

IMPACT OF EMPLOYEES' TRAINING ON ORGANIZATIONAL PRODUCTIVITY.

A STUDY OF NIGERIAN PORTS AUTHORITY, LAGOS.

BY

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CERTIFICATION

I certify that this work was carried out by BALOGUN, STEPHANIE ABIMBOLA at the Department of Business Administration, Mountain Top University, Ogun State, Nigeria under my supervision.

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.....

Date

DEDICATION

This research is dedicated to almighty God, who has been my guardian and merciful to me during the course of this project. For his strength, love, provision, protection, favour, grace, wisdom, I give him all the glory.

Also, this project is dedicated to my amazing family, who were supportive and caring during the course of the project. From my parents, Mr. BALOGUN QUAM OLADELE & Mrs. BALOGUN ESTHER ADEWUNMI, to my sweet and loving siblings, BALOGUN TENIOLA, BALOGUN TEMILOLUWA, BALOGUN SAMUEL AND BALOGUN EMMANUEL. Thank you for all you do and for encouraging me to be the best version of myself.

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ABSTRACT

The productivity of any work organisation determines its success or failure. Previous studies on organisational productivity have not been able to adequately address the impact of employees' training on organisational productivity. It is against this background that the study investigated the impact of employees' training on organisational productivity in Nigerian Ports Authority, Lagos.

The combination of social learning and reinforcement theories provided the framework. Research design was purely survey and multi-state sampling technique was adopted, involving purposive, systematic and simple random sampling techniques. The total population of study was 267, while sample size was 160.

While 62.5% of the respondents were males, 36.5% were females and majority of the respondents (30.6%) were within the range of 40-49 years. In addition, majority of the respondents 79.4% were married and 48.1% had master's degree while 24.4% had doctorate degree. In respect of the need of training of employees in the work organisation, majority of the respondents (62.5%) strongly agreed, while 37.5% disagreed. As regards to the types of training programmes executed by the organisation, 36.9% agreed with off the job training while 35.0% disagreed and 15.0% strongly agreed and 13.1% strongly disagreed. As to whether training has improved knowledge, skills and attitudes of workers, 68.1% strongly agreed, while 31.9% strongly disagreed. As to whether a lot of training programmes had been organized by the work organisation to increase workers' productivity, 71.3% of the respondents strongly agreed, 26.9% agreed, while 1.9% disagreed. Hypothesis one indicated a significant relationship between objectives of various training programmes and output of the organisation. Hypothesis two equally showed positive relationship between employees' job performance and types of training programmes organized by the company. Hypothesis three also demonstrated positive relationship between employees' training needs and organisational target achievements. Hypothesis four finally showed positive relationship between benefits of training programmes and organisational resources.

Training of employees is imperative in work organisations, therefore, corporate organisations should give priority to the training and development of workers in order to make the most of its employees' skills, the senior executives of the organisation should recognize training as the secret to increasing the organization's wealth, the company should be more proactive about the goal or aim of the training to ensuring that each training follows the aims of the organisation before recommending or coordinating it for employees and managers may perform an evaluation of the training needs of employees and coordinate or propose training types that suit the needs of employees and the goals of the company.

Keywords: Impact, Employees' training, Organisational Productivity and Training Programmes

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The aim of training in organisations is to detect how best employees can enhance their productivity to ensure that organisational goals are effectively achieved. Enhancing productivity calls for effective and efficient management of both human and material resources of the organisation. Some managers often recognized training as effective tools in enhancing productivity. As a matter of fact, it is known that organisations always focus and point those activities and programs that can help in the achievements of the objective for which such organisations were established. It is essential that every organisation should have a well-trained and experience workforce to carry out the various tasks and responsibilities to achieve organisational goals and objectives.

Arnoff (1971) notes that preparation and growth fosters employee initiative and innovation and tends to reduce manpower and obsolescence that may be due to a person's age, temperament, or willingness to respond to technical change. Training is the systematic development of the attitude and skill behavior pattern required by an individual in order to perform adequately a given task (Oliseh, 2005). He states that training is designed to change the behavior of the employee in the work place in order to stimulate efficiency and higher performance standards. Training of employees also refers to investing in the organisations' most important assets which is the employee. It improves their skills, changes their attitude towards work and builds their loyalty to the company to improved organisation productivity.

Training is a realistic and critical need, according to Mamoria (1995), since it helps workers to learn and evolve within the company and boost their market value, earning capacity, and job protection. Mamoria states that teaching aims to shape the behaviors of workers and to help them make a positive contribution to the company. Training also helps build the foundation for career advancement hence staff recognition through promotions. This leads to job satisfaction.

The aim of training in an organisation is for new things to be done, or old things to be done in new ways to increase performance in terms of sales, profitability and market shares in an organisation. It is an application of technological, institutional, human resources and discoveries to productive processes, resulting in new practices, products, markets, institutions and organisations that need organisational improvement or performance in terms of sales, profitability and market shares. Training is an avenue where an organisation prepares for the future challenges and develops its employees to satisfy consumers better than the competitors. It is the responsibility of managers to provide training and development opportunities for their staff so that they can reach their full potentials. Training is a learning activity that assist employees to perform their current jobs more efficiently while development refers to long-term future-oriented programs that focuses on providing knowledge or skills within a specified area that is not necessarily job related (Wehrich and Koontz, 2005).

Employee preparation refers to an organization 's intended effort to encourage the acquisition of job-related information, abilities and habits by workers (Dennis and Griffin, 2005). In order to provide updated knowledge on their processes and practices, preparation is extremely essential for every organization. Organisations always strive to sustain in competitive environment through adoption of up to date technologies so that they can better manage their functions and work activities through various departments.

According to Armstrong (2006), training is very important because the worker requires skills that are best developed through formal instructions. For e.g., most of the workers recruited by certain organizations in Nigeria are recent graduates who have studied in either business administration, law or other fields that are not inherently business-related when the schools teach the theories, then teaching depends on the implementation of the theories into reality. Education on critical information management skills, presentation, problem solving and leadership skills is also carried out in the induction of new workers.

Organisation productivity/ Performance can be defined as an overall measure of the ability to produce a good or service. More precisely, productivity is the measure of how real resources are handled to meet timely targets, as Emeti (2011) accepted that output should be calculated as it helps to track workers and provide management input information, as described in terms of quantity and quality. Organisational performance measurement as a key component of

organisational development requires controls to be designed, installed and adjusted to fit the various operational basis of the firm, so that actual performance can be measured and deviations corrected (Obijiofor, 2002).

Given the importance of training, the necessity and appropriateness of training a new person at a particular time is occasionally debated by certain human resources departments. Many times, there are subsequent explanations why staff are sent on school. Mourdoukoutas (2012) discovered that, due to the massive cost of training and the fear of losing those workers after training them, some of those companies that ignore staff training do so.

1.2 Statement of the Problem

Training requires the organisation designing training programmes for employees with skills, knowledge, attitude, values, experience, and so on in order to enhance the performance of skills and reduce obsolescence of skills. Training empowers and implements positively, the employees in order to improve the productivity of the employees. Training is beneficial to both parties of the organisation, it adds to the skills and knowledge of employees which is an added advantage to the employees' career within and without the organisation. It is also beneficial to the organisation because the upgrade in the skills of the employees will be impacted in the operations of the organisation.

Productivity is the relationship between the output of the goods and services and input of resources both human and material used in the production process (Kendrick, 2009). Productivity is the result of the input of employees in the organisation (output). It is the total contributions of employees to the growth, continuity and profit in an organisation. Every organisation desires high productivity (input) in the operations within the organisation in order to achieve maximum profit (output). In order to achieve this organisational desire or goal, resources like technology, manpower, materials, finance, good management, government, etc. is required. However, among these resources, human resources are the most important and significant in order to co-ordinate and organize other factors of production.

Unfortunately, many Nigerian organisations do not attain the maximum productivity or output due to the little or no attention paid to the investment of training and development on human resources, especially government parastatals. The reason for this is the cost of training which will

reduce the profit of the organisation. One devastating area is that some of these organisations especially public organisations lack training needs, objectives and content on yearly basis for their employees. This has reduced the creativity of employees, efficiency of the employees to the organisation and led to obsolescence of skills, thereby leading to a static organisation. In most developed and industrialized countries of the world, a lot of attention and resources is invested in the training of employees.

Past studies on productivity have focused on issues like organizational performance and employees' productivity (Victoria K. and Nnamdi S. O. 2019), Organizational productivity: A perspective of a public entity (Paul G. 2016), Employees' Appraisal and organisational productivity (Hazel, K. 2019), Teamwork and organisational productivity (Sunil, A. and Theophilus, A. 2016), Employees' motivation and organisational productivity (Ajali, S. 2017) and Quality of work life and organisational productivity (Joao, L. and Dina P, 2019). As a matter of fact, these works are impressive, however, little or nothing has been done in intellectual discourse on the influence of training on organizational productivity. Consequently, a gap is created that this study hopes to fill through empirical investigation. It is on this basis that the study examines the influence of training on organizational productivity in Nigerian Ports Authority, Lagos.

1.3 Research Questions

The following research questions that require answers are:

1. What is the relationship between the objectives of training programmes in the organisation and output of the organisation?
2. What are the types of training programmes executed by the organisation in relation to employees' job performance?
3. What is the association between training needs of the employees and organisational target achievement?
4. What are the benefits and challenges of the training programmes relative to organisational resources?

1.4 Objectives of Study

The general objective of the study is to examine the effects of employees' training on organisational productivity in Nigerian Ports Authority, Lagos. From this, the following specific objectives are drawn up;

1. To examine the relationship between the training programmes and the output of the organisation.
2. To verify the types of training programme executed by the organisation relative to employee job performance.
3. To ascertain the relationship between the training needs of the employees and target achievement of the organisation.
4. To examine the benefits and challenges facing the training programmes relative to organisational financial resources.

1.5 Statement of Hypothesis

For the purpose of this study the following null hypotheses will be tested:

H₁: there is a significant relationship between objectives of various training programmes and output of the organisation.

H₂: there is significant relationship between types of training programmes executed by the organisation and employees' job performance.

H₃: There is significant relationship between employees' training needs and organisational target achievement.

H₄: There is significant relationship between benefits of training programmes and organisational resources.

1.6 Significance of the Study

This study will prevent the skills of employees from becoming obsolete that may eventually affect organisational productivity and profit ratio. With regular employees' training, the organisation will experience maximum output thereby enhancing Gross Domestic Output in National Income. This will yield more revenue to the nation to carry out infrastructural

development to the citizenry. The study will be a wakeup call to other organisations experiencing low productivity. They will certainly follow the training needs of their employees in order to enhance their effectiveness in job performance and motivation. Lastly, the academic community will benefit from further research on organisational productivity through other factors apart from training that can facilitate job performance of employees and high productivity.

1.7 Scope of the Study

The human resource management function of any organisation plays a crucial role in the attainment of its goal. Numbers of practices are undertaken in the human resource management function to ensure the organisation attracts and retains competent employees who in turn create an important source of competitive advantage for a firm. This study will be conducted to establish the relationship between employees' training and its effect on the productivity of Nigerian Ports Authority. There are many organisations but this will be chosen for data collection and the study will be conducted to represent the various sectors. The variables for the study includes employees' training and organisation productivity.

1.8 Limitation of the Study

Limitation composed on this study is the problem of gathering relevant and accurate data for the research. Due to the restrictions of the environment on the researcher, movement and gathering of information through the internet was limited. These problems of movement and gathering of information account for the limitation of the sample size to only Nigerian Ports Authority.

Secondly, due to the COVID-19 pandemic, the population of study reduced drastically as not all employees were allowed into the organization which reduced the sample size for the researcher.

1.9 Definitions of Concepts

Employee: A person who, whether oral or written, overt or implicit, works part-time or full-time under an employment contract and has recognized rights and duties. Worker, sometimes named.

Training: training means developing in oneself or others, any skill and knowledge that relate to specific useful competencies.

Organisation: this means an entity comprising multiple people, such as an institution that has a particular purpose.

Productivity: this means an efficient use of production resources such as, land, labour, capital etc. in the production of various good or services.

On-The-Job training: this is a method of imparting training to the employees when they are on the job at the work place

Off-The-Job training: this is a method of imparting training, which is undertaken at a site, away from the actual work place for a particular period

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this study, the researcher will be emphasizing on conceptual framework which consists of the concept of training, the concept of organizational productivity and the forms of training. The researcher will also state a hypothesis about the academic reviews relating to the analysis and research that will allow the researcher to point out a research gap if identified at the end of the study.

2.1 Conceptual Framework

2.1.1 Training

Education is a coordinated way in which organisations increase the productivity and growth of new and current workers. Education is seen in Khawaja & Nadeem (2013) as a comprehensive approach to learning and growth that strengthens people, communities and organisations (Goldstein & Ford, 2002). Therefore, in order to contribute to the well-being and success of the organization as well as the world at large, it is the sequence of tasks carried on by the organization that contributes to the development of expertise or skills for increasing purposes. According to Manju & Suresh (2011), training serves as an act of intervention to improve organization's goods and services quality in stiff the competition by improvements in technical skills of employees.

"Education is the method of preparing, advising or preparing individuals so that they can become as prepared as possible for their jobs and so that they are qualified to serve in roles of greater difficulty and transparency," according to Maureen (2001).

Training is an event, a discipline or systematic activity that induces people to learn new abilities and knowledge and predetermined actions, according to David Roach (2004). Robert and Coayne (2005), another scholar, is preparing to have the expertise and information required for the current work. Training is described by Armstrong (2010) as the use of organized and scheduled training exercises to facilitate learning. Training may also be defined as a series of exercises that lead to existing needs and focus on the teacher and contrast with learning as an approach that focuses on improving person and organizational ability and building capacity to address present and future challenges.

Flippo (1997) also conceptualizes preparation as a "calculated attempt to improve the capacity of an individual to do a certain job and to enhance the expertise of a worker for a national reason." From the meanings, it can be deduced that employee preparation is an organization's concerted attempt to develop the awareness, abilities and behavioral adjustment needed by the person or employees to fulfill a given mission. Staff planning is a dynamic combination of practices designed to enhance the efficiency within the company of people and organizations. Training is seen by Stoner (2005) as teaching professional skills to non-managerial staff. Thus, Roberts and Wayne (2006) merge the two definitions into one definition: "training and growth is the act of constant action to optimize the capabilities and organizational efficiency of workers." According to Nwachukwu (2004), 'preparation is the organizational initiative aimed at helping an individual learn specific skills needed to fulfill the tasks for which he/she was employed effectively.' Nwachukwu 's description emphasized the development of expertise and accountability for successful results.

Reilly (2001) defined training as "the development of a person's knowledge, skills and attitudes for a vocational purpose." Training is used in improving employees' efficiency. In addition, in two key divisions, Adeleye, Adegbite and Aderemi (2014) have categorized training and development: on-the-job training and off-the-job training. While at work or away from work, an organisation may plan to train its employees. On-the-job instruction, though, is both genre terms for training and development grouping and not training and development approaches per se.

2.1.1.1 Identification of Training Needs

Training needs to be done on three (3) different levels, which are;

Organizational Analysis: this is the intense survey of the organisation in terms of goals, resources, distribution of resources, environment, values, among others. This analysis identifies the lacks, setbacks, deficiencies, and mechanisms that would be needed to make amends in the identified setbacks. The skills and abilities of each human resource of the organization is required to increase or develop with time in order to prevent obsolescence of skills. To aid the analysis includes the following steps;

- **Analysis of objectives:** a thorough analysis starts with the clear understanding of organisational goals, both long and short term goals and principles guiding each objective.
 - i. Long term goals are divided into specific objectives and strategies for each department of the organisation to work.
 - ii. Short term goals are objectives set over a short period of time. Its change is constant and in need of adaptation to dynamism.
- **Resource utilization Analysis:** after analysis of organisational objectives, the next thing is to analyse the allocation of resources, both human and material and analyze their utility or how to utilize them effectively and efficiently in meeting organisational objectives.
- **Environmental Scanning:** an organization is said to be a reflection of the society. A thorough analysis is done to study the organization as a subsystem operating in an environment with dynamism, socio-cultural beliefs, people with different backgrounds, among others. This helps the organization identify the effects and influence of this external business environment.

Operational Analysis: this is the analysis of different units of the job (I.e., components of the job), operations and working conditions. This will help the organization identify the skills and training required to perform its job effectively.

Individual Needs: q individual need knowledge, skills and attitudes to perform their jobs. The knowledge derived from education might not adequately be enough for us to provide solution to the present problem faced in the business environment or environment around us but constant training would help an individual to be skilled and knowledgeable. The competencies of current jobholders could also be assessed to determine their suitability for their jobs.

2.1.1.2 Types of Training

According to Obisi (2011), training can be explained into two (2) dimensions:

- On-the-job-training
- Off-the-job-training

2.1.1.2.1 On-the-Job Training

Regarding On-the-Job, within (internally) the company, the worker is educated. Many of the types of preparation and advancement that a company may follow to improve its workers' skills include apprenticeships, recruitment and work rotation. The purpose of the training is to familiarize the workers with the usual working situation. The workers can get the first-hand experience of using the appropriate instruments, facilities, machines, etc. during the preparation, it also allows the staff to learn how to face the difficulties that arise during the job's success. This mode of training is carried out where the supervisor or seasoned workers teach the trainees how to execute a given task. The trainees obey the supervisor's orders to execute the job. It is highly used by the company to train existing and potential workers.

On-the-job preparation, according to Armstrong, is the best way to build and exercise the unique management staff needing the organization's leadership, technological, sales, manual, and managerial skills, and it has the benefits of actuality and immediacy as the employee functions, practices, and gains experience at the same time. There are various forms of on the job training, some of which are explained below:

1. **Coaching and Mentoring:** This is the most common method of training employees while they are on their jobs. Coaching is the one-on-one relationship between employees and supervisors. It encourages continued guidance and feedback on the part of employees while handling their tasks. Coaching is a type of development in which, through encouragement, an accomplished individual helps a learner or client to accomplish either personal or professional goals. Mentoring is more of an informal, long term process. It is based on trust and respect. There might be an informal relationship between the mentor and mentee. Coaching and mentoring will give excellent opportunity to learn quickly

through continuous interaction. It helps trainees to be on the right track and utilize available facilities effectively and efficiently.

2. **Understudy:** this is a substitute in absence of a staff. This is a situation whereby trainees fill the position of their superiors. In this training method, a trainee will take over the responsibilities of the superior. The understudy occupies the role of the superior who, either because of promotion, resignation or relocation, is about to leave the job. The head of department will pick the most qualified and competent person to be an understudy to the superior.
3. **Job Rotation:** This is when an employee is moved from a particular job to another. In this case, an employee is taken out of his comfort zone. It is a management strategy in which workers are moved at daily periods of time from two or more jobs. The objective of job rotation is testing the skills of employees and their competencies in order to place the employee in the right work position. This training enables employees to learn different things and make familiar with different jobs and enable easy adaptability of the employee.
4. **Orientation/ Induction Training:** Induction is the act of bringing in new employees into the work environment for them to adapt easily in their environment. During this process, a newly recruited employee is given a description of his job, the policies, rules of the organisation are made known to him. He is also given the procedures which have a bearing on his performance. The newly recruited employee is told and given the hierarchy of the organisation, his immediate superiors, subordinates, who he will take orders from and those he will report directly to.
5. **Apprenticeship Training:** This is one of the most common form of training. Newly recruited workers are appointed as apprentices. He is placed under an experienced and qualified senior worker. This approach to manpower training entails the acquisition of proficiency through expansive training over a period by the apprentice. (Adedeji, 2010).

2.1.1.2.2 Off-the-Job Training

Here, beyond (externally) the organisation, the individual is taught and the types of preparation and development that can be found here include modeling, role play and case study. Also, this type of training includes techniques such as laboratory and T-group training, communication

workshops and outward board's trips, conference, class room study etc. The purpose of these kinds of training is to make employees more aware of new idea, technology and improve their innovativeness. It also increases the participants' awareness and acceptance of the differences between them. In terms of this type of training, a resource person who is an expert is invited to transform the employee in order to increase their productivities.

The most frequent changes derived from this training include a more favorable self-perception, reduced prejudice, improved scores on tests of interpersonal relations, and changes in interpersonal behavior as observed by others, all of which are particularly relevant in Nigeria industries.

1. **Case Study:** In this training method, the trainee is given a business problem to solve. It deals with situations confronted by an organization which is to be solved by a trainee. The trainee is expected to analyze the case and deliver possible solutions. This training method improves the critical thinking of the trainee.
2. **Incident Method:** In this case, incidents are created with the inspiration of actual incidents that might have previously occurred in the organization or in different organization and trainees are required to make decisions as if the scenario was a real-life situation. After a while, the group comes together to discuss the incident and takes decisions from the view of individuals as decided by everyone in the group.
3. **In-basket Method:** The trainees are given data or information about an imaginary company, its activities, goods and services, personnel and all other information related to the company. The trainee must create notes, prepare schedule, delegation of tasks is also required, all these within a specific period. This training method develops the judgment and decision-making skills of the trainees.
4. **Grid training:** this is a continuous and staged programme which duration will take six (6) years. It comprises of stages of planning development, implementation, and evaluation. The major concern of grid is parameters like concern for people.
5. **Lectures:** This is a common method of off the job training. This method is used when there is a large quantity of trainees. In this case, lectures are helpful, cost effective and explanatory.

2.1.1.3 Need for Employees' Training

- **Employee Training helps to improve Productivity:** In modern days, training has been one of the crucial elements that play a vital role in increasing organizational productivity. Bartel (2004) was of the view that successful training programs and high employee satisfaction are strongly correlated. Konings and Vanormelingen (2009) indicated that teaching is a central and efficient tool for meeting the goals and objectives of the organization effectively, resulting in higher efficiency.
- **Employee Training serves as Motivating Factor:** training is one of the most important factors that motivate the employees. Swart et al. (2005) affirmed that employees normally perform better when they are given adequate and appropriate training programs that motivate them and lead them to fulfil their needs. Myles (2000) confirmed that a company that seeks to train and develop its employees and reward them well for their performance makes them motivated by improving their performance and loyalty to the company. Anonymous (1998) stressed that preparation is important not only to improve productivity, but also to empower and encourage employees by letting them know the value of their work and supplying them with all the data they need to fulfill those jobs.
- **Employee Training Improved Performance:** Chiaburu and Tekleab (2005) commented that training is a planned intervention aiming at enhancing the elements of individual job performance. According to Harrison (2000), learning through training is said to be a key factor in increasing employees' performance, achieving corporate goals and influencing the performance of the organization. Swart *et al.* Nguku (2006) argued that the teaching of workers allows employees to develop improved talents, skills, and attitudes for their better performance. (2005) suggested that performance gap of employees can be bridged by implementing a relevant training method in order to develop skills and abilities of the workers thereby enhancing the performance of employees.
- **Employee Training as a Source of Commitment:** Wiesenberger et al. (1986) stated that workers feel more committed to the firm when they feel the organizational commitment towards them and thus show higher performance. Bartlett (2001) opined that companies can gain a competitive advantage over their opponents by investing in training because training can enhance employee commitment. Ahmad and Bakar (2003) pointed out that if

training is achieved on both individual and organizational level, then it brings a high level of commitment on the part of employees Serkan and Emir (2014) highlighted that training should be planned in such a way that it results in the commitment of the organization. Mthokozisi and Clifford (2015) reported that employee motivation is the product of such activities in human resources, such as job growth and training opportunities.

- **Employee Training as a Source of Competency:** Training help employees to be competent and more effective in their work. According to Wright and Geroy (2001), effective training programmes change the competency level of an employee positively. Mathis and Jackson (2008) argued that preparation and growth are also a way for employers to meet the requirements of workers. Relatively, Valle et al, (2000) supported that effective training helps the organization to build and maintain employee's capabilities. Jie and Roger (2005) narrated that raining help the organization to enhance its employee's abilities and competencies that are needed in the workplace. Robert (2006) observed that successful training systems help workers learn modern equipment that encourages them to perform their work and at the same time obtain complete control of the talents and abilities needed to perform that job with less mistakes and errors.

2.1.2 Organizational Productivity

Productivity has been used as an indicator of how effectively resources are pulled together in an enterprise and used to produce a series of results, according to Mali (2008). With the least investment or capital, productivity is at the highest degree of efficiency. It is also seen as the total output / total input relationship. Organizational efficiency may be used as a means of assessing how efficiently an organisation performs, as well as an indicator of a single or department 's success and rivalry.

2.1.2.1 Causes of Low Productivity

He defined four main low-productivity causes, according to Nwachukwu (2004):

- **Economic factor:** This deals with the reward system of employee in Nigeria. There is no correlation between efforts spent by an employee and the rewards that he received in the

organization. To encourage higher productivity, it is essential that a system of rewards must be designed that attempts to equate hard work and rewards.

- **Sociological factor:** This deals with a situation in which workers of a company have a sense of identity and recent attempts by management to view and regard them only as manufacturing costs.
- **Management factor:** He was of the view that an organization's success or failure rests entirely on the management. Employees can scarcely inspire an unproductive and undisciplined boss. The analysis carried out indicates that poor efficiency exists in the public sector due to the inability of management to operate efficiently.
- **Technological factors:** This involves the use of new ideas, techniques, innovation, methods and materials to achieve an organizations objective. The lack of proper information to help entrepreneurs select the appropriate technology is one of the major causes of low productivity.

In addition to these, lack or inefficient employee's training can also contribute greatly to low production in an organization

2.1.2.2 Factors that Contribute to High Productivity

Some of the pre-conditions of high productivity include the following;

- **Effective employees training:** when employees are properly and effectively trained, necessary skills and knowledge will be acquired thereby increasing the level of productivity.
- **Planning and workflow of output:** the circumstance where staff should be well planned in terms of forwarded and backward linkages to ensure the supply of the item or item needed by each department and to ensure continuous supply.
- **Physical working conditions:** - productivity of worker will surely be impaired. Through employee need to implement the provisions of the factories act by providing safety and health facilities to workers that work.
- **Incentive:** A motivating factor that increases the productivity of an employee in an organization. In as much possible incentive should be provided in the overall system of re-enumeration.

- Job allocation: - This has to do with allocating work between employees in an organization and should be seen to be fair by all parties.
- Effective supervision: This is the process where adequate trained supervisor increases the performance of an employee in an organization as they attain and maintain high productivity in the organization.

2.2 Theoretical review

During this study, two (2) theories will be reviewed;

2.2.1 Social Learning Theory

This theory was propounded by Albert Bandura. It simply means learning influenced by environment. It involves the observation of the attitude and behaviour of people in an environment and the rewards and punishment that occurs as a result of such behaviours. Whether the learning process in such environment is positive or negative, both will influence the employee. Interaction and relationship among actors in the workplace will influence the behaviour of an employee. Behaviour is a function of socialization process which individuals are exposed through social learning.

Training can be done through the environment, in the sense that the employees will try to adapt to the environment and imitate the actions of people that have been in the environment long before them. There is a link between the skills and the behaviour of the employees in an environment. Basically, by studying and imitating those in the world, human beings understand.

2.2.2 Reinforcement Theory

This philosophy claimed that training is a strategic instrument to make work enjoyable for workers and as the way for employees to develop themselves for optimum results that can culminate in rewarding employees as a result of training attended for excellent efficiency, ingenuity, imagination. This theory is based on the work of B.F. Skinner in the field of operant

conditioning. There are four (4) inputs that contribute to this theory, and these include: Positive reinforcement, negative reinforcement, positive punishment, and negative punishment.

Positive reinforcements aim to increase behaviour frequency by rewarding that behaviour. For instance, if an employee solves an organizational problem, or comes up with a new and innovating idea, the organization might reward her or compensate her with a bonus. This will positively influence the desired behaviour.

Negative reinforcement increases a behaviour frequency by extracting something that the individual doesn't like. For instance, an employee performs exceptionally well at work or in each project and gets work done earlier and faster than expected. The employer or manager can let the employee the remaining day or week off, the employee can be allowed to work from home, and among others. This act removes negative stimuli as a way of reinforcing behaviour. Reinforcement can be influenced by these factors:

- **Satiation:** this simply means the degree of need. This theory might not be applicable to employees who are satisfied or not in need, an example is a wealthy employee. They might not be in need for a bonus.
- **Immediacy:** this is the time spent between the desired behaviour and the reinforcement. If the time between the two is short, it is more likely that the employee will correlate the reinforcement with the behaviour. If an employee is not rewarded for an act until after two (2) months, he or she may likely not connect the reward to the behaviour. The reinforcement loses both meaning and power.
- **Size:** the volume of a reward or sanction can have a big influence on the degree of response.

2.3 Empirical literature

Ndibe (2014) studied the effect of employees' training on organizational performance. His research was directed at understanding the impact of employee training on organizational efficiency, with specific focus on the hiring process and procedure for training employees. Research for the survey was done in Enugu Province, Nigeria. The sample population was 694 workers of the Nigerian Bottling Company and 7UP Bottling Company. Using the Yamane formula (1964), the sample size was determined. A 254-sample size was drawn. For secondary data, the analysis used main and secondary data obtained using a questionnaire administered to

the 254 employees of the chosen company, personnel records, and annual reports of the selected organizations. Statistical Package for the Social Sciences (SPSS), was used to analyze the data and person product moment correlation coefficient and the one-sample test were used to test the hypotheses formulated in the study. Findings from the study reveal that the extent to which unsystematic approach of employee training affected organizational productivity and there is a very strong positive relationship between employee perception of training and organizational performance. He also found that the extent to which employee training alone affects organizational performance was low, however, when other variables like training design, training delivery style were considered, its effect became significant. Ndibe (2014) concludes that if the right employees are sent on training through the systematic training procedure of identifying and selecting employees for training, there would be a significant improvement on the organizational performance. He recommends that a mechanism should be created for proper assessment and evaluation of employee performance after training as this will ensure that only employees who require training are sent on training.

Aigbepue and Mammud (2012) conducted teaching, growth and organizational success research using survey / descriptive research conducted among one hundred (100) employees of selected business organizations in the Edo state region of Oredo local government, using Five Likert point organized questionnaires as data collection methods. Results from the study found that corporate success is primarily dependent on recruitment and growth in the workforce. The researchers propose that corporate organisations should provide their workers with frequent and well-balanced training programs.

Using a random sampling procedure to pick participants for this research, Kun, Cowden and Karodia (2014) researched the effect of training and development on employee performance in South Africa, the study adopted a quantitative methodology that showed that working conditions and lack of capital influence employee training and development. It was proposed that some areas, including managerial support, the providing of input to personnel and the continuous conduct of workforce training, should be strengthened.

Vemic (2007) also states that ongoing training and advancement of employees plays an important role in the growth of individual and organizational success and means not only the learning of new expertise, talents and abilities, but also the opportunity to foster

entrepreneurship, introduce employees to changes, facilitate changes in their behaviour, introduce employees to essential activities.

Howard (2012) carried out a research on the Effect of Employee Training on the Perceived Organizational Performance of a Print-Media Industry in Ghana using descriptive analysis indicated that, although some employees are not aware of and are not involved in the training programmes, majority of the employees reported that, they are aware of and are involved in various training programmes. The results also showed that, training programmes in the print-media industry is not frequent. Results from the correlation analysis suggested that, there is strong relationship between employee training and organizational performance that employee training has a huge effect on organizational performance. He recommended that current change in employees' skills sets requires constant and frequent employee training in the print-media industry in Ghana.

Aminu (2011) assessed the impact of employee training on organizational performance of vitafoam Nigeria plc both primary and secondary were collected, simple random sample technique adopted for the study. Tables, charts and percentages were used as method of data presentation and analysis. Chi- square was used to test the formulated hypothesis. He found out that one of the roles of the management of the organization is providing adequate room for employee training. it was also found out that employee acknowledge and supported the techniques adopted by the management of the organization in training employee and they also recognized the role of training in improving performance in vita foam Nigeria plc. it was also found out that most employees in the organization acknowledges the relationship between performance and motivation (job satisfaction) and that employee training influences level of effective performance in the organization. In order to minimize the issue of abrupt and rush preparations that have a detrimental impact on corporate efficiency, staff preparation needs should be predicted a head of time.

Vemic (2007) argued that organisations that are continuously generating new expertise, spreading it within the enterprise and increasingly integrating it within new technology are delivering goods and products and outstanding services. The corporation is characterized by these practices as a learning institution with its sole business being constant creativity. There are

organisations that recognize that learning and new skills are becoming the path to growth, and that excess is vital to education.

Shahazadi and Naveed (2016) conducted a research on Impact of trainings on organizational employee performance where five organizations were selected from corporate sector of Pakistan in order to collect and analyze the data. Sample size of 201 were selected and questionnaires were distributed through convenient sampling technique to the respondents. SPSS 16.0 was used for regression analysis in order to find the relational impact of training with employee performance. In findings, trainings showed the positive relationship impact on performance of those employees who were engaged in training activities in the selected sectors in Pakistan.

2.4 Gap Creation

A lot of research is yet to be done in the area of organizational productivity especially in public organizations in Nigeria. This research has illustrated the impact of employees' training through its dimensions on organizational productivity. Several research gaps exist in the study.

Past studies on productivity have focused on issues like organizational performance and employees' productivity (Victoria K. and Nnamdi S. O. 2019), Organizational productivity: A perspective of a public entity (Paul G. 2016), Employees' Appraisal and organisational productivity (Hazel, K. 2019), Teamwork and organisational productivity (Sunal, A. and Theophilus, A. 2016), Employees' motivation and organisational productivity (Ajalie, S. 2017) and Quality of work life and organisational productivity (Joao, L. and Dina P, 2019). As a matter of fact, these works are impressive, however, little or nothing has been done in intellectual discourse on the influence of training on organizational productivity. Consequently, a gap is created that this study hopes to fill through empirical investigation. It is on this basis that the study examines the influence of training on organizational productivity in Nigerian Ports Authority, Lagos.

Firstly, the population only included employees at Nigerian Ports Authority, Lagos Headquarters, which might not represent the culture and views of employees in other organizations. Thus, there is need for more research, at the industry and national level. Organizational productivity does not rely solely on the training of employees; therefore, training might not be relevant to any given issue that the organization is going through.

The vast growth in the content of educational programs over time has largely been taken for granted, considering the apparent importance of training. The importance and appropriateness of teaching a new individual at a specific time is occasionally debated by other Human Resources Departments (Ndibe, 2004). This study did not include the assessment environment and the nation. Organizational productivity influences the nation one way or the other. Organizational productivity is an essential goal for an organization, and employees' performance which depends on the training and experience of employees depends on it.

There is room for more research on how employees' training influences organizational productivity and other area of the organization, for example employee development, employee personal satisfaction, employee retention and other aspects in the personnel aspects of the organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter explains the methods used and followed in the research process. It describes the research data, area of study, population of study, sample technique, sources of data and validation of instrument, reliability of instrument, method of data collection and methods of data analysis. Questionnaire was used for this research project. Mixed method approach was adopted including both quantitative and qualitative methods. Quality approach was used to strengthen the quantitative aspects and provide an opportunity for the researcher to observe the Impact of Employees' training on Organizational Productivity.

3.1 Research Design

A research design is the method, style, technique the researcher used in collecting variables during his research. This helps in easy collection of data and analysis for the researcher. A research design carries with it the type of data, information gathering process, schedules and sample delivery process.

The design of this study is in descriptive form which requires gathering of information through interviews or administering questionnaires to the number of individuals in the population of study.

3.2 Population of Study

This research focused on Nigerian Ports Authority. The population of the study is 267 and consists of all employees of the company as obtained from the secondary data in form of the company records in the human resource department.

3.3 The Study of Research

Port operations and development in Nigeria began in the middle of the 19th century. The effort towards the provision of facilities for ocean going vessels started with the opening of Lagos Lagoon in the early 1909. The Apapa Port in the South West was earmarked for development in 1913 and construction of the first four deep water berths of 548.64m at the port began in 1921

The Port of Port Harcourt was conceptualized on discovery of coal at Enugu and was subsequently opened for the business in 1913. The completion of the railway line in Enugu in 1916 resulted in the development of four 1920 feet long berths at Port Harcourt to expedite the exploitation and eventual exportation of coal on one hand and the support of importation of goods on the other hand. The Nigerian Port Authority was established as a continuous Public Corporation by the Ports Act of 1954 to address the institutional weakness that bordered on lack of coherent policy framework as ports development were done on adhoc basis driven by changes on the level and demand of sea-borne trade.

In 2003, the Federal Government of Nigeria initiated the drive towards improving efficiency at out Ports, and the landlord model was adopted for all the Nigerian Ports. This gave rise to the concession of 25 Terminals to private Terminal Operators with lease agreement ranging from 10-25 years. One of the concessions was a Build, Operate and Transfer (BOT) arrangement. Also in the process of reorganizing the ports, the former eight (8) ports were reduced to six (6) major ports, with two (2) ports in Lagos and four (4) in the east namely; Lagos Port Complex, Tin Can-Island Port Complex, Calabar Port, Rivers Ports, Onne Ports Complex and Delta Ports Complex respectively.

In line with the reform programme, the transaction commenced with the advertisement for Expression of Interest on the 3rd of December, 2003, by the National Council on Privatization with the Bureau of Public Enterprise acting as the transaction agent. A total of 110 EOIs were harvested out of which only 94 were pre-qualified. Pre-bid conferences, Data room and physical due diligence were also done and request for proposals sent out to bidders. Technical bids were submitted and evaluated; the financial offers were also opened to determine the successful bidders.

All the successful bidders negotiated their concession agreements with a Public Sector Team made up of Nigerian Ports Authority and the Bureau of Public Enterprise. Successfully negotiated agreements were signed. Transition programme initiated preparatory to handing over. Under this new arrangement the Authority ceded some of her functions and responsibilities to the Private Sector.

3.4 Sample Size

A sample size is the representation of every element in the total population of study. Due to the large population of Nigerian Ports Authority, we made use of survey method which requires a sample to be drawn that adequately represents the entire population of the organisation.

Yaro Yammane's formula was used to determine the sample size based on the percentile proportional division of the workers in Nigerian Ports Authority.

n= Number of sample size

N= population size

1= constant

e= level of significance of error assumed to be 0.05 □

$$n = \frac{N}{1 + N(e)^2}$$

n= sample size =?

N= population size =267

E= proportion of sample error =5% or 0.05

$$n = \frac{267}{1 + 267(0.0025)}$$

$$n = \frac{267}{1 + 0.6675}$$

$$n = \frac{250}{1.6675}$$

n= 160

The sample size is 160 and this is a true representation of the total population.

3.5 Sampling Techniques

A multi-stage sampling technique was used to get a true representative sample of the total population of the study. It involves taking samples in stages using bits of units at each stage. The stages involved are as follows:

Stage 1- Nigerian Ports Authority was chosen for this study. This stems from the fact that

1. Productivity has reduced in Nigerian Ports Authority due to different reasons in which employees' job performance is attributed as one.
2. Employees undergo frequent training and this seems not to have reflected in their productivity.

Stage 2 –The next stage is systematic sampling technique in which sampling is based on fixed interval where total population will be divided by sample size to get the interval (N/n).

Stage 3 -Simple Random Sampling- This will involve the use of balloting method to pick the sample in which every member of the population has equal chance of being selected.

3.6 Sources of Data

This theory is based on primary data. A well-structured questionnaire was constructed to collect data. The questionnaire consists of open ended and closed questions.

3.7 Method of Data Collection

This study involved the use of quantitative method. The instrument used for quantitative method is a well-structured questionnaire.

3.8 Instrument of Data Collection

Questionnaires was the instrument used for this study. The questionnaire comprises of general questions to provide related information in respect of all respondents.

3.9 Data Analysis Method

The bio-data of the respondents' and the research questions answered was analyzed using the frequencies and percentages on demographic variables of the respondents. Meanwhile, percentage the computed for the calculated strongly agreed' 'Agreed', 'disagreed' and 'Strongly

disagreed' statements. Also, the percentage was calculated from the frequency of respondents to the items.

Also, the hypotheses were computed using inferential statistical tools. Null hypotheses (H_0) was tested using correlation at 0.05 level of significance. This is because, is one of the most suitable inferential statistical tools which can determine whether significant relationship exists or not. The researcher will be employed IBM SPSS 25.0 version software for the data calculation and data storage.

3.10 Reliability and Validity of Data

In order to ensure the validity of the instruments, content validity was used, where the items in the questionnaire were checked considering the research purpose. An expert judgment was sought from the supervisors who assisted in the validation of the instruments. The validity helped in identifying items in the questionnaires that need restating and removing those that are not important in the study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.0 Introduction

This chapter is dedicated primarily to the analysis and presentation of data obtained from the field using various statistical techniques discussed earlier in the methodology. All data collected were presented, analyzed and discussed. Apparently, 160 copies of questionnaire were carefully administered on respondents, however, all copies were correctly filled and returned at the stipulated time. This is 100% per cent response rate. Thus, 160 copies of questionnaire received from respondents were presented and analyzed using Software Package for Social Science (SPSS) for easy understanding.

Table 4.1 Preliminary Survey Details

Response Rate to Questionnaire Administered

S/No	Questionnaires	Frequency	Percentage
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1.	Number of questionnaires administered	160	100
2.	Questionnaires retrieved and used for the final analysis	160	100

Source: Field Survey 2020

Table 4.1 above provides the response rate to questionnaires administered. A total of 160 copies of questionnaire were administered to the staff of Nigeria Port Authority. The total number of questionnaires retrieved after administration was 160. This means 100% response rate was achieved.

4.1 DEMOGRAPHIC INFORMATION OF THE RESPONDENTS

This section presents the analysis of demographics of the sample respondents based on their gender, age group, marital status, educational level, Number of years spent so far in the organization and current position in the organisation.

Table 4.1.1: Demographic information of respondents

Variables	Frequency	Percentage (%)
Gender		
Male	100	62.5
Female	60	37.5
Age Group		
29 years and below	23	14.4
30-39 years	54	33.8
40-49 years	49	30.6
50-59 years	19	11.9
60 years and Above	15	9.4
Marital Status		
Single	27	16.9
Married	127	79.4
Divorced	6	3.8
Educational level		
Diploma	9	5.6

Bachelors' degree	22	13.8
Master's degree	77	48.1
Doctorate degree	39	24.4
Others	13	8.1
Work experience in the Organisation		
5 years and below	43	26.9
6 – 10 years	62	38.8
11 – 15 years	26	16.3
16 –20 years	21	13.1
21 years and above	8	5.0
Position in the organisation		
Senior management	49	30.6
Middle management	32	20.0
Supervisory	26	16.3
General Staff	51	31.9
Others	2	1.3
TOTAL	160	100.0

Source: Field Survey 2020

Table 4.1.1 presented the demographic information of the respondents. The results of this analysis are summarized thus: 100 of the respondents representing 62.5% are male while 60 respondents representing 37.5% are female. Majority of the employees that participated in this survey were male. The age group of the respondents was also analyzed, result showed that 23(14.4%) respondents were 29 years and below, 54(33.8%) were between 30-39 years, 49(30.6%) were between the ages 40-49 years, 19(11.9%) were between the ages 50-59years while 15(9.4%) were between the ages 60years and above. This implies that majority of the sample employees were in the age range 30-39 years. Also, the marital status of the respondents, as shown in table above, 27(16.9%) respondents are single, 127(79.4%) respondents are married while 6(3.8%) had been divorced. From the result, majority of the respondents are married.

Information was also collected on the educational level of respondents, 9(5.6%) of the respondents have Diploma, 22 respondents representing 13.8% have Bachelor's degree ,77 respondents representing 48.1% have Master's degree, 39 respondents representing 24.4% have

doctorate degree while 13 respondents representing 8.1% have other certificate. Results indicate that a relatively small percentage of employees only earned a diploma, but a greater proportion achieved high qualifications such as doctorate degree and Master 's degrees.

In addition, the table show the work experience of the employees in the organisation under study. Based on the result, 43 respondents representing 26.9% have spent 5 years or below in the organisation, 62 respondents representing 38.8% have up to 6-10 years working in this organisation, 26(16.3%) respondents have between 11-15 years of experience also, 21 respondents representing 13.1% have 16-20 years' experience working in the organization while 8 respondents representing 5.0% have spent 21 years and above' in that organization.

Lastly, the distribution of the respondents based on their position in the organisation are also shown as follows, 49(30.6%) respondents hold the position of senior management, 32representing 20.0% of the respondents are in Middle management level, 26(16.3%) are in supervisory level, 51(31.9%) are general staffs while 2(1.3%) are other. Majority of the respondents are either in the top management level or general staff. However, their response will be valuable to this research.

4.2 The Relationship Between the Training Programmes and the Output of the Organization

This section presents the answer provided by the respondents to research question one that seeks to evaluate whether there is a relationship between the training programmes and the output of the organisation

Table 4.3.1. There is a need for training of employees in your work organization.

Items	Frequency	Percentage (%)
Strongly agree	100	62.5
Agree	60	37.5
Total	160	100.0

Source: Field Survey 2020

Table 4.3.1 above revealed that 37.5% of the respondents agreed that there is a need for training of employees in their organization while 62.5% Strongly agreed that there is a need for training

of employees in their organization. This implies that there is absolute need for training of employees in order to improve the output of the organisation.

Table 4.3.2: Why do you agree that there is need for training of employees in your work organization?

Items	Frequency	Percent
There need for training of employees in my work organization in order to increase production.	45	28.1
There need for training of employees in my work organization because it increases workers knowledge	43	26.9
There need for training of employees in my work organization in order to increase organization efficiency	52	32.5
There need for training of employees in my work organization for improvement in the use of for the use modern technology by the workers	20	12.5
Total	160	100.0

Source: Field Survey 2020

Table 4.3.2 above indicated that 28.1% of the respondents supported that there need for training of employees in their work organization in order to increase production, 26.9% of them supported that there need for training of employees in their work organization because it increases worker's knowledge while 32.5 % claimed that there need for training of employees in their work organization in order to increase organization efficiency. Also 12.5% supported that there need for training of employees in their work organization for improvement in the use of for the use modern technology by the workers. This implies that Majority of the respondents supported that there need for training of employees in their work organization in order to increase organization efficiency.

Table 4.3.3: Deficiency on the part many of employees in my work organization leading to their inability to meet target cannot be corrected through training.

Items	Frequency	Percent (%)
Strongly agree	74	46.3
Agree	28	17.5
Disagreed	58	36.3
Total	160	100.0

Source: Field Survey 2020

Table 4.3.3 above indicated that 46.3% of the respondents strongly agreed that deficiency on the part many employees in their work organization which led to their inability to meet target cannot be corrected through training. 17.5% agreed while 36.3% disagreed. Majority of the respondents strongly agreed that deficiency on the part many employees in their work organization which led to their inability to meet target cannot be corrected through training

Table 4.3.4: What can you say about training in your organization?

Items	Frequency	Percent
training of employees must be regular for standard to be met.	114	71.3
training of employees has no bearing with job performance as long as there is effective supervision	17	10.6
the culture of hard work implanted in employees fosters target achievement, rather than training	25	15.6
financial resources will continue to affect proper training of workers to meet standard work performance	4	2.5
Total	160	100.0

Source: Field Survey 2020

Table 4.3.2 above indicated that 71.3% of the respondents suggested that training of employees must be regular for standard to be met,10.6% claimed training of employees has no bearing with job performance as long as there is effective supervision whereas 15.6% claimed that the culture of hard work implanted in employees fosters target achievement, rather than training while2.5 % claimed that financial resources will continue to affect proper training of workers to meet standard work performance. However, the information above shows that majority of the respondent suggested that training of employees must be regular for standard to be met.

4.3 The relationship between types of training programmes executed by the organisation and employees' job performance.

This section is intended to illustrate the relationship between types of training programmes executed by the organisation and employees' job performance

Table 4.4.1: Off the job training is observed more in my workplace that facilitates effective performance of duty among employees.

Items	Frequency	Percent (%)
Strongly agree	24	15.0
Agree	59	36.9
Disagree	56	35.0
Strongly disagree	21	13.1
Total	160	100.0

Source: Field Survey 2020

Table 4.4.1 above indicated that 15.0% of the respondents strongly agreed that off the job training is observed more in their workplace which facilitates effective performance of duty among employees. 36.9% agreed, 35.0% of the respondents agreed while 13.1% strongly disagreed. Hence, from the responses, this indicated that few is of the opinion that Off the job training is observed more in their workplace which facilitates effective performance of duty among employees.

Table 4.4.2: On the job training is observed more in my workplace that facilitates effective job performance among employees.

Items	Frequency	Percent (%)
Strongly agree	90	56.3
Agree	49	30.6
Disagree	21	13.1
Total	160	100.0

Source: Field Survey 2020

Table 4.4.2 above revealed that 56.3% of the respondents strongly agreed that “On the job training is observed more in their workplace that facilitates effective job performance among employees”, 30.6% agreed while 13.1% of the respondents disagreed. From the feedback, we find that majority are of the opinion that on the job training is observed more in their workplace that facilitates effective job performance among employees

Table 4.4.3: The type of training received is relevant to workers’ efficiency

Items	Frequency	Percent (%)
Strongly agree	71	44.4
Agree	88	55.0
Disagree	1	0.6
Total	160	100.0

Source: Field Survey 2020

Table 4.4.3 above showed that 71.0% of the respondents strongly agreed that the type of training received is relevant to workers' efficiency. 55.0% agreed while 0.6% of the respondents disagreed. This shows that most respondents supported that the type of training received is relevant to workers' efficiency.

Table 4.4.4: Both on the job and off the job training are instrumental to employees' commitment to duties

Items	Frequency	Percent (%)
strongly agree	68	42.5
Agree	84	52.5
Disagree	6	3.8
Strongly disagree	2	1.3
Total	160	100.0

Source: Field Survey 2020

Table 4.4.3 above showed that 42.5 % of the respondents strongly agreed that both on the job and off the job training are instrumental to employees' commitment to duties. 52.5% agreed, 3.8% of the respondents disagreed while 1.3% strongly agreed. The analysis proves that most respondents agreed that both on the job and off the job training are instrumental to employees' commitment to duties.

4.4 The relationship between the benefits of training programmes and organisational resources.

This section presents the connection between the benefits of training programmes and organisational resources.

Table 4.5.1: Training has improved knowledge, skills and attitudes of workers in my workplace brought by availability of enough resources.

Items	Frequency	Percent (%)
Strongly agree	109	68.1
Agree	51	31.9
Total	160	100.0

Source: Field Survey 2020

Table 4.5.1 indicated that 68.1% of the respondents strongly agreed that training has improved knowledge, skills and attitudes of workers in the workplace brought by availability of enough resources while 31.9 % agreed. This revealed that training has improved knowledge, skills and attitudes of workers in my workplace brought by availability of enough resources

Table 4.5.2: The resources set aside for regular staff training will go a long way to enhance training for optimal result.

Items	Frequency	Percent
Strongly agree	71	44.4
Agree	89	55.6
Total	160	100.0

Source: Field Survey 2020

Table 4.5.2 above showed that 44.4% of the respondents strongly agreed that the resources set aside for regular staff training will go a long way to enhance training for optimal result while 55.6% agreed. This implies that the resources set aside for regular staff training will go a long way to enhance training for optimal result.

Table 4.5.3: Adequate growth opportunities are available in our organization for those who perform well due to training in the midst of adequate resources

Items	Frequency	Percent
Strongly agree	38	23.8
Agree	96	60.0
Disagree	25	15.6
Strongly disagree	1	0.6
Total	160	100.0

Source: Field Survey 2020

Table 4.5.3 showed that 23.8% of the respondents strongly agreed that Adequate growth opportunities are available in their organization for those who perform well due to training during adequate resources. 60.0% agreed, 15.6% of the respondents disagreed while 0.6% strongly disagreed. This means that most of the respondents accepted that Adequate growth opportunities are available in our organization for those who perform well due to training during adequate resources.

Table 4.5.4: Training of staff will always boost workers’ performance and productivity of the organization will keep on rising with the present method of adequate finance from the management.

Items	Frequency	Percent
Strongly agree	96	60.0
Agree	64	40.0
Total	160	100.0

Source: Field Survey 2020

Table 4.5.3 showed that 60.0% of the respondents strongly agreed that training of staff will always boost workers’ performance and productivity of the organization will keep on rising with the present method of adequate finance from the management while 40.0% of the respondents agreed. This means that most of the respondents supported that training of staff will always boost workers’ performance and productivity of the organization will keep on rising with the present method of adequate finance from the management.

4.5 The relationship between the training needs of the employees and target achievement of the organisation.

This section is intended to illustrate the link between training needs of the employees and target achievement of the organisation.

Table 4.6.1: A lot of training programmes had been organized by my work organization that increased productivity

Items	Frequency	Percent (%)
Strongly agree	114	71.3

Agree	43	26.9
Disagree	3	1.9
Total	160	100.0

Source: Field Survey 2020

Table 4.6.1 indicated that 71.3 % of the respondents strongly agreed that a lot of training programmes had been organized by their work organization that increased productivity. 26.9% agreed while 1.9% disagreed. The outcome however revealed that majority of the respondents claimed that a lot of training programmes had been organized by their work organization that increased productivity

Table 4.6.2: The secret of rise in the profit of my workplace is series of training programmes workers are exposed to regularly

Items	Frequency	Percent (%)
Strongly agree	47	29.4
Agree	96	60.0
Disagree	17	10.6
Total	160	100.0

Source: Field Survey 2020

Table 4.6.2 indicated that 29.4% of the respondents strongly agreed the secret of rise in the profit of their workplace is series of training programmes workers are exposed to regularly. 60% agreed while 10.0% disagreed. This implies that majority of them agreed that the secret of rise in the profit of their workplace is series of training programmes workers are exposed to regularly.

Table 4.6.3: No employee is sidelined when it comes to training in my work place, hence, output increase is unavoidable.

Items	Frequency	Percent (%)
Strongly agree	28	47.5
Agree	47	29.4
Disagree	76	17.5
Strongly disagree	9	5.6
Total	160	100.0

Source: Field Survey 2020

Table 4.6.3 indicated that 47.5% of the respondents strongly agreed that no employee is sidelined when it comes to training in their work place, hence, output increase is unavoidable. 29.4% agreed, 17.5% of the respondents disagreed while 5.6% strongly disagreed. The outcome however revealed that majority of the respondents strongly agreed that no employee is sidelined when it comes to training in their work place, hence, output increase is unavoidable.

Table 4.6.4: Diversities in training programmes executed by my work organization will always prevent output of other rival organisations from competing with us favorably

Items	Frequency	Percent (%)
Strongly agree	26	16.3
Agree	88	55.0
Disagree	41	25.6
Strongly disagree	5	3.1
Total	160	100.0

Source: Field Survey 2020

Table 4.6.4 indicated that 16.3% of the respondents strongly agreed that diversities in training programmes executed by my work organization will always prevent output of other rival organisations from competing with us favorably. 55.0% agreed, 25.6% of the respondents disagreed while 3.1% strongly agreed. The analysis proved that diversities in training programmes executed by their work organization will always prevent output of other rival organisations from competing with us favorably.

4.6 Hypotheses Testing

4.6.1 Hypothesis One:

Ho: There is no significant relationship between objectives of various training programmes and output of the organisation.

H1: There is a significant relationship between objectives of various training programmes and output of the organisation.

Correlations

			Training objective	Organisation output
Spearman's rho	Training Programme	Correlation coefficient	1.000	0.747**
		Sig (2-tailed)		.000
	Organisation productivity	Correlation coefficient	0.747**	1.000
		Sig (2-tailed)	.000	
		N	160	160

Source: Field Survey 2020

The result above indicated that there is a strong positive correlation between objectives of various training programmes and output of the organisation with correlation coefficient “r” being 0.747. Therefore, the relationship or association between objectives of various training programmes and output of the organisation is relatively strong. Also, the significant value (sig 2-tailed) “0.00” is lower than the p-value (p-value = 0.05). This implies that the strong relationship observed between the two variables is significant. Hence, null hypothesis is rejected, while alternative hypothesis is accepted. That is, there is a significant relationship between objectives of various training programmes and output of the organisation.

4.6.2 Hypothesis Two

H₀: There is no significant relationship between types of training programmes executed by the organisation and employees’ job performance.

H₁: There is significant relationship between types of training programmes executed by the organisation and employees’ job performance.

Correlations

			Training program type	Employees’ job performance
Spearman's rho	Training programme type	Correlation coefficient	1.000	0.582*
		Sig (2-tailed)		.000
	Employees’ job performance	Correlation coefficient	0.582*	1.000
		Sig (2-tailed)	.000	
		N	160	160

Source: Field Survey 2020

The result above indicated that there is a positive correlation between types of training programmes executed by the organisation and employees’ job performance with correlation coefficient “r” being 0.582. Therefore, the association between types of training programmes executed by the organisation and employees’ job performance is moderate. Also, the significant value (sig 2- tailed) “0.000” is lower than the p-value (p-value = 0.05). This implies that a moderate or mild relationship observed between the two variables is significant. Hence, the difference in the type of training programme executed by the organization will have mild influence on employees’ job performance. To this effect, null hypothesis is rejected, while alternative hypothesis is accepted, which means, employees’ job performance is dependent or associated with the types of training programme organized by the company.

4.6.3 Hypothesis three:

H₀: There is no significant relationship between employees’ training needs and organisational target achievement.

H₁: There is significant relationship between employees’ training needs and organisational target achievement.

Correlations

			Training needs	Target achievement
Spearman’s rho	Training needs	Correlation coefficient	1.000	0.587*
		Sig (2-tailed)		.000
	Target achievement	Correlation coefficient	0.587**	1.000
		Sig (2-tailed)	.000	
		N	160	160

Source: Field Survey 2020

The result above indicated that there is a positive correlation between employees’ training needs and organisational target achievement with correlation coefficient “r” being 0.000. A mild relationship between employees’ training needs and organisational target achievement is observed. Also, the significant value (sig 2- tailed) 0.00 is lower than the p-value (p-value = 0.05). This implies that the relationship observed between the two variables is significant. Hence,

alternative hypothesis is accepted while null hypothesis is rejected, meaning that employees' training needs and organisational target achievement.

4.6.4 Hypothesis four:

H₀: There is no significant relationship between the benefits of training programmes and organisational resources.

H₁: There is significant relationship between benefits of training programmes and organisational resources.

Correlations

			Benefits of training programmes	Organisational resources
Spearman's rho	Benefits of Training programmes	Correlation coefficient	1.000	0.617
		Sig (2-tailed)		.000
	Organisational resources	Correlation coefficient	0.617	1.000
		Sig (2-tailed)	5.000	
		N	160	160

Source: Field Survey 2019

The result above indicated that there is a strong positive correlation between the benefits of training programmes and organisational resources with correlation coefficient "r" being 0.000. This means, part of benefit of training programmes will be increase in organisational resources. Also, the significant value (sig 2- tailed) 0.00 is lower than the p-value (p-value = 0.05). This implies that the strong relationship observed between the two variables is significant. Hence, alternative hypothesis is accepted while null hypothesis is rejected.

4.7 Discussion of the Findings

In this section, the findings from the survey analysis of the Topic "**IMPACT OF EMPLOYEES' TRAINING ON ORGANISATIONAL PRODUCTIVITY**" would be discussed.

The general objective of this research is to examine the effects of employees' training on organizational productivity in Nigerian Ports Authority, Lagos. The general objective is further sub-divided into four specific objectives. The research makes use of a survey design in order to get information from selected respondents through structured questionnaire. The resulting data collected were then analyzed using descriptive statistics which arrive at our findings. The findings from the study are presented as follows.

On the issue of the relationship between training programme and output of the organization, the findings revealed that 37.5% of the respondents agreed that there is a need of employees training in their organization, while 62.5% strongly agreed that there is a need for training of employees in their organization. This implies that there is absolute need for training of employees in order to improve the output of the organization.

On the relationship between types of training programmes executed by the organisation and employees' job performance, the findings revealed that 15.0% of the respondents strongly agreed that off the job training is observed more in their workplace which facilitates effective performance of duty among employees 36.9% agreed, 35.0% of the respondents disagreed while 13.1% strongly disagreed. Hence, from the responses, this indicated that few is of the opinion that off the job training is observed more in their workplace which facilitates effective performance of duty among employees.

In hypothesis one, in respect of the relationship between the benefits of training programmes and organisational resources, the findings indicated that 68.1% of the respondents strongly agreed that training has improved knowledge, skills and attitudes of workers in the workplace brought by availability of enough resources while 31.9% agreed. This revealed that training has improved knowledge, skills and attitudes of workers in my workplace brought by availability of enough resources.

In hypothesis two, on the relationship between the training needs of the employees and target achievement of the organisation, the findings indicated that 71.3% of the respondents strongly agreed that a lot of training programmes had been organized by their work organization that increased productivity, 26.9% agreed, while 1.9% disagreed. The outcome however revealed that

majority of the respondents claimed that a lot of training programmes had been organized by their work organization that increased productivity.

In hypothesis three, on the basis of the relationship between the objectives of various training programmes and output of the organisation, results indicated that there is a strong positive correlation between the objectives of various training programmes and output of the organisation with correlation coefficient “r” being 0.747. therefore, the relationship or association between objectives of various training programmes and output of the organisation is relatively strong. Also, the significant value (sig2-tailed) “0.00” is lower than the p-value (p-value= 0.05). This implies that the strong relationship observed between the two variables are significant. Hence, null hypothesis, while alternative hypothesis is accepted. That is, there is a significant relationship between objectives of various training programmes and output of the organisation.

In hypothesis four, in respect of the relationship between types of training programmes executed by the organisation and employees’ job performance, results indicated that that there is a positive correlation between types of training programmes executed by the organisation and employees’ job performance with correlation coefficient “r” being 0.582. Therefore, the association between types of training programmes executed by the organisation and employees’ job performance is moderate. Also, the significant value (sig 2- tailed) “0.000” is lower than the p-value (p-value = 0.05). This implies that a moderate or mild relationship observed between the two variables is significant. Hence, the difference in the type of training programme executed by the organization will have mild influence on employees’ job performance. To this effect, null hypothesis is rejected, while alternative hypothesis is accepted, which means, employees’ job performance is dependent or associated with the types of training programme organized by the company.

On the significance of relationship between employees’ training needs and organisational target achievement, results indicated that there is a positive correlation between employees’ training needs and organisational target achievement with correlation coefficient “r” being 0.000. A mild relationship between employees’ training needs and organisational target achievement is observed. Also, the significant value (sig 2- tailed) 0.00 is lower than the p-value (p-value = 0.05). This implies that the relationship observed between the two variables is significant. Hence,

alternative hypothesis is accepted while null hypothesis is rejected, meaning that employees' training needs and organisational target achievement.

The results of the significance of the relationship between the benefits of training programmes and organisational resources indicates that there is a strong positive correlation between the benefits of training programmes and organisational resources with correlation coefficient "r" being 0.000. This means, part of benefit of training programmes will be increase in organisational resources. Also, the significant value (sig 2- tailed) 0.00 is lower than the p-value (p-value = 0.05). This implies that the strong relationship observed between the two variables is significant. Hence, alternative hypothesis is accepted while null hypothesis is rejected.

The research assessed the association between objectives of various training programmes and output of the organisation. The results revealed that there is a clear positive connection between training priorities and the organization's success. Since the relationship is positive and significant, it implies that, training objectives often resonate with the output of the organisation. The findings agreed with Bartel (2004), he opined that effective training programmes and high productivity on the part of the employee are positively correlated. Konings and Vanormelingen (2009) indicated that teaching is a central and efficient tool for meeting the goals and objectives of the organization effectively, resulting in higher efficiency.

Researcher also investigated the relationship between types of training programmes executed by the organisation and employees' job performance. Findings showed that there is a significant positive correlation between relationship between training types executed by the organisation and employees' job performance. This implies that types of training programmes executed by the organisation has a moderate or mild association and may have less influence on employees' job performance. According to Chiaburu and Tekleab (2005) commented that training is a planned intervention aiming at enhancing the elements of individual job performance.

In the same vein, the research analyzed the relationship between employees' training needs and organisational target achievement. Basically, a positive correlation was observed with correlation coefficient "r" being 0.587. Also, the significant value was 0.00 which indicated that the relationship was significant. On that note, the null hypothesis was rejected. The need to train employees' training in order to achieve organisations' target cannot be overemphasized. These

results provide evidence of evidence for many scholars that there is a strong connection between the preparation needs of workers and the accomplishment of organizational objectives.

Lastly, the researcher verified the relationship between the benefits of training programmes and organisational resources. There was a strong positive significant relationship observed between the benefits of training programmes and organisational resources. On this basis, null hypothesis was rejected, while alternative hypothesis was accepted. Therefore, this thesis suggests that there is an essential connection between the advantages of training programs and organizational capital.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 INTRODUCTION

This chapter consist of the summary of the findings, conclusions, recommendations for the study, contribution to knowledge as well as suggestion for further studies. The general objective of this study was to examine the effects of employees' training on organisational productivity in Nigerian Ports Authority, Lagos.

5.1 SUMMARY OF THE FINDINGS

This research is focused on the impact of employees' training on organisation (Nigeria Port Authority) productivity. The research examined the relationship between the training programmes and the output of the organisation. verified the types of training programme executed by the organisation relative to employee job performance, it assessed the relationship between the training needs of the employees and target achievement of the organisation and lastly, it examined the benefits and challenges facing the training programmes relative to organisational financial resources.

In the demographic section of the analysis, it was observed that majority of employees that participated in the survey were male, most of the employees were between the ages 30 years to 49 years, majority are married, many had master's degree and the work experiences of majority is 21 years and above.

According to the result of the poll among the respondents, there appears to be relationship between training programmes and output of the organisation. The relationship is said to be positive and significant. The objectives of training programmes influence the output of the organisation. For example, if the objective of a training programme is focused on improving the motivation and leadership traits of the employees, the output will provide the desired result where employees of the organisation are highly motivated and are seen taken leadership roles in their various department.

With respect to the relationship between training types and employees job performance, the result showed a moderate positive correlation. The type of training programme executed by the Nigeria Port Authority have influence on their employees' job performance. In finding the connection between employees' training needs and organisational target achievement. Employees training need will determine the target achievement of the organisation. This means

that, If the employees are in need certain types of the training, it becomes the goals of the organisation. On the other hand, the target set by the organisation will influence the need for the training of employees. The benefits of involving the employees in training programmes is numerous, however, our findings specially show that training programmes improve organisational resources.

5.2 CONCLUSION

The study concludes based on the findings from the analysis that, there is a relationship between training and development of staffs and organizational productivity. Therefore, training and development of staff have significant impact on the organizational productivity. Failure of any organization to prioritize training and development will lead to low productivity of the employees which will eventually cascade into some bigger problems such as low organisation performance, low motivation in employees and even low profitability of the company. It is important for managers in organisations to place constant and periodic training and development of employees as a priority. One way to achieve this is by communicating with top management to develop strategy and plan that will be centered towards the development and training of their staffs and also informing human resource managers to include periodic training as part of the recruitment and onboarding process. Also, they can develop metrics to monitor the level of development of each employee. Organisation can also include level of skills acquired and expertise gained as metrics to choosing employee that will be promoted. When this is done, it will ensure positive response and fast-track growth and development of employees as well as the organisation. Conclusively, this study has shown that training have significant impact on organisational productivity in the Nigeria Port Authority.

5.3 RECOMMENDATIONS

Based on the results, the following recommendations have been made.

1. Corporate organisations should give priority to the training and development of workers in order to make the most of its employees' skills.
2. The senior executives of the organisation should recognize training as the secret to increasing the organization's wealth.
3. The company should be more proactive about the goal or aim of the training to ensuring that each training follows the aims of the organisation before recommending or coordinating it for employees.
4. Managers may perform an evaluation of the training needs of employees and coordinate or propose training types that suit the needs of employees and the goals of the company.

5.4 CONTRIBUTIONS TO KNOWLEDGE

From this study, researcher has been able to add to the exiting knowledge by concluding that there is a positive and significant relationship between training and development of staffs and organizational productivity. Also Failure of any organization to prioritize training and development will lead to low productivity of the employees which will eventually cascade into some bigger problems such as low organisation performance, low motivation in employees and even low profitability of the company.

1. The gap created in knowledge is knowledge is the first contribution to knowledge in this research work. That is, past studies have examined organizational productivity from the perspective of teamwork (Sunal A., Theophilus A., 2017), Performance Appraisal (Hazel K., 2019), Quality of work life (Joao L. and Dina P., 2019), but little or nothing less has been done on the influence of training and organizational productivity.

2. This study will prevent the skills of employees from becoming obsolete that may eventually affect organisational productivity and profit ratio.
3. With regular employees' training, the organisation will experience maximum output thereby enhancing Gross Domestic Output in National Income which will yield more revenue to the nation to carry out infrastructural development to the citizenry.
4. This study will be a wakeup call to other organisations experiencing low productivity. They will certainly follow the training needs of their employees in order to enhance their effectiveness in job performance and motivation.

Finally, it is important for managers in organisations to place constant and periodic training and development of employees as a priority and this achieve this is by communicating with top management to develop strategy and plan that will be centered towards the development and training of their staffs and also informing human resource managers to include periodic training as part of the recruitment and onboarding process.

5.5 SUGGESTIONS FOR FURTHER STUDIES

1. The research was carried out in a public work organisation, further studies can focus on private work organisation.
2. The study employed the use of questionnaire for data collection, further studies can combine questionnaire with in depth interview method in order to get more elaborate data.
3. Future studies can focus in banking or manufacturing work organisations because of series of challenges being experienced there in the modern business climate in Nigeria.

4. Future research work can have a comparative study of private and public work organisation for people to understand the challenges and problems existing in the two (2) sectors relative to productivity.

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APPENDIX

IMPACT OF EMPLOYEES' TRAINING ON ORGANISATIONAL PRODUCTIVITY

(A STUDY OF NIGERIAN PORTS AUTHORITY, LAGOS)

Dear Respondent,

I'm Balogun Stephanie -- a 400-level student of Mountain Top University. I'm writing a project on the above-named topic in partial fulfilment of the requirements for the award of Bachelor of Science degree in Industrial Relations and Personnel Management. I will appreciate it if the questionnaire is completed to the best of your knowledge with utmost sincerity so as to achieve credible results. The information provided will only be used for academic purpose, and will be treated with utmost confidentiality.

Please answer the questions by ticking the one you consider most appropriate among the alternatives. Thanks.

Kindly answer the following questions by ticking (√) the option that best describes your agreement or filling the spaces provided.

SECTION A: DEMOGRAPHIC DATA

- 1) Gender; a. Male () b. Female ()
- 2) Age Group; a. 29 years and below () b. 30 - 39 () c. 40 - 49 () d. 50 - 59 () e. Above 60 ()
- 3) Marital Status; a. Single () b. Married () c. Divorced () d. Widowed ()
- 4) Educational level; a. Certificate () b. Diploma () c. Bachelors' degree () d. Master's degree () e. Doctorate degree () f. Others (Please specify)

- 5) How long have you worked for this organization? a. 5 years and below () b. 6 - 10 years () c. 11 - 15 years () d. 16 - 20 years () e. 21 years and above ()
- 6) What is your current position in the organization? a. Senior management () b. Middle management () c. Supervisory () d. General Staff () e. Others (Please specify)

Section B

Training Title	Yes	No
Communication Skills: Objective: Excellent listening skills, Passing of information to the customers in the correct mannerism i.e tone of voice and pace ensuring full understanding by the customer of solutions offered.		
Products and Services Training Objective: to be able to offer needed solutions to ii customers in the shortest time possible		
Systems Training: Objective: Ease of navigation enabling the customer care agent to capture customer issues and provide solutions faster		
Customer Experience Programs: Objective: To be in the customer's shoes and be of needed assistance		
Relationship Management: Objective: Customer retention and business growth		

through excellent customer service.		
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Section C: Effectiveness of training and development

	SA	A	D	SD
How will you rate the quality of the training programs for which you have Participated?				
The training received is relevant to your work?				
In your opinion, do you think training has helped improve your job performance?				

8. Would you require further training for motivation towards performance improvement to enable you contribute to increased productivity? a) Yes () b) No ()

If —yesl to the question above, please provide reasons as to why below.

.....

9. What problems do you face with regard to training and development within your organization?

.....

10. Please specify any ways you think training and development in your organization can be improved.

.....

	SA	A	D	SD
Adequate and relevant information about the organization and job is provided				
The training needs of the employees in our organization are assessed				
The contents of the training programs organized are always relevant				
Our organization follows the policy of matching pay with performance				
Our organization appraises the performance of its employees at regular intervals				
Performance appraisal in our organization aims at improving employee performance				
Adequate growth opportunities are available in our organization for those who perform well				

Section D

	SA	A	D	SD
Senior managers visibly demonstrate a commitment to quality by providing feedback				
My company provides realistic and clearly defined quality goals				
My company does a lot to ensure that workload is fair				
I have the tools and resources to do my job well				
My supervisor evaluates the results I get when he assigns work to me				

SECTION E: ORGANIZATIONAL PRODUCTIVITY