

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Training of employee has become a significant pre-occupation in the cutting-edge authoritative destinations of development. To accomplish this essential target of development and productivity, it implies that administration just as workers must improve their contribution to the association. This is on the grounds that the presentation of an association is a component of the aggregate exhibition of representatives. Garavan, Costine and Herathy (1995) believe that there are numerous basic elements which associations must consider as they face what's to come. This by itself suggests that the accomplishment of an association relies upon who attempts to accomplish the association's target, that is, the presence of qualified labor.

Preparing is an exertion started by an association to cultivate learning among its laborers, and advancement is an exertion that is arranged more towards expanding a person's aptitudes for future obligation. (George and Scott, 2012). Preparing and advancement are a ceaseless exertion intended to improve workers' capability and coordinate execution as an objective to enhance the representatives' ability and execution. Human Asset The board has assumed a huge function in the financial improvement of most created nations like England America and Japan. In a non-industrial nation like Cameroon, with its rich characteristic assets and monetary help, one can likewise experience such financial achievement if the proper consideration is given to the turn of events and preparing of her human resources. Each angle and exercises in an association include individuals. For instance, a manager will not be successful if he has subordinates who are not well equipped with skills, knowledge, ability, and competence (SKAC).

To run an association, be it enormous or little, requires setting up the association with the effective workforce. Explicit occupation aptitudes, capacity, information and ability required in the work environment are not effectively instructed 'in conventional schooling. Accordingly, most workers need broad preparing to guarantee the fundamental SKAC to bring out meaningful commitment

towards the organization's development. For representatives to be adaptable and powerful in their work, they have to gain and create information and expertise, and for them to accept that they are esteemed by the association they work for, at that point they have to see significant indications of the executive's duties to their preparation needs. Each new worker must be appropriately prepared not exclusively to create specialized aptitudes, however, to make them an indispensable piece of the association. Preparing and advancement is a viewpoint that must be looked by each association, and its significant point is to improve the representatives' capabilities with the end goal that the association can augment viability and productivity of their human resources. It very well may be a bit of leeway for an association if they win the "hearts and brains" of their labourers, getting them to relate to the association (Armstrong, 2009).

For labourers to be prepared to perform well, there must be an interest in the preparation measures. These cycles are essential for the whole human asset the executive's approach which brings about representatives being spurred to perform. Notwithstanding, preparing shift from association to association corresponding to the quality and amount of preparing factors, which may include: the level of outside climate change, the level of progress in the inner climate, current, reasonable aptitudes in the current work power and the level to which the administration consider preparing to be a rousing element in the work environment, (Cole, 2002).

One would add that preparation is a bunch of exercises, whereby, professionals, directors or would-be administrators are helped with improving their individual ability and execution just as the association's current circumstance with a definitive objective of increasing the expectation of authoritative presentation. It consequently follows that representative preparing and advancement are at the core of worker use, efficiency, duty, inspiration and development. An association may have workers that are resolved with proper hardware an administrative help, yet representative execution falls underneath anticipated guidelines.

The missing component, by and large, in the absence of sufficient aptitudes and information, which are obtained through preparing, Ubeku (1995) considers human to be the board as a control work practised by all directors in an association or potentially by a specific division regularly assigned as staff or HR. It is thusly, significant that the requirement for preparing is recognized and accommodated. It is a basic portion of the board work regarding operational productivity and

viability. This is on the grounds that an association which puts incredible accentuation on worker preparing is straightforwardly anticipating its endurance and consistent development.

Workers' exhibition relies upon numerous variables like employment fulfilment, information and the executives however there is connection among preparing and execution (Khan, Khan, and Khan, (2011). This shows that workers' exhibition is significant for the presentation of the association and that preparation and advancement are helpful for the representatives to improve their exhibitions. This must be conceivable if the representatives are successful in their occupation accordingly, preparing and improvement of workers is inescapable.

Preparing is significant for the representatives' turn of events and the workers' improvement empower unavoidable aptitudes and capacities of the representatives, diminished operational costs, limits hierarchical liabilities and changing objectives and targets (Donald, 2009). It is extremely hard for a representative to perform well at the work environment with no pre-preparing (Garavan, 1997). Prepared workers perform in a way that is better than the undeveloped ones (Adenuga, 2011). Thus, it is extremely fundamental for each association to prepare its workers to meet by and large objectives of the association. Preparing and advancement, and at work, preparing have huge impact on authoritative execution (Khan, Khan, and Khan, 2011). Be that as it may, to improve representatives' information and abilities, workers should likewise build up a more prominent self-adequacy and trust in playing out their work.

All things considered; we are living in an information time. Learning is the most natural craving of one person. Along these lines, everybody needs to create or refresh his insight, abilities, and mentalities to build up his transporter way. Senge (1990) created the hypothesis of "Learning Association". In an association, individuals cooperate to accomplish their vision, mission and goals, in this way the main factor of association advancement is the improvement of human resources. As we probably are aware learning is the most natural craving of individuals.

Senge (1990) brought up that current climate is extremely violent climate and to confront these progressions it is permitted individuals to learn and create themselves. As indicated by the Senge's perspective, individuals are brought into the world with an interest of learning. The course of pulverizations of these natural cravings are antagonistically influencing to human asset improvement and preparing. Senge (1990) further expressed that on the off chance that anything

required for seeing how association learn and quickening that inclining is more prominent today than at any other time. At the point when we think about the improvement of the human asset of the administration, today it is in a serious position. Each association must attempt to accomplish a most elevated yield from their human resources. Key human asset the executives is the most recent pattern of improvement of an association.

Consequently, numerous associations put away an enormous measure of cash on key human asset the executives. Preparing is one of the significant elements of the human asset the board and it is utilized to change or direct the conduct and the degree of inspiration pointing the positive commitment for the Presentation lastly for the efficiency. In the event that the association followed Preparing and advancement program well, the association would enhance by giving a pool of gifted labourers, improvement of good, inspiration lastly improvement of the exhibition and the client care.

1.2 STATEMENT OF THE PROBLEM

Training and development assume a crucial part in any association today. The creation areas are one of the quickest developing areas of the worldwide economy. It is likewise among the top-work making areas due to its work serious nature and the critical multiplier impact on work in other related areas.

There are different types of preparing did at PZ CUSSONS, this investigation, in any case, looks to analyze how the different preparing has helped in creating staffs and furthermore improving their exhibition at work. Debra and Ofori (2001) clarified that in spite of the expanding impacts on the preparation of hierarchical workers, there is as yet restricted writing on human asset advancement issues in agricultural nations. In spite of the way that preparation and advancement is very much arranged and orderly in PZ CUSSONS, it has issues of representatives still not performing up to standard working technique in the workplace dependent on surveys from the executives. A portion of the representatives have not improved their aptitudes and capacities to empower them to be successful and proficient in their employment obligations. Preparing is along these lines pretty much spontaneous and unsystematic. It would seem that most of the representatives are not prepared (direction) upon arrangement. Subsequently, regulatory workers'

aptitudes and capacities have throughout the long term not been improved to empower them become powerful and proficient. Additional time, there have been grievances from the administration and a portion of the customers about certain representatives' presentation and demeanor towards the work, it has anyway been an issue to contemplate on that in spite of a few preparing gone through in the association there are still a few representatives that the exhibition has not improved. The intention behind this investigation is to comprehend and know the reasons why preparing and advancement do have and don't have any impact on certain workers' presentation in PZ CUSSONS.

1.3 OBJECTIVES OF THE STUDY

The general objective of this study is to examine the effect of training and development on employees' productivity in PZ CUSSONS Lagos state. The specific objectives shall be to:

- determine the nature of the relationship between on the job training and employee performance.
- identify the method and stages of Training and development activity being adopted by the firm.
- identify the challenges facing off the job training and employee's performance

1.4 RESEARCH QUESTIONS

The following research questions are considered relevant for the purpose of this research work;

- To what extent does on the job training help to increase employees' productivity
- How has New Hire Orientation training been helpful in increasing employees` performance?
- What are the effects of off the job training?

1.5 RESEARCH HYPOTHESES

After the aforementioned objectives and research questions, the following hypotheses have been formulated and shall be subjected to a suitable empirical statistical test.

H0: There is no significant relationship between on the job training and employee's performance.

H1: There is a significant relationship between on the job training and employee's performance

H0: Does New Hire Orientation Training does not have any effect on employees' performance in PZ CUSSONS

H2: Does New Hire Orientation Training have any effect in employees' performance in PZ CUSSONS

H0: There is no significant effect of off the job training and employees' performance.

H3: There is significant effect of off the job training and employees' performance.

1.6 SCOPE OF THE STUDY

The investigation is restricted to the examination of Preparing and headway on worker's display at PZ CUSSONS

It is generally recognized that the human resource the leader's ability of any affiliation accepts a basic capacity in the accomplishment of its goal. A great deal of practices are grasped in the human resource the board ability to ensure the affiliation attracts and holds capable specialists who subsequently make a huge wellspring of advantage for a firm.

The examination was coordinated to set up the association among Preparing and improvement as human resource the heads work and their effect on execution and proficiency at PZ CUSSONS. The target respondents related with this assessment were very few of the laborers picked erratically from the firm.

1.7 SIGNIFICANCE OF THE STUDY

The improvement of any association relies upon its workers. For authoritative efficiency preparing and advancement expect extraordinary essentialness. Preparing and improvement assume a significant part in the adequacy of associations and to the encounters of individuals in work. Preparing has suggestions for profitability, wellbeing and security at work and self-awareness. All associations utilizing individuals require to prepare and build up their staff. Most associations are aware of this necessity and put exertion and different assets in preparing and improvement. Preparing is the demonstration of expanding information and abilities of a representative for making a specific showing. It uses a precise and coordinated system by which learns specialized information and aptitudes. It additionally implies that operational workforce, utilized in the association's fundamental business capacities, for example, creation, upkeep, deals, showcasing and the board uphold, should likewise coordinate their consideration and exertion occasionally towards supporting preparing advancement. As significant as preparing is to association, with the exertion of PZ CUSSONS in setting up various preparing programs no examination has been done to analyze their consequences for worker execution in the organization.

1.8 OPERATIONAL DEFINITION OF TERMS

- **TRAINING:** It alludes to learning exercises carried on for the basic role of empowering individuals from an association get and apply the information, aptitudes, capacities, and mentalities required by a specific work.
- **DEVELOPMENT:** It is a wide continuous multi-faceted arrangement of exercises, which covers exercises/aptitudes which improve work execution, yet additionally those exercises which achieve the development of the character, help people progress toward development and completion of their latent capacity.
- **EMPLOYEE PERFORMANCE:** It is characterized as the result or commitment of representatives at work to cause them to accomplish authoritative objectives. Execution is the accomplishment of explicit assignments estimated against foreordained norms of exactness, culmination, cost and speed. Representative execution can likewise be characterized as workers

utilizing their aptitudes, capacity, and abilities to play out the relegated task needed by their subordinate with viability and productivity.

- **EMPLOYEE PERFORMANCE MANAGEMENT:** It can be viewed as a cycle for building up a shared labor force understanding on what is to be accomplished at an association level. Representative execution the board is additionally a cycle by which the worker's aptitudes, skills, information are adjusted to meet to the key destinations and needs of the association.

1.9 BACKGROUND HISTORY OF PZ

PZ CUSSONS NIGERIA PLC

PZ Cussons Nigeria Plc is a publicly listed Nigerian manufacturer and distributor of consumer products such as detergents, toiletries, soaps and home appliances. It is a subsidiary of Manchester based PZ Cussons which owns controlling shares in the firm.

PZ trades home appliances products under the brand Haier Thermocool and manages Coolworld electrical stores. It has a joint venture with Wilmar International to produce and trade vegetable oil and palm oil. PZ Cussons began in Sierra Leone in Africa, where Their founders George Zochonis and George Paterson began trading commodities with the UK in 1884. As we've grown and welcomed new brands to our family, they've stayed true to their pioneering and entrepreneurial spirit. We now call on over 135 years of expertise, and a spirit of energy and innovation that has seen us continuously adapt to the changing needs of our consumers and develop many firsts and bests. Today, PZ Cussons span is international, and our future is bright. George Paterson and George Zochonis set up a trading post in Sierra Leone, trading goods between West Africa and the UK across challenging geographies in a period of slow and difficult travel.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter examines previous literature related to the relationship between training and development, and employee performance. It reviews the past studies that help the researcher to understand and identify the problem being studied more appropriately. And also this chapter will contain (i) conceptual review (ii) theoretical framework and (iii) empirical studies

2.1 CONCEPTUAL REVIEW

2.1.1 CONCEPT OF TRAINING (AND DEVELOPMENT)

Chandrasekar (2011) clarified that working environment have two sorts of effect on employees' moral, efficiency and commitment, positive and negative. if you give a good work environment, the effect will be positive. As indicated by Garavan (1997) with no pre-preparing worker can't perform without any problem. As indicated by Flynn (1995) authoritative objectives can be accomplished successfully if representatives of those associations are given adequate preparing and advancement. Preparing and advancement ought to have a critical function for the improvement of worker's exhibition.

Training is the coordinated method by which individuals learn information or aptitudes for a distinct reason. As indicated by Mahbuba (2013), the mentor's job is moving from a straightforward part of giving abilities to dynamic communicator, who puts forth an attempt in accomplishing preparing just as hierarchical goals. Mentor assumes a significant function in moving the figuring out how to function. One of the obstructions to pass on the preparation to the representatives is "helpless preparing substance and conveyance style". Thusly, a fair mentor is an individual who has the stuff to coordinate a planning program more purposeful by setting an appropriate getting ready goal, get the thought of the group and moreover pass on it in the best way so the agent can without a doubt fathom because arrangement targets are considered as the

backbone of planning tasks and nonattendance of solid objectives prompts dissatisfaction of getting ready projects. Armstrong (2001). To close, the upsides of all around kept up planning activities can be summed up as: Improves affirmation of laborers, getting ready makes the delegate land position security and occupation satisfaction. The more satisfied the specialist is and the more noticeable is his determination, the more he will add to definitive accomplishment and the lesser will be delegate delinquency and turnover. Less oversight, an overall arranged agent will be a lot of acquainted with the work and will require less of the executives. As such, there will be less wastage of time and tries. Less disasters, botches are most likely going to occur if the laborers need data and capacities required for making a particular appearing. The more arranged a laborer is, the less are the chances of submitting accidents in work and the more competent the agent becomes. They become an asset for the affiliation. Extended benefit, planning improves adequacy and effectiveness of laborers. Particularly arranged delegates show both sum and quality execution. Grobler (2006) portrayed planning as the usage of unequivocal expects to impart express getting, using methodologies that can be perceived and depicted. These systems and procedures should constantly be improved. Armstrong (1996), underlines that readiness should be made and worked inside a relationship by recognizing learning speculations and approaches if the arrangement is to be unquestionably known.

Planning suggests the acquiring of the capacities, data and abilities expected to play out a task, by strategies for instructing. Noe (1986) portrayed planning as, an organized effort to empower the learning of occupation-related data, capacities, and lead by agents. Getting ready thus can be explained as an organized and purposeful effort by the chiefs highlighted changing behavior of agents, toward a way that will achieve progressive targets. Armstrong (2001) portrays getting ready as the use of exact and organized direction activities to propel learning. Reynolds (2004) depicted preparing as a ton of exercises which respond to introduce necessities and depends on the teacher and detachments with learning as a cycle that spins around making individual and different leveled potential and building limits concerning what's to come.

Since planning is seen as the most widely recognized techniques for improving the person's proficiency and passing on progressive destinations to laborers, it must be exact, a lot of orchestrated and feasible. For getting ready ventures to be convincing, every arrangement is related

to the specific necessities of the affiliation and of the individual delegates. It should be dispatched just after the planning needs are assessed clearly.

The viability of a preparation program can be decided with the assistance of preparing needs distinguished ahead of time. To recognize the equivalent, hole between the current and required degrees of information, abilities, execution and aptitudes is to be determined. The pain points which could be settled through preparing ought to likewise be recognized. In such a manner, an essential "correspondence connecting measure" between the two players is required. Preparing must be tended to so that it covers the representative's exhibition advancement needs and is as per their sets of responsibilities. Both the worker and the business need to cooperate to figure out what the representatives don't have the foggiest idea. Notwithstanding the past contentions, McConnell, (2004). underpins an organization approach between the workers and their organizations in deciding preparing needs, just as the inclusion of the representatives in defining up preparing objectives. By being included, workers won't just help the preparation programs, however their spirit will likewise be improved.

The board and worker must hold shared and aggregate obligations in the representative, preparing and advancement measure. After necessities appraisal, the preparation goals must be resolved and appropriately detailed. who needs preparing and what preparing is required. At that point the preparation is planned and actualized likewise. When preparing needs and targets are recognized, at that point preparing programs must be deliberately planned and executed. In this stage, it is significant for the association to plan the preparation cautiously, the plan and execution of the preparation ought to be as indicated by recently decided aggregate requirements. Very much planned preparing programs are bound to get great outcomes and accomplish hierarchical objectives. Following this is the contention of Amir Elnaga, so be it Imran. (2012) who asserts that as indicated by examination of the current writing of various investigations that preparation program ought to be intended for each occupation respect to individual, professional and association needs. Preparing programs are the motivations that all workers require to improve their presentation and abilities, in this way increment authoritative efficiency.

Subsequently, preparing should be framed, planned and actualized based on association explicit requirements and targets. At long last, to decide if targets are met or not, preparing programs are

exposed to generally speaking assessment. The assessment framework incorporates recognizing member responses to the preparation cycle, how much members learned and how well the members move the preparation back on their separate positions; in the event that workers' ensuing presentation would be superior to the past, at that point it tends to be said that the preparation has a positive effect (more often than not) on representatives' exhibition. Cautious audit of writing affirms that the achievement of preparing programs relies upon the techniques for preparing utilized by association.

Training techniques most generally utilized remember for work preparing, off the occupation preparing, direction and acceptance, specialized preparing programs, establishment preparing programs boost, preparing programs, wellbeing and security preparing programs, limited time and progression preparing programs, healing preparing projects and research facility preparing programs.

As demonstrated by DeSario (1994), planning —refers to learning experiences proposed to improve the current second just as long stretch work execution of individual employees. In such manner, getting ready is viewed as a component of an on-going developmental cycle. Getting ready should be associated with the legitimate mission (Eurich, 1985; Fischer, 1989; Latham, 1988; Mill administrator, 1989). Thusly, when neighborhood governments plan their arrangement works out, they need outfit the association with the definitive mission and close by spending plan and use.

A few creators propose considering preparing as venture choices Eurich, (1985), and they should be made after cautious thought. It is typically prompted that preparation exercises ought to be inspected from the viewpoint of their capacity to impact singular employment execution, instead of secluded encounters that might add to the association 's achievement. McGehee and Thayer (1961) are generally viewed as the creators. It builds up their aptitudes, changes their mentality towards work and constructs their devotion to the organization henceforth improved execution. Preparing is pointed toward helping the representatives get information and aptitudes needed in performing and having the option to build up their capacities without limit, inside the zones that are pertinent to the association. For preparing to be viable, it ought to improve the presentation

and capacity of the prepared worker. Preparing must be performed when it has figured out which representatives ought to get preparing, their present levels, information and abilities. Coaches distinguish how representative ought to perform and afterwards plan a preparation program to fit the workers required aptitudes. Nonetheless, the appraisal of the individual will demonstrate the scope of abilities and information that will be obtained.

Subsequently, representatives need to consider preparing to be as applicable to their present workplace. Second, students should act naturally coordinated; they should be dynamic members in the learning cycle. The two learners and mentors must perceive that grown-up representatives have a more prominent volume and distinctive nature of involvement than youth. In the plan of preparing and advancement exercises, a wide assortment of instructional media is accessible to coaches and chiefs (Campbell, 1988; Goldstein, 1986; Latham, 1989).

2.1.2 CONCEPTS OF EMPLOYEES TRAINING

The significance of preparing as a focal part of the executives has been perceived by many explorations are considered. As indicated by McDowall and Saunders (2010), the acknowledgement of the significance of preparing as of late has been intensely affected by the heightening of rivalry and the general achievement of associations where interest in representative advancement is impressively underlined. Further scientists added that mechanical turns of events, atomization, motorization, changing climate and authoritative change have step by step drove a few managers to the acknowledgment that achievement depends on the aptitudes and capacities of their workers, and this implies an extensive and nonstop interest in preparing and advancement Khan, (Khan, and Khan, (2011) and Braga, (1996). Moreover, the view that human asset the board ideas, for example, responsibility to the association and the development in the quality development have driven senior supervisory groups to understand the expanded significance of preparing, representative turn of events and long-haul schooling. Such ideas require cautious arranging as well as a more prominent accentuation on worker improvement Beardwell, and Holden, (1993). Profound perusing of writing thinks about preparing as the way toward improving the current aptitudes, information, presentation, and capacities in a person.

2.1.1.3 CONCEPTS OF EMPLOYEES DEVELOPMENT

This must be accomplished through legitimate and precise execution of representative preparing and advancement programs. Workers are constantly respected with advancement in vocation upgrading aptitudes which prompts representative inspiration and maintenance. There is no uncertainty that a very much prepared and created staff will be a significant resource for the organization and consequently will expand the odds of their productivity and viability in releasing their obligations. Preparing is a learning experience which has an ability to roll out sure improvements and reach up to the ideal targets of the association. It improves the capacity of the representative to play out the employment productively and with greatness. Pallavi Kulkarni. (2013). The focal point of human asset advancement is on building up the most unrivaled labor force which helps the association for progressive development.

2.1.1.4 INSIGHT INTO EMPLOYEES TRAINING AND DEVELOPMENT

Training and development should be seen not only as the thread that ties together all human resource practices but also as the instrument for establishing and signalling when and how work practices should change. In other words, employees should take on the role of organizational change agents. To be effective in this role, the human resource manager will need to create a framework for making human resource decisions based on the organization's vision and strategic plan. In line with the above is that, training helps an individual learn how to perform his present job satisfactorily which involves developing the individual or employee for a future job and growth of the individual in all respects. In short, development complements training because human resources can exert their full potential only when the learning process goes far beyond simple routine.

Research has highlighted the types of relationship that exists between training, deployment and common organizational measures like performance, productivity, competitive edge and effectiveness.

2.1.1.5 REASONS FOR CARRYING OUT TRAINING AND DEVELOPMENT

Katcher and Snyder (2003) recognize a portion of the reasons why managers need their workers to consistently learn new abilities, and they incorporate the accompanying:

1. **ability to adjust to change:** The more talented the labor force is, the simpler it will be for the whole association to adjust to changes that may emerge in the homegrown and worldwide commercial centre in the interest of its items and administrations.
2. **Capital improvement:** Workers are resources for the association however managers are more worried about arriving at cutoff times and benefit expansion instead of representative's abilities advancement, without which representative execution could be hampered. In spite of the fact that the association actually accomplishes efficiency, the spotlight ought to likewise be on the devotion, duty and dedication of representatives. If workers don't get progressing preparing, forward-thinking hardware won't be utilized ideally.
3. **Confidence improvement:** Representatives who ceaselessly redesign their occupation abilities will likewise improve their profitability. Creating worker aptitudes assumes a part in the work environment, however in the outside world also. It adds to the full self-improvement of every worker and the financial advancement of the country everywhere; along these lines, upbeat representatives might be gainful, yet more profitable representatives are more joyful.

2.1.1.6 BENEFITS OF TRAINING AND DEVELOPMENT

The appropriation of changing innovation in this time of globalization and the development of new advancements, associations are endeavoring to endure, develop and work beneficially in a violent, in any event, evolving climate. They need to situate themselves to stay up to date with the new advances and business improvement all around the world. Representatives should be prepared and

grown routinely to convey in any event, when the outside climate changes lead to obsolescence of the current innovation set up with the association Nadler (1984). Preparing disposes of employment disparities. The motivation behind preparing is mostly to improve information and aptitudes and to change perspectives or conduct. It is one of the main potential helpers which can prompt numerous potential advantages for the two people and the association. As indicated by Cole (2002) preparing can accomplish:

- **High Morale:** Training not only improves the basic skill and knowledge of employees but also molds their attitudes towards an organization's activities and generates greater loyalty.
- **Higher Productivity:** Training gives occasions to workers to learn various aptitudes, information and specialized expertise. This empowers them for better execution in the genuine work place subsequently prompting increment amount and nature of yield.
- **Quick Learning:** This is an all-around arranged and methodical preparing program gives occasion to a student for speedy learning since, it diminishes the time and costs associated with preparing.
- **Better Management:** A director can utilize preparing programs for better administration of hierarchical exercises. It encourages by and large administration works by giving productive and proficient human asset.

Training and development lead to increased employee motivation Seligman (1978). The board can rouse individuals through such techniques as pay, advancement, acclaim and preparing. Hurricane (1994), states that rousing others is tied in with getting them to move toward the path you need them to go to accomplish an outcome. Propelled individuals are those with unmistakably characterized objectives who make a move that they expect will accomplish those objectives. Preparing and advancement likewise upgrade upper hand of an association. This is the substance of serious technique. It incorporates those capacities, assets, connections and choices which grant an association to gain by circumstances in the commercial center and evade dangers to its ideal position: Gellatily (1996). Armstrong (2005), numerous associations must the purpose of

perceiving that preparation and improvement is a vital need as opposed to a strategic reaction. An explanation behind preparing and advancement is to give the association a serious edge.

2.1.1.7 METHODS OF TRAINING

Rhernebergen and Wognum (2002) have portrayed center advancement as a cycle, associations purposely attempt to build up its workers to address future difficulties. This cycle to create a legitimate HR advancement program that guarantee representatives are prepared and their abilities are overhauled as they go up the associations stepping stool to involve places of higher duties. Keissler (2002) contends that profession advancement encourages the associations goal of demonstrating a very much expressed development situated at this point adaptable a way to its workers. Data innovation then again has been hailed as an impetus of human resources advancement. Powel (1997) examined linkages between data innovation and execution and saw that data innovation alone can't create maintainable execution favourable circumstances in the association yet that organizations had picked up points of interest, by utilizing data innovation to use execution.

The selection of method for training need to be based on identified training needs, training objectives, an understanding on the part of the trainees, the resources available and an awareness of learning principles. According to De Cauza (1996) the most popular training and development method used by organizations can be classified as either on-the-job or off-the-job.

- **On-The-Job Training**

This is the most broadly utilized preparing technique; hands on strategy for preparing is straightforward and less expensive to work. Noticing this technique fundamentally, the preparation puts the representative in real work circumstances and causes them to seem, by all accounts, to be promptly beneficial. The strategy is appropriate for granting usable or specialized aptitudes to the usable work force. This spot the representatives in the genuine workplace and learners are furnished with information, aptitude and capacities of performing various assignments. There are three basic techniques that are utilized in hands on preparing and these are; apprenticeship, tutoring and work revolution

i.) **Apprenticeship:** it is a popular method of teaching new skills and methods to employees. Here employee observes a senior experienced worker and learns what to do. The preferred position here is that this strategy is attempted and tried and fit the prerequisites of the association. The burdens are that the senior laborer isn't generally prepared in the aptitudes and techniques for preparing accordingly it tends to be a cycle that might be tedious as another comer battles to adapt to the senior specialist's clarifications.

ii.) **Mentoring:** In coaching the senior experienced specialist goes about as a guide and defender to the student and furthermore assumes responsibility for the preparation and advancement of the new representative

iii.) **Job revolution:** Job revolution is another type of preparing that got mainstream during the 1970s to help mitigate fatigue and in this way raise the efficiency of shop floor laborers. It is an administration method used to turn officeholders from task to work or from division to office or starting with one plant then onto the next in various topographical zones. This generally intends to give learner supervisors a vibe for the association by giving them the experience of working in various offices

- **Off-the-job Training**

This is another technique for representative preparing which is worried about the game plans coordinated away from the authoritative work station. The students center around learning experience by going under preparing outside the authoritative work place. The learners are eliminated from the pressure and requests of work environment as the preparation program is coordinated away from the hierarchical work environment. Coming up next are instances of this technique for preparing:

i.) Vestibule training: This method of training is where the worker is trained to use machine or perform a task similar to the ones in the real work situation. Under this method of training, the training program is conducted out of the job in an area separate from the work place under the supervision of a skilled instructor. After going through the vestibule training for a specified time period, the trainees are expected to apply their newly acquired skills when they are assigned to their real job

ii.) Case study method: Case study deals with any problem confronted by a business which can be solved by an employee. The trainee is given an opportunity to analyze the case and come out with all possible solutions. This method can enhance analytic and critical thinking of an employee.

iii.) Business Exercise: In this type of training exercise, the work situation is stimulated and the trainees are presented with reports, correspondence and memoranda, as in a real work situation, to handle. Business exercise training helps employees to develop decision-making, time management, planning and communication skills. Coming up next are instances of this technique for preparing:

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2.1.1.8 STEPS INVOLVED IN TRAINING

Getting ready is a step by step measure that can be done essentially after viable satisfaction of given progressive activities. Past compositions on planning to show that, readiness in an affiliation incorporates exact approach which all around follows a course of action of activities including the establishment of an arrangement procedure, followed by means of getting ready necessities unmistakable evidence, getting ready plans and ventures plan and use, evaluation and getting ready contribution for extra action.

i.) **Identifying and survey Training Needs:** Employee preparing necessities may effectively be set up in the association's vital, HR or individual advancement plans. Preparing need is a distinction between standard execution and real execution.

ii.) **Establish explicit goals:** The hole distinguished should be examined, organized and changed over into the association's preparation targets. Preparing system will be created to overcome any barrier between the standard exhibition and genuine execution.

iii.) **Select suitable strategies:** An activity plan is made to distinguish and decide the preparation targets. There are different preparing strategies accessible yet their reasonableness is decided according to the need of hierarchical preparing needs.

iv.) **Implement Training Initiatives:** Program usage incorporates the booking of preparing exercises and association of any connected assets. This stage brings the preparation program into reality. The readied plans and projects are executed to get the ideal yield. Representatives are prepared to produce for better execution of hierarchical exercises.

v.) **Evaluate Program:** The whole program should be assessed to decide whether it was effective and met preparing goals. It alludes to the preparation utility regarding impact of preparing on representatives' exhibition.

vi.) **Feedback:** Feedback is acquired from all partners to decide program and teacher viability. Breaking down this criticism will permit the association to recognize any shortcomings in the program.

2.1.1.9 ELEMENTS OF A SUCCESSFUL TRAINING AND DEVELOPMENT PROGRAM

Elements of training and development refer to those critical considerations that constitute a successful training program:

- Top Management Support
- Alignment with Corporate Mission & Strategy
- Hiring Right People as Trainers
- Put Quality at First
- Manage carefully and with Consensus
- Act Globally
- Select & Partner with the Best Training Providers
- Integrate into all processes while focusing on the Business
- Assess Learning Results
- Persevere and Thrive

2.1.1.10 FACTORS AFFECTING EMPLOYEE PERFORMANCE

Anderson (2003), stated that the following are the factors affecting employee performance in an organization, they include: Experience, Balancing home and work and Manager Interaction

i.) **Experience:** Hiring employees who do not have the proper background for the job is one of the things that start a performance downward spiral (Anderson, 2003). Company training should be used to enhance the employee's background. If an employee has undergone extensive training but is still experiencing performance issues, then the problem could be that the employee does not possess the necessary experience to do the job.

ii.) **Balancing Home and Work:** Managers need to be sensitive to employees' personal problems and be prepared to discuss the issues with employees when necessary. If an employee requires time off to deal with a personal problem, then granting that time off will help to show all employees that the company values them (Anderson, 2003).

iii.) **Setting goals:** Employers need to set goals that employees are required to achieve. Performing to the minimum standards means the employee is doing his job, and that can help an employee understand what is expected of him at a minimum. It would also be helpful to create incentives that will give employees motivation to go beyond the set goals.

As indicated by McConnell (2004), organizations that have a venture viewpoint of human asset the board see preparing as an occasion to increment long haul efficiency. Preparing may likewise be seen as an answer for various issues, for example, unacceptable quality coming about because of abilities lacks and the willful turnover of representatives looking for additionally remunerating occupations. It might likewise decrease the automatic turnover of workers who are ended because of aptitudes inadequacies and may give a method for forestalling abilities oldness. The nature of workers preparing and improvement decides the drawn-out benefit and execution of association. Preparing and improvement rehearse are pointed toward upgrading representatives' very own characteristics that lead to more noteworthy hierarchical execution.

2.2 THEORETICAL FRAMEWORK

The relevant and significant theory chosen to guide this study of the effect of training and development is the theory of human capital (Becker 1962)

2.2.1 THE HUMAN CAPITAL THEORY

Human resources theory relies upon neo-old-style hypotheses of work markets, guidance and monetary turn of events. It thinks little of that agents are beneficial resources and attempts to check whether significantly arranged staff are more productive than other workforce (Simon, 2008). As demonstrated by Garcia (2005), as delegates don't get great lifts in compensation due to extended productivity in the wake of going to express instructional courses, they won't be pushed to back

their own arrangement requirements. Of course, associations will rush to deal with these planning costs, as they will procure for all intents and purposes all the benefits from the improved effectiveness conveyed by the new aptitudes made (Garcia, 2005).

HR speculation, formalized by Becker (1962) yet contemporaneously made by others, urges us to understand the planning activities of firms. It indeed presented the view that guidance and planning address interest in future effectiveness and not just usage of resources. In this perspective, firm and workers the equivalent depend upon interests in HR to extend reality, advantages and pay. Notwithstanding the way that the points of interest are plainly obvious, these endeavors incorporate some huge entanglements. From the firm's point of view, interests in HR change from those in genuine capital, in that the firm doesn't pick up a property straightforwardly over its inclinations in capacities, so it and its workers need to yield to the sharing of costs and favorable circumstances of those endeavors. Though interests in actual capital are carefully the organization's own choice, interests in the abilities of its labor force include cooperation with the representatives to be prepared. In the fundamental detailing, Becker, accepting that item and work markets are completely serious, presented the differentiation between firm-explicit and general human resources to fathom the inquiry: who bears the expenses of preparing?

By and large, human resources is characterized as all aptitudes that are indistinguishably valuable to numerous organizations, including the preparation organization. Firm-explicit abilities, interestingly, increment efficiency just in the firm in which the aptitudes were obtained. In a serious market setting, laborers consistently get a compensation that rises to their minimal efficiency and accordingly, on account of general human resources, laborers acquire a similar pay any place they work. As firms without a legally binding detail of an enforceable solution for break of agreement would lose all their speculation were a laborer to leave the preparation organization, and on the grounds that the specialist is apathetic regarding the personality of the business, there is no purpose behind any firm to back the venture. Costs are borne by the specialist, either through a direct front installment or through a pay decrease during preparing. In spite of the fact that organizations don't have a motivation to fund general human resources, laborers are set up to back it up to where the peripheral expansion in their profitability (and wages) approaches the minor expansion in their expense of preparing, and the measure of preparing gave by firms is then socially

effective, gave that no credit or liquidity requirements keep the laborers from financing the ideal measure of preparing.

In the event that the preparation is firm-explicit, the ideal financing plan turns out to be more convoluted, as neither the firm nor the laborer has a motivator to pay its full expense. The explanation is that the two players lose their whole interest in case of division subsequent to preparing. Becker guessed that the firm and the specialist would share expenses and advantages all things considered. Hashimoto (1981) formalized an ideal sharing principle, in view of the minimization of wasteful post-preparing detachments. With ideal cost-sharing, interest in explicit human resources is likewise socially productive.

In Becker's investigation, firms put the productive sum in preparing as long as students are willing and ready to pay for the speculation, regardless of whether straightforwardly out of their pockets or by tolerating lower pay during preparing. In any event verifiably it was the situation that in numerous nations understudies needed to pay a disciple premium (expense) that possibly took care of the net expense of their preparation. Since this training finished, students pay has regularly been considerably below the normal compensation of incompetent work, which proposes that understudies bear in any event a piece of complete preparing costs, as lower pay.

Two highlights of apprenticeship increment the logical reasonableness of Becker's model to the financing and arrangement of apprenticeship preparing. To start with, and not quite the same as grown-up specialists, disciples are generally youthful and living with their folks, and accordingly less inclined to be liquidity compelled or to dismiss low compensation to back preparing. Likewise, legal least wages which may some way or another keep compensation from falling adequately for learners to pay for preparing, normally don't matter to students.

Second, guideline of the length of apprenticeship contracts (Malcomson (2003)) can additionally improve effectiveness. Preparing all the time includes a direct front speculation for the preparation organization, as in the understudy gets the vast majority of the preparation in the main period of the apprenticeship and works profitably just in the subsequent stage. In such cases, the student would have no motivation to acknowledge low compensation and remain with the preparation

organization for the subsequent stage, on the off chance that she could get pay equivalent to her minimal item with another business. Such circumstances are normal. The agreement, along these lines, submits the disciple to remain to its fruition, consequently allowing the preparation organization to recover its preparation costs. Such agreements are not so much regular but rather more hard to authorize on account of standard at work preparing. Despite the fact that it would likewise be very hard for managers to sue understudies who quit their preparation before fulfillment, the contrast between at work preparing, which is normally uncertified, and a finished apprenticeship, which gives an instructive certification, makes that pointless: the student has a motivation to finish the agreement to acquire the instructive capability. Indeed, even students who don't set a high incentive on the capability might be hindered from stopping by the reputational harm and, now and again, expanded trouble of admittance to directed occupations.

As indicated by the Becker model, when all preparation in an apprenticeship by and large, firms should bear no net expenses for the preparation time frame in general. Toward the finish of the preparation, work turnover should be high, and previous students ought to acquire a similar compensation whether they remain or leave. On the off chance that the preparation is firm-explicit, in entire or part, organizations should fund a portion of the net preparing cost during the apprenticeship and turnover subsequent to preparing should be lower. Expecting that all students get similar blend of firm-explicit and general abilities, stayers ought to acquire more than movers, as the last loses all the profitability got from firm-explicit human resources. Non-preparing firms ought not have the option to make a benefit from the speculations made by the preparation firm or its disciples (no-poaching) as they need to pay a compensation equivalent to the negligible profitability of the employed laborer.

Although the Becker model offers an elegant analysis of the training decisions of firms, two very good appraisal intro. sources of concern led to its extension. First, its predictions are potentially sensitive to its rather strict assumptions, viz. a perfectly competitive market system, with no distortions and with full information. This raised the question: how would the predictions change if these assumptions were relaxed? Becker's model might still constitute an important benchmark for alternative models, and the choice among alternative models might depend on the realism of their assumptions. Second, if empirical results contradict the predictions of the Becker model, a model that conforms better to those observations might be preferred.

2.3 EMPIRICAL REVIEW

Empirical evidence supports the assumption that training and development can have a positive impact on affective and normative commitment. Tannenbaum (1991) found that naval recruits who participated in an 8-week training held higher levels of affective organizational commitment than before the training. Holton III (2001, research was conducted in 1994) found that perceived helpfulness of various employee development activities for new employees related considerably to affective commitment. Especially challenging job design, supervisor consultation and introduction programs were deemed influential.

Saks (1995) found that demonstrate the investigation being referred to view of preparing quality and amplex associated altogether with full of feeling hierarchical responsibility among recently employed passage level bookkeepers. Bartlett (2001) found that in which study apparent admittance to preparing and foreseen advantages of preparing related emphatically to full of feeling and regularizing responsibility. Strangely investment in preparing uncovered little and humble relations with the three types of responsibility. Bartlett clarifies this finding by thinking that workers would fundamentally prefer not to partake in a foreordained number of occasions or long stretches of preparing however that they do acknowledge and esteem the accessibility of preparing openings. This argumentation is in accordance with the social trade hypothesis, in which it is contended that offers of thinking about one gathering are responded with minding of the other.

Bartlett and Kang (2004) reproduced this investigation cites the examination so concerned and, plus, included boss help for preparing. The exploration finding affirmed discoveries of the past examination and the connection between director uphold and emotional and standardizing was extensive. The significance of administrator uphold was recently featured by Tannenbaum (1997), who reasons that 'managers assume a critical part in upgrading or thwarting persistent learning'. Likewise, the authoritative help writing underlines the focal part of directors, contending that

chiefs go about as specialists of the association, workers will see great or negative direction towards them as demonstrative for the association's help (Rhoades and Eisenberger, 2002).

Various affiliations have all through the drawn out introduced incredible work planning and improvement techniques to update better delegate execution at work and addition their proficiency. Regardless, the undertakings of such frameworks, when in doubt, have reliably been risked in numerous affiliations, on account of specific factors that block against the achievement of their objectives. A part of the hindering components fuse selection/decision issues, getting ready system and lacking workplaces, government methodology, the economy and work establishment (Nguyen, 2009).

Additionally, De Jong (1999) battle that directors are logically being viewed as obligated for human resource development-tasks. One of the human resource development occupations chiefs grasps is a consistent one, wherein managers try to make incredible conditions for learning. Finally, it should be seen that obvious interests in agent unforeseen development (Lee and Bruvold, 2003) and satisfaction with progress (Tansky and Cohen, 2001) related to loaded with feeling obligation. While surveying the composing associating planning and progression related components and the obligation shapes a couple of normal subjects go to the front. Especially perspective on various leveled help for getting ready and progression relate to enthusiastic and normalizing duty. Furthermore, saw favorable circumstances or strength of planning and improvement and to some degree participation in getting ready show these affiliations. Concerning continuation duty, the composing is genuinely unsure. That an open culture, a learning air and planning and developmental open entryways are huge for the current workforce, is insisted by various careful assessments. For example, Gründemann (2005) fight that affiliations that different themselves by offering individualized and revamp business relations, an open and cognizant culture, and plentiful improvement openings are the organizations of a choice of master trained professionals. Tsui (1997) found that affiliations that offer specialists an overall genuine degree of progress openings and inward business possibilities propelled more raised degree of execution and obligation. Likewise, definitive lead made decidedly and intend to remain extended.

For the most part, it has been seen that the climate that has the associations is dynamic. The dynamism of the climate has numerous ramifications on the associations: It is the determinant of the item that the associations will deliver; there must be a market before the associations will create an item. Subsequently as the buyers' taste and inclination change, there is a requirement for the associations to likewise change their item and work measure (Byrne, 2011). Preparing and improvement, in this way, gotten vital.

As indicated by Raja (2011), Training and advancement is a significant instrument for an association to contend in this difficult and evolving world. Confronting wild rivalry and ever quickly changing business sector conditions, huge companies must discover approaches to improve profitability, effectiveness, client care, staff maintenance and other key drivers of corporate benefit (Training and advancement) should they need to be more beneficial and be serious in the business (Vitcet and Nguyen, 2009).

New instructing learning and preparing techniques are emerging because of the cutting edge revolutionization in the monetary, work and mechanical universe of the labor force. These progressions request to put the hypothesis and practice behind while organizing the more worldwide, coordinated, adaptable and professional preparing (Abeeha and Bariha, 2012). For instance, the presentation of e-banking framework has quickly changed the work cycle in the financial business, consequently the requirement for steady update of information by the representatives to address the persistent difficulties. Therefore, most banks in Nigeria lately continue saving and enrolling new workers.

In a similar vein, from Kalleberg and Rognes (2000) followed that personal development opportunities had a positive effect on the perceived rationalism of the employment relation, which in turn accounted for higher levels of commitment and job satisfaction. Coyle-Shapiro and Kessler (2000) found out that organizational commitment and organizational citizenship behaviour is higher in organizations that offer training opportunities than in organization that do not offer such learning possibilities.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

There is no way that we can over emphasize the importance of training and development towards increasing organizational productivity. This is due to the fact that there is no area of business success without the use of certain ideologies inherent in training and development.

This chapter has been designed to identify the basic tools and other procedures that are going to be used in obtaining information relevant for the facilitation of the study coupled with the analysis in chapter four.

3.1 RESEARCH DESIGN

According to Asika (2016) research design is plan set aside for execution of a research project. It is a guide to every research, directing the researcher on procedures and methods to be adopted towards solving research problems and hypotheses. Research design varies from one circumstance to another depending on the particular problem of study. As a result, research design is used for a collection of decisions about how data could be gathered before analysis. In all, whatever decision to be taken must be orderly and scientific for easy understanding. Therefore the descriptive survey research design was adopted for this study.

3.2 POPULATION OF THE STUDY

The universal population of this study are the employees of PZ Cussons PLC which has about 235 employees working there.

3.3 SAMPLE SIZE

For the purpose of this study the researcher chose to determine the sample size using Taro Yamani formula:

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

Where

n = Sample size

N = Population size = 235

e = Margin of errors = 0.05

Hence:

$$\frac{235}{1+235(0.05)^2}$$

$$n = \frac{235}{1+235(0.0025)}$$

$$n = \frac{235}{1+0.5875}$$

$$n = \frac{235}{1.5875}$$

$$n = 146.875$$

So better still we will be administering 145 questionnaires, therefore is the sample size since the sample size in the survey is 145 as derived from the above formula, it means that the number of questionnaires administered were 145.

3.4 SAMPLING TECHNIQUES

In a bid to ensure and facilitate the completion of this research work, the sampling techniques to be used is “simple random sampling.” This is because this method of probability sampling gives each individual equal chance of being selected.

3.5 RESEARCH INSTRUMENT

In order to facilitate this research study, the primary source of data will be used for extracting all the relevant information from the respondents.

I. Questionnaire

3.6 VALIDATION OF RESEARCH INSTRUMENTS

For checking the validity of the questionnaire the researcher submitted the questionnaire to the project supervisor and other professionals in the area of study to evaluate, analyse, contribute, correct and approve for accuracy that collection of appropriate data from the respondents were collected.

Also, it is imperative to note that the research instrument has benefited immensely from extensive literature review.

Reliability and validity measures were justified because issues were touched in consonance with relevant literature in addition to expert opinion from the research supervisor.

3.7 METHOD OF DATA ANALYSIS

The following constitutes of some of the methods used by the researcher in analyzing and presenting the information (data) obtained through questionnaire. Some of the basic data analysis methods to be used are: Tables, Percentages, Frequencies Analysis of data will be carried out through regression with the use of SPSS for the analysis.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.0 INTRODUCTION

In this chapter we are going to critically examine all the information we have generated through human resources through the questionnaire that we distributed.

Furthermore, after examining the result we derived from the questionnaire we shall then test to see. Just as we have in the questionnaire, the analysis is going to be divided into three sections (A, B and C)

- ❖ Section A will contain the Bio-data and demographic information of the respondents.
- ❖ Section B will contain the information responses of the respondents on all questions that have been designed to produce the result that will conclude this study.
- ❖ Section C will hypotheses testing

4.1 RESPONSE RATE

Primary data were collected from ninety respondents, comprising of managers, intermediate and subordinate staff in various department in the organization. The data from the respondents were collected through questionnaire.

4.2 ANALYSIS OF SECTION A

This will contain the bio data and demographic information of the respondents

4.2.1 GENDER OF THE RESPONDENTS

This study comprised of 86.2 % of employees who were male gender which was 125 in number and 13.8% of employees who were female gender which was 20 in number as shown in Table 4.1

Table 4.1

GENDER OF RESPONDENT

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid MALE	125	86.2	86.2	86.2
FEMALE	20	13.8	13.8	100.0
Total	145	100.0	100.0	

4.2.2 AGE OF THE RESPONDENTS

As shown in the Table 4.2 below 5.5% of the respondents were within the age of 18-25years, 17.2% of the respondents were between 26-35years of age, and approximately 69.0% of the respondents were between 36-45years of age while 5.5% of the respondents were between 46-55years, 2.8% of the respondents were within the age of 56years and above.

Table 4.2

AGE OF RESPONDENT

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18 - 25	8	5.5	5.5	5.5
26 - 35	25	17.2	17.2	22.8
36 - 45	100	69.0	69.0	91.7
46 - 55	8	5.5	5.5	97.2
56 AND ABOVE	4	2.8	2.8	100.0
Total	145	100.0	100.0	

4.2.3 EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

From the Table 4.3 below, 18.6% of the respondents are SSCE/NECO/GCE holders, 40.7% of the respondents were OND/Diploma holders, and 36.6% of the respondents had B.A/B.SC/HND holders while 4.1% were MBA/M.SC holders.

Table 4.3

EDUCATIONAL QUALIFICATION OF RESPONDENT

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SSCE/NECO/GCE	27	18.6	18.6	18.6
OND/DIPLOMA	59	40.7	40.7	59.3
BA/BSC/HND	53	36.6	36.6	95.9
MBA/MSC	6	4.1	4.1	100.0
Total	145	100.0	100.0	

4.2.4 WORK EXPERIENCE OF THE RESPONDENTS

From the table 4.4 below, 1.4% of the respondent have spent less than a year, 20.7% of the respondent have spent 1-5 years, 29.7% of the respondent have spent 6-10 years, 48.3 of the respondents have spent 10 years and above in the company.

Table 4.4

TIME SPENT AT WORK BY RESPONDENT

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid LESS THAN YEAR	1	2	1.4	1.4

1 - 5 YEARS	30	20.7	20.7	22.1
6 - 10 YEARS	43	29.7	29.7	51.7
10 YEARS AND ABOVE	70	48.3	48.3	100.0
Total	145	100.0	100.0	

4.2.5 INCOME RANGE OF THE RESPONDENTS

From the table 4.5 below 15.2% of the respondent earns between 50,000-70,000, 26.2% of the respondent earns between 71,000-95,000, 31.0% of the respondent earns between 96,000-120,000, 19.3% of the respondent earns between 121,000-150,000, 8.3% of the respondent earns between 151,000 and above.

Table 4.5

INCOME RANGE OF RESPONDENT

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid #50,000 - #70,000	22	15.2	15.2	15.2
#71,000 - #95,000	38	26.2	26.2	41.4
#96,000 - #120,000	45	31.0	31.0	72.4
#121,000 - #150,000	28	19.3	19.3	91.7
#151,000 AND ABOVE	12	8.3	8.3	100.0
Total	145	100.0	100.0	

4.2.6 DEPARTMENT OF RESPONDENTS

From the table 4.6 below 67.6% of the respondents are in production department, 15.9% of the respondents are in marketing department, 0.7% of the respondents are in human resources, 6.2% of the respondents are in admin department, 9.7% of the respondents are in I/T department.

Table 4.6

DEPARTMENT OF RESPONDENT

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Production	98	67.6	67.6	67.6
Marketing	23	15.9	15.9	83.4
Human Resources	1	.7	.7	84.1
ADMIN	9	6.2	6.2	90.3
I/T	14	9.7	9.7	100.0
Total	145	100.0	100.0	

4.2.7 TRAINING ATTENDED BY RESPONDENT

From the table 4.7 below 9.7% of the respondents attended new hire orientation, 53.1% of the respondents attended on the job training, 27.6% of the respondents attended standard operating procedure, 6.2% of the respondents attended off the job training, 3.4% of the respondents don't attend any form of training.

Table 4.7

TYPE OF TRAINING ATTENDED BY RESPONDENT

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid NEW HIRE ORIENTATION	14	9.7	9.7	9.7
ON THE JOB TRAINING	77	53.1	53.1	62.8
STANDARD OPERATING PROCEDURE	40	27.6	27.6	90.3
OFF THE JOB TRAINING	9	6.2	6.2	96.6
NO TRAINING	5	3.4	3.4	100.0
Total	145	100.0	100.0	

SECTION B: ANALYSIS OF RESPONSES

4.3 The Connection Between on the employees` Performance and New Hire Orientation training

This section is intended to illustrate the connection between New Hire Orientation training and increasing employees` performance.

4.3.1 New Hire Orientation training has enhanced my job performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	5	3.4	3.4	3.4
Disagree	7	4.8	4.8	8.3
Neutral	23	15.9	15.9	24.1
Agree	66	45.5	45.5	69.7
Strongly Agree	44	30.3	30.3	100.0
Total	145	100.0	100.0	

From the table 4.3.1 above 3.4 % of the respondents strongly disagreed that new hire orientation has enhanced their job performance , 4.8 % of the respondents disagreed that new hire orientation has enhanced their job performance , 15.9 % of the respondents are neutral that new hire orientation has enhanced their job performance,45.5 % of the respondents agreed that new hire orientation has enhanced their job performance, 45.5 % of the respondents strongly agreed that new hire orientation has enhanced their job performance.

4.3.2 The New Hire Orientation training received is relevant to my area of operation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	2.8	2.8	2.8
Disagree	8	5.5	5.5	8.3
Neutral	28	19.3	19.3	27.6
Agree	65	44.8	44.8	72.4
Strongly Agree	40	27.6	27.6	100.0
Total	145	100.0	100.0	

From the table 4.3.2 above 2.7 % of the respondents strongly disagreed that new hire orientation is relevant to their area of operation , 5.5 % of the respondents disagreed that new hire orientation is relevant to their area of operation, 19.3 % of the respondents are neutral that new hire orientation is relevant to their area of operation ,44.8 % of the respondents agreed that new hire orientation is relevant to their area of operation, 27.6 % of the respondents strongly agreed that new hire orientation is relevant to their area of operation.

4.3.3 New Hire Orientation training is not necessary in PZ CUSSONS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	54	37.2	37.2	37.2
Disagree	59	40.7	40.7	77.9
Neutral	17	11.7	11.7	89.7
Agree	9	6.2	6.2	95.9
Strongly Agree	6	4.1	4.1	100.0
Total	145	100.0	100.0	

From the table 4.3.3 above 37.2 % of the respondents strongly disagreed that new hire orientation training is not necessary in PZ CUSSONS, 40.7 % of the respondents disagreed that new hire orientation training is not necessary in PZ CUSSONS, 11.7 % of the respondents are neutral that new hire orientation training is not necessary in PZ CUSSONS ,6.2 % of the respondents agreed that new hire orientation training is not necessary in PZ CUSSONS, 4.1 % of the respondents strongly agreed that new hire orientation training is not necessary in PZ CUSSONS.

4.4: The Connection Between on the employees` Performance and on the Job Training

This section is intended to illustrate the connection between on the job training and increasing employees` performance.

4.4.1 On the job training has enhanced my job performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	2.1	2.1	2.1
Disagree	4	2.8	2.8	4.8
Neutral	12	8.3	8.3	13.1

Agree	62	42.8	42.8	55.9
Strongly Agree	64	44.1	44.1	100.0
Total	145	100.0	100.0	

From the table 4.4.1 above 2.1 % of the respondents strongly disagreed that On the job training has enhanced their job performance, 2.8 % of the respondents disagreed that On the job training has enhanced their job performance, 8.3 % of the respondents are neutral that On the job training has enhanced their job performance , 42.8 % of the respondents agreed that On the job training has enhanced their job performance, 44.1 % of the respondents strongly agreed that On the job training has enhanced their job performance.

4.4.2 Should on the job training be discontinued in PZ CUSSONS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	74	51.0	51.0	51.0
Disagree	45	31.0	31.0	82.1
Neutral	11	7.6	7.6	89.7
Agree	8	5.5	5.5	95.2
Strongly Agree	7	4.8	4.8	100.0
Total	145	100.0	100.0	

From the table 4.4.2 above 51.0 % of the respondents strongly disagreed that On the job training should be discontinued in PZ CUSSONS, 31.0% of the respondents disagreed that On the job training should be discontinued in PZ CUSSONS, 7.6 % of the respondents are neutral that On the job training should be discontinued in PZ CUSSONS , 5.5% of the respondents agreed that On the job training should be discontinued in PZ CUSSONS, 4.8% of the respondents strongly agreed that On the job training should be discontinued in PZ CUSSONS

4.5 The effect of standard operating procedure training and employees` Performance

This section is intended to illustrate the effect of standard operating procedure training and increasing employees` performance.

4.5.1 The Standard Operating Procedure training has improved my day to day performance on the job

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	2.1	2.1	2.1
Disagree	5	3.4	3.4	5.5
Neutral	11	7.6	7.6	13.1
Agree	73	50.3	50.3	63.4
Strongly Agree	53	36.6	36.6	100.0
Total	145	100.0	100.0	

From the table 4.5.1 above 2.1 % of the respondents strongly disagreed that Standard Operating Procedure training has improved their day to day performance on the job, 3.4% of the respondents disagreed that Standard Operating Procedure training has improved their day to day performance on the job, 7.6 % of the respondents are neutral that Standard Operating Procedure training has improved their day to day performance on the job, 50.3% of the respondents agreed that Standard Operating Procedure training has improved their day to day performance on the job, 36.6% of the respondents strongly agreed that Standard Operating Procedure training has improved their day to day performance on the job .

4.5.2 Standard Operating Procedure training has improved my communication skill

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Strongly Disagree	2	1.4	1.4	1.4
	Disagree	5	3.4	3.4	4.8
	Neutral	21	14.5	14.5	19.3
	Agree	66	45.5	45.5	64.8
	Strongly Agree	51	35.2	35.2	100.0
	Total	145	100.0	100.0	

From the table 4.5.2 above 1.4 % of the respondents strongly disagreed that Standard Operating Procedure training has improved their communication skill, 3.4% of the respondents disagreed that Standard Operating Procedure training has improved their communication skill, 14.5 % of the respondents are neutral that Standard Operating Procedure training has improved their communication skill, 45.5% of the respondents agreed that Standard Operating Procedure training has improved their communication skill, 35.2% of the respondents strongly agreed that Standard Operating Procedure training has improved their communication skill.

4.6 The Effect of off the Job Training and Employees` Performance

This section is intended to illustrate the effect of off the Job training and increasing employees` performance.

4.6.1 Off the job Training has improved my performance on the job

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	4.1	4.1
	Disagree	9	6.2	10.3
	Neutral	27	18.6	29.0
	Agree	63	43.4	72.4
	Strongly Agree	40	27.6	100.0
	Total	145	100.0	

From the table 4.6.1 above 4.1 % of the respondents strongly disagreed that Off the job Training has improved their performance on the job, 6.2% of the respondents disagreed that Off the job Training has improved their performance on the job, 18.6 % of the respondents are neutral that Off the job Training has improved their performance on the job, 43.4% of the respondents agreed that Off the job Training has improved their performance on the job, 27.6 % of the respondents strongly agreed that Off the job Training has improved their performance on the job.

4.6.2 Off the job Training is not relevant in my area of operation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	42	29.0	29.0	29.0
Disagree	56	38.6	38.6	67.6
Neutral	28	19.3	19.3	86.9
Agree	15	10.3	10.3	97.2
Strongly Agree	4	2.8	2.8	100.0
Total	145	100.0	100.0	

From the table 4.6.2 above 29.0 % of the respondents strongly disagreed that Off the job Training is not relevant in my area of operation, 38.6 % of the respondents disagreed that Off the job Training is not relevant in my area of operation, 19.6 % of the respondents are neutral that Off the job Training is not relevant in my area of operation , 43.4% of the respondents agreed that Off the job Training is not relevant in my area of operation, 27.6 % of the respondents strongly agreed that Off the job Training is not relevant in my area of operation.

4.7 Effect of all sort of training done for employees` and its results

This section is intended to illustrate the effect of all sort of training done for employees` and its results in increasing employees` performance.

4.7.1 All the various trainings I have received have enhanced my competence at the job

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	1.4	1.4	1.4
Disagree	2	1.4	1.4	2.8
Neutral	11	7.6	7.6	10.3
Agree	58	40.0	40.0	50.3
Strongly Agree	72	49.7	49.7	100.0
Total	145	100.0	100.0	

From the table 4.7.1 above 1.4 % of the respondents strongly disagreed that All the various trainings I have received have enhanced their competence at the job, 1.4 % of the respondents disagreed that All the various trainings I have received have enhanced their competence at the job, 7.6 % of the respondents are neutral that All the various trainings I have received have enhanced their competence at the job , 40.0 % of the respondents agreed that All the various trainings I have received have enhanced their competence at the job, 49.7 % of the respondents strongly agreed that All the various trainings I have received have enhanced their competence at the job.

4.7.2 Employee training has contributed to higher productivity in PZ CUSSONS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.7	.7	.7
Disagree	1	.7	.7	1.4
Neutral	4	2.8	2.8	4.1
Agree	65	44.8	44.8	49.0
Strongly Agree	74	51.0	51.0	100.0
Total	145	100.0	100.0	

From the table 4.7.2 above 0.7 % of the respondents strongly disagreed that Employee training has contributed to higher productivity in PZ CUSSONS, 0.7 % of the respondents disagreed that Employee training has contributed to higher productivity in PZ CUSSONS, 2.8 % of the respondents are neutral that Employee training has contributed to higher productivity in PZ CUSSONS, 44.8 % of the respondents agreed that Employee training has contributed to higher productivity in PZ CUSSONS, 51.0 % of the respondents strongly agreed that Employee training has contributed to higher productivity in PZ CUSSONS.

4.7.3 All the trainings carried out in PZ CUSSONS have added more to cost than revenue of the company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	24	16.6	16.6	16.6
Disagree	36	24.8	24.8	41.4

Neutral	30	20.7	20.7	62.1
Agree	37	25.5	25.5	87.6
Strongly Agree	18	12.4	12.4	100.0
Total	145	100.0	100.0	

From the table 4.7.3 above 16.6 % of the respondents strongly disagreed that All the trainings carried out in PZ CUSSONS have added more to cost than revenue of the company, 24.8 % of the respondents disagreed that All the trainings carried out in PZ CUSSONS have added more to cost than revenue of the company, 20.7 % of the respondents are neutral that All the trainings carried out in PZ CUSSONS have added more to cost than revenue of the company, 25.5 % of the respondents agreed that All the trainings carried out in PZ CUSSONS have added more to cost than revenue of the company, 12.4 % of the respondents strongly agreed All the trainings carried out in PZ CUSSONS have added more to cost than revenue of the company.

CORRELATIONS

		NEW ORIENTATION TRAINING	ON THE JOB TRAINING	STANDARD OPERATING PROCEDURE	OFF THE JOB TRAINING	EMPLOYEE PERFORMANCE
NEW ORIENTATION TRAINING	Pearson Correlation	1	.118	.104	.086	.169*
	Sig. (2-tailed)		.156	.212	.304	.042
	N	145	145	145	145	145
ON THE JOB TRAINING	Pearson Correlation	.118	1	.323**	.218**	.219**
	Sig. (2-tailed)	.156		.000	.008	.008
	N	145	145	145	145	145
STANDARD OPERATING PROCEDURE	Pearson Correlation	.104	.323**	1	.263**	.323**
	Sig. (2-tailed)	.212	.000		.001	.000
	N	145	145	145	145	145
OFF THE JOB TRAINING	Pearson Correlation	.086	.218**	.263**	1	.187*
	Sig. (2-tailed)	.304	.008	.001		.024
	N	145	145	145	145	145
EMPLOYEE PERFORMANCE	Pearson Correlation	.169*	.219**	.323**	.187*	1
	Sig. (2-tailed)	.042	.008	.000	.024	
	N	145	145	145	145	145

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

SECTION C: HYPOTHESES TESTING

Hypothesis 1

H0: There is no significant relationship between on the job training and employee’s performance.

H1: There is a significant relationship between on the job training and employee’s performance

Relationship between On the Job training and Employee Performance

		On the Job Training	Employee Performance
On the Job Training	Pearson Correlation	1	”0.219
	Sig. (2-tailed)		0.004
	N	145	145
Employee Performance	Pearson Correlation	0.219”	1
	Sig. (2-tailed)	0.004	
	N	145	145

“Correlation is significant at the 0.01 level (2-tailed).

The result reveals the coefficient of correlation 0.219 at 2-tail significant level of 0.004 this implies that positive and significant

Relationship on the job training and employee’s performance at 1% level in conclusion it now shows that as on the job

Training increases employee’s performance increases significantly. On this basis, null hypothesis is rejected, while

alternative hypothesis is accepted.

Hypothesis 2

H0: Does New Hire Orientation Training does not have any effect on employees` performance in PZ CUSSONS

H2: Does New Hire Orientation Training have any effect in employees` performance in PZ CUSSONS

Relationship between New Orientation Training and Employee Performance

		<i>New Hire Orientation Training</i>	Employee Performance
New Hire Orientation Training	Pearson Correlation	1	0.169”
	Sig. (2-tailed)	145	0.042
	N		145
Employee Performance	Pearson Correlation	0.169”	1
	Sig. (2-tailed)	0.042	
	N	145	145

“Correlation is significant at the 0.05 level (2-tailed).

The result reveals the coefficient of correlation 0.169 at 2-tail significant level of 0.042 this implies the positive and significant Relationship New Hire Orientation Training and employee`s performance at 5 % level in conclusion it now shows that as on the job Training increases employee`s performance increases significantly. On this basis, null hypothesis is rejected, while alternative hypothesis is accepted.

Hypothesis 3

H0: There is no significant effect of off the job training and employees` performance.

H3: There is significant effect of off the job training and employees` performance.

		New Orientation Training	Employee Performance
Off the Job Training	Pearson Correlation	1	0.187”
	Sig. (2-tailed)		0.024
	N	145	145
Employee Performance	Pearson Correlation	0.187”	1
	Sig. (2-tailed)	0.024	
	N	145	145

“Correlation is significant at the 0.05 level (2-tailed).

The result reveals the coefficient of correlation 0.187 at 2-tail significant level of 0.024 this implies the positive and significant Relationship off the job Training and employee’s performance at 5 % level in conclusion it now shows that as on the job Training increases employee’s performance increases significantly. On this basis, null hypothesis is rejected, while alternative hypothesis is accepted.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter gives a summary of the study with conclusions based upon the results of the study and recommendations for the way forward.

5.2 SUMMARY OF FINDINGS

This study looked at the effect of training and development on employee performance in PZ Cussons.

The entire study was structured into five chapters.

Chapter One (1) which constitutes the introduction to the study contains the background to the study, problem statement with relevant research questions, objectives of the study, the hypotheses, scope of the study significance of the study.

chapter Two (2) of the study was used to review relevant literature involving the examination of key concepts like training, benefits of training, training process and methods, employee development, employee performance and the relationship between training, development and performance, reasons for carrying out training and development, benefits of training and development, methods of training.

Chapter three (3) dealt with the methodology of the study and contains the research design, Population of the study, sample size, sampling techniques, data collection methods, data analysis procedures and limitations.

Chapter four (4) the data collected from the primary and secondary sources were presented and analyzed with regards to the hypotheses of the study. Accordingly, the results of the study are summarized below, and recommendations provided, and a conclusion provided for the study.

Chapter five (5) constitute of the summary, conclusion and recommendations.

Effect of training and development on employees' performance (A study PZ Cussons), but not without some recommendations that could help promote the activities of the training and development unit in any organization in Nigeria, and also help further in similar research work in the near future.

There is no way that any successful organization can separate the relevance of training and development from its success and the general organizational function.

5.3 CONCLUSIONS

In view of the consequences of the investigation, it turned out to be evident that preparation and advancement was a frequently completed movement at PZ Cussons. In spite of the fact that the respondents knew about the different parts of preparing and improvement, there was no vital system set up as the reason for an operational arrangement for the preparation and advancement methodology despite the fact that all respondents demonstrated that preparation and advancement was essential for the vital marketable strategy cycle of PZ Cussons.

Besides, it very well may be presumed that reasonable human asset the board by and large, and preparing and advancement specifically at PZ Cussons, ought to turn out to be all the more intently attached to the necessities and techniques of PZ Cussons. As this happens, preparing and improvement at PZ Cussons will be the string that integrates every other action and coordinates these with the remainder of the divisions.

It turned out to be obvious from respondents that the major authoritative issue obliging preparing and improvement at PZ Cussons was absence of top administration uphold for the preparation and advancement programs. Hence, PZ Cussons in its endeavor to upgrade worker execution, inspiration, maintenance, and spirit rivalry must undertaking to guarantee viable preparing and advancement techniques over all divisions.

5.4 RECOMMENDATIONS

To receive the full rewards of a preparation activity, PZ Cussons ought to guarantee that coming up next are founded at the work place.

i. **Systematic Training**

Distinguishing proof of preparing needs should be accomplished all the more expertly related to the line supervisor just as the people included along with the HUMAN RESOURCES/Training chief. Everybody included ought to concur precisely to what the students are deficient.

ii. **Well-organized preparing schedule**

There is need for an all-around organized preparing schedule which can be utilized month to month at the PZ Cussons to illuminate/plan workers ahead about trainings that are probably going to hold for the month. The preparation schedule will likewise help the Training chief to monitor the preparation bundle.

iii. **Evaluate preparing for viability**

It is indispensable to assess preparing to evaluate its viability in creating the learning results determined when the preparation intercession is arranged, and to show where upgrades or changes are needed to make the preparation significantly more powerful. The premise whereupon every classification of preparing is to be assessed should be resolved at the arranging stage while thinking about how the data needed to assess learning occasions would be acquired and investigate.

iv. **Provide Specific data to representatives**

Execution evaluation data framework which is utilized month to month in PZ Cussons to survey workers' exhibition ought to give explicit data to representatives about their presentation issues and ways they can improve their presentation. This evaluation ought to give an away from of the contrasts among current and anticipated execution, recognizing the reasons for the presentation errors and create activity intends to improve execution of representatives thuman resourcesough preparing and advancement programs.

To situate PZ Cussons for progress, the board must enable divisions in the different branches to participate in preparing and advancement. Corporately, thuman resources key headings have been distinguished to help the executives in dealing with the labor force changes. They include:

1. Building Our Potential
2. Fortifying Our Competitiveness
3. Reestablishing Our Workplace.

The reason for this is to guarantee that PZ Cussons labor force and vital goals are adjusted to ensure the conveyance of value program and administrations to the general population, and that the preparation would help with situating PZ Cussons for what's to come. Thuman resourcesough a cooperative cycle, every office ought to build up its own preparation and improvement plan, which traces its basic key issues for the following 3 – 5 years just as proposed techniques to address those issues.

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APPENDIX:

MOUTAIN TOP UNIVERSITY

KM 12, Lagos - Ibadan Express Way, MFM Prayer City, Ogun State, Nigeria

COLLEGE OF MANAGEMENT AND SOCIAL SCIENCE

DEPARTMENT OF BUSINESS ADMINISTRATION

9th August, 2020

Dear Respondents,

Request for Completion of Questionnaire

I am a final year student of the above mentioned institution. Presently, I am carrying out a research work title "EFFECT OF TRAINING AND DEVELOPMENT ON EMPLOYEES' PRODUCTIVITY (A CASE STUDY OF PZ CUSSONS)".

Please you are requested to fill the questionnaire attached to this letter to the best of your personal assessment. All information disclosed by you will be treated with utmost confidence and entirely used for the purpose of this research work.

Thank you in anticipation for your cooperation.

Yours faithfully,

Idowu Daniel. O

(Researcher)

QUESTIONNAIRE

SECTION A: BASIC DEMOGRAPHIC DATA (PLEASE TICK AS APPROPRIATE)

- 1. Gender: (a.) Female (b.) Male
- 2. Age: (a.) 18 – 25 (b.) 26 – 35 (c.) 36 – 45 (d.) 46 – 55 (e.) 56 and above
- 3. Educational Qualification:
SSCE/NECO/GCE OND/DIPLOMA B. A/B.SC/HND MBA/M.SC
Others (Specify) _____
- 4. Income range: (a.) ~~₦50,000-₦70,000~~ (b.) ~~₦71,000-₦95,000~~ (c.) ~~₦96,000-₦120,000~~ (d.) ~~₦121,000-₦150,000~~ (e.) ~~₦151,000 and above~~
- 5. How long have you worked for the organization?
(a.) less than 1 year (b.) 1-5 years (c.) 6-10 years (d.) 10 years- above
- 6. Department:
- 7. Rank:

SECTION B: PLEASE TICK AS APPROPRIATE

- 8. Have you ever undergone any training in PZ CUSSONS? (a) Yes (b) No
- 9. If yes in question 8 above, tick type(s) as appropriate (a.) New Hire Orientation (b.) On the job training (c.) Standard Operating Procedure (d.) Off the job training
- 10. How often do you undergo training? (a.) Quarterly (b.) Every six months (c.) Once a year (d.) Every two years (e.) No specific schedule.....

SECTION C: PLEASE TICK THE APPROPRIATE NUMBER AGAINST EACH STATEMENT ACCORDING TO THE SCALE GIVEN BELOW

Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
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New Hire Orientation Training	5	4	3	2	1
11. New Hire Orientation training has enhanced my job performance					
12. The New Hire Orientation training received is relevant to my area of operation					
13. New Hire Orientation training is not necessary in PZ CUSSONS					
On the job training	5	4	3	2	1
14. On the job training has resulted in my ability to work independently					
15. On the job training has enhanced my job performance					
16. Should on the job training be discontinued in PZ CUSSONS					
Standard Operating Procedure	5	4	3	2	1
17. The Standard Operating Procedure training has improved my day to day performance on the job					
18. Standard Operating Procedure training has improved my communication skill					
19. Standard Operating Procedure has not really achieved its objectives					
Of the job Training	5	4	3	2	1
20. Of the job Training has improved my performance on the job					
21. Of the job Training programme is not relevant in my area of operation					
Employee Performance	5	4	3	2	1
22. All the various trainings I have received have enhanced my competence at the job					

23. Employee training has contributed to higher productivity In PZ CUSSONS					
24. All the trainings carried out in PZ CUSSONS have added more to cost than revenue of the company					

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

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

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THANK YOU FOR YOUR TIME