents with OND/NCE (26.2), while those with postgraduate degree were the least represented in the study with 13.1%. Similarly, survey of the years for which respondents have worked in the company revealed that those who have worked

between 0-5years accounted for the majority of the respondents with 55.7%, followed by who have worked between 6-11years.

**Hypotheses testing**

**HYPOTHESIS ONE:**

**H<sub>0</sub>:** There is no significant relationship between work training and personnel Productivity

**Table 2: Relationship between work training and personnel productivity**

<i>Variable</i>	<i>Correlation co-efficient (r)</i>	<i>p-value</i>
Work Training vs. Personnel Productivity	0.95313	0.0002

From the result of the study as presented in Table 2, it is clear that work training has a significantly strong and positive association with personnel productivity at p<0.05

**HYPOTHESIS TWO:**

**H<sub>0</sub>:** There is no significant relationship between orientation, on the job training, off the job training and personnel productivity of Shoprite, Owerri, Imo state.

**Table 3: Regression results**

<b>Model summary</b>				
Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard Error of the Estimate
1	0.987	0.975	0.973	0.195

a. Predictors: (Constant), On-the-Job training, Off-the-job training, Orientation

**Table 4: ANOVA**

	<i>Df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
<b>Regression</b>	3	86.010	28.670	747.336	0.000 <sup>a</sup>
<b>Residual</b>	57	2.186	0.038		
<b>Total</b>	60	88.196			

- a. Dependent Variable: Personnel productivity
- b. Predictors: (Constant), On-the-Job training, Off-the-job training, Orientation

<i>Coefficients</i>						
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t-Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	-0.117	0.057	-2.036	0.046	-0.233	-0.001
On-job-train	0.476	0.077	6.141	0.000	0.320	0.631
Off-job-train	0.126	0.086	1.455	0.150	-0.047	0.300
Orientation	0.460	0.104	4.397	0.000	0.250	0.669

- a. Dependent Variable: Personnel productivity

Result from the table shows the value of  $R^2$  to be 0.975. This value implies that the variations of the dependent variable (personnel productivity) of 97.5% can be explained by the variation of the independent variables (On-the-Job training, Off-the-job training, Orientation), while the remaining 2.5% is explained by variations of other variables not explained in the model.

Furthermore, results from the ANOVA table indicates that the independent variables (On-the-Job training, Off-the-job training, Orientation) has significant impact on personnel productivity at  $p < 0.05$  confidence interval. Result from the coefficients shows how each of the independent variables impacted the dependent variable. It was therefore observed that apart from off-the-job training variable, other variables (on-the-job and orientation) significantly has impact on personnel productivity at  $p < 0.05$ . Also, the positive values of the independent variables imply that the more trainings personnel undergo, the higher their productivity.

### Discussion of Findings

Study findings indicate that work training has a significantly strong and favorable relationship with employee productivity. These outcome is further supported by studies from Oshati, et al (2019); which demonstrated how training and development on workers' lead to job satisfaction and productivity. Further, Nwali *et al.* (2021) reported that both off-the-job and on-the-job training are effective towards improving employee performance and a source of motivation for the employees. In addition Okoye et al (2013) demonstrated that human resource development is very vital to any organizations ranging from small to large scale enterprises. Maimuna *et al* (2013) also highlighted the significant of training and

development on employee productivity. Timothy *et al.* (2021) dwell on how training impact employee's performance in organizations thus supporting the findings of this present study.

### **Conclusion and Recommendations**

Work training provides information about innovation, aid more to the employees' knowledge and helps improving employees' performance aligning with the changing requirements of organization, industry and the market. The study looks at the role of job training as a solution for employee productivity in Shoprite, Owerri, Imo state, Nigeria. Findings indicate that work training has a significantly strong and favorable relationship with employee productivity. This study has supported human capital theory and expectancy theory. The result also supports the concepts posits by Adeniji (2011), training is conceivably one of the effective methods for improving the labor force. The outcome further support the work of Kumaran (2020) who stated that corporate entities should implement ongoing, well-planned training programs without undermining the value of training to enhance job happiness and performance especially in turbulence times for the environment. The study concludes that enhancing and expanding personnel industry knowledge can have greater influence on productivity more broadly, by improving organizational effectiveness and efficiency and profitability. Base on the above the study offered the following recommendations:

1. Orientation and induction programs should be designed and given to new employees at point of hire as it equipped them with requisite skills and knowledge of their jobs and the organizational corporate culture.
2. In order to fully utilize the potentials of an organization's human resource development, managers should implement concepts from human capital theory in their daily responsibilities.
3. Employees should be encouraged to attend frequent conferences and seminars to keep them informed of new developments and industry trends.
4. The researcher suggested that further investigation should be carried out in public sector to assess the effectiveness of work trainings.

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