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## ENHANCING PRODUCTIVITY IN AN ORGANIZATION THROUGH PERSONNEL TRAINING AND DEVELOPMENT: A CASE STUDY OF MTN NIGERIA PLC, PORT HARCOURT BRANCH

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### Abstract

*The study highlights the impact of personnel training and development in enhancing employee productivity. Employee productivity is a function of ability, efficiency and situational factors. An organization may have employees of special ability and determination, with appropriate equipment and managerial support, yet productively falls below expected standards. The missing factor in many cases is the lack of adequate skills and knowledge which are required through training and development. However, the researcher gathered information pertaining to the subject under study. Data for the study was collected through questionnaires which were distributed to 100 respondents using simple random sampling techniques. Hypotheses were tested using Cochran Q-Test. The findings indicated that; Training and development is a major factor in enhancing productivity in an organization. The result further indicated that, Effective employee training and development is the basis for increase productivity on the job. The researcher recommends that training and development programmes should be carried out in an organization routinely, both in the public and private sectors in order to enhance employee productivity.*

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**Keyword:** *Productivity, organization, personnel, training, development.*

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### INTRODUCTION

Training as a concept is exclusive to define. As a result of this controversy, several definitions have arisen. According to Michel Armstrong, "Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job". According to Edwin B. Flippo (1984), "Training is the act of increasing knowledge and skills of an employee for doing a particular job." The term 'training' indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. 'Successful candidates placed on the jobs need training to perform their duties effectively' (Aswathappa, 2000). The principal objective of training is to make sure, the availability of a skilled and willing workforce to the organization. In addition to the principal objective: it also prepares the employees, both new and old to meet the present, as well as the changing requirements of the job and the organization,

to prevent obsolescence, To impart the basic knowledge and skill in the new entrants that they need for an intelligent performance of a definite job, to prepare the employees for higher level tasks, to assist the employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills they will need in their particular fields, to build up a second line of competent officers and prepare them to occupy more responsible positions, to ensure smooth and efficient working of the departments, to ensure economic output of required quality. According to the Chandranshu (2012), there are twelve important factors of quality of work life. These working factors are important for the development of organization most valuable assets (employees). These factors are also useful for gaining competitive advantage in the market. These factors are communication, career development and growth, organizational commitment, emotional supervisory support, flexible work arrangements, family response culture, employee motivation, organizational climate, organizational support, job satisfaction, rewards and benefits and compensation. Likewise different authors have suggested different suggestions for the improvement of quality of work life. Chen & Fan (2003) also focuses on the Working environment of the organization, Salary and bonus, Welfare, Promotion for the employees. It also involves the Work nature, Training and development, Leadership style of the boss, Cooperation among colleagues, Enterprise image, Communication, Organizational regulations, Organization climate and culture, Working time and workload of the employees. Saraji & Dargahi (2006) Fair Pay and Autonomy, Job security, Reward systems, Training and career advancements opportunities, participation in decision making,

Development is a course of action designed to enable the individual to realize his/her potential goals for growth in the organization. Development relates to the future rather than the current. Flippo (1982) says that "after an employee have been recruited, selected and inducted, he or she must be developed to better fit the job and the organization. No one is perfectly fit at the time of hiring, some training must take place; they must be involve in some session of training and development. Newly hired employees usually need some training before they can take up their work while older employees requires training both to keep tern alert to the demand of their present job and fit them for transfer and promotion. Ubeko (1975), Training should not be undertaken for the sake of it. It must be geared towards the job objectives of a particular company. This is important because organizations differ in culture and in order to work out training needs, each organization has to be assessed. However, there are many employees in this country that still do not believe in the philosophy of training, the sole proprietorship, small contracting and small shop keepers feel that training is unnecessary and wastage of money. It is in sharp reaction to this sort of attitude that the government sees the development of human resources not as a sole monopoly of the nation's educational institutions capable of performing training functions. Oxford advanced learner's dictionary (2008) defined training as the process of learning the skills that you need to do the job. Training is regarded as

sending a person on a course, just the same as one could consider sending a car engine to a garage for recondition.

The role of training and development is to enhance organization to be more productive and effective, through this, it can be seen that money spent on training and development is money well spent. Therefore organization who acknowledges the importance of training and development of employee's skills and knowledge's on their respective job and tasks such organization is heading towards success. Cole (1993) In his contribution to staff development defined it as "systematic and planned effort to change through exposure to select learning process and experience, the behaviour, institutional conception, orientation on and global perception and work attitude of workers" Training is often thought of as something which occurs in a classroom or in on-the-job encounter between someone who is teaching and someone who is being taught. It implies that something is being done or transferred by one person to another. In terms of modern learning theory, this view is greatly over simplified as well as inaccurate. Training is more appropriately thought of as something which occurs as part of learning process. Learning itself cannot be observed but be inferred from behaviour. Thus, learning is a behavioural change, the change that results from experience. Training is the adopting or moulding of a person to increase his fitness for specific activities. Hackman (1980) says development is "a course of action designed to enable individuals realize their potentials and contribute to the growth of an organization. Wondell (1975) defined "training and development as an attempt to improve currently employees' future, ability to perform, usually by changing the employees' attitudes or increasing his or her skills and knowledge". The process of training and development is a continuous one. Money spent on training and development of an employee is money well invested. Employees who have not received adequate training lack the necessary confidence with which to carry-out the job. An employee should be helped to grow by systematic training and development. It is only then he or she will feel confident to carry out the responsibility that his or her job demands. Because by knowing what is expected of him on the job and the ability to do it, his or her elusion on the job will definitely increase. Training is short term educational process utilizing a systematic and organized procedure by which non-managerial personnel learn technical knowledge and skills for a definite purpose. Low echelon employees are taught technical skills as how to operate mechanical equipment i.e. technical and mechanical operations/skills. Armstrong (2006) still maintains that, there are enormous benefits in training, these include - A channel for communication, job satisfaction, achievement, recognition and motivation. Training also enable people to exercise greater responsibility, education and training are essential ingredients in change management program.

Development is the label given to a long term educational process or procedure that is systematic and organized by which management personnel learn conceptual, philosophical and theoretical knowledge for general purpose. The training and development of employees is at the heart of employee's utilization, productivity, commitment,

motivation and growth in any organizations. Many employees have performed low in their organizations because their need for training was not identified and not been given proper attention as an aspect of management functions in the organization. Development on the other hand is broader scope of improvement, growth in abilities, attitudes and personality traits. Bill O' Reilly (1979) defined "training as a development of a person's knowledge, skills and attitudes for vocational purpose". Organizations are fast growing in Nigeria and the world at large. With the complexity of the work environment, the rapid change in organization and advancement in technology, among other things, it is necessary that people must be needed to work in these organizations which makes the need for training and development for those people vital, in other to enhance efficiency and productivity. The need for improved productivity has become universally accepted and that it depends on efficient and effective training and development is not less apparent. It has further become necessary in view of advancement in modern improvement is productivity is the means by which the society raises the standard of living.

Productivity is mainly defined as the measure of how well resources are brought together in an organization and utilized for accomplishing a set of results productivity is reaching the apex level of performance with the least expenditure of resources. Also productivity is defined to mean a ratio of input it is not production, though the two are often confused. Production refers to output by itself, such that three thousand payroll cheques processed. Productivity relates that output to some unit of input, processed in three hours. Productivity is about the effective and efficient use of all resources. Productivity is a measure of efficiency; probably the most familiar productivity measures are possible on numerous dimensions. For instance the total number of patient recovered after being operated upon, the rate of turn over by sale agent etc. the most familiar productivity measure for the economy is that of labour productivity. Efficiency of every organization depends directly on how well its members are trained one major challenge which Nigeria faces today in an effort to achieve a rapid economic development and industrial modernization is more of non-availability of the desired human resources than other resources.

In Nigeria manpower problems in the process of industrialization have been largely caused by the fact that training skilled personnel was prevented by the economic and industrial under-development and backwardness, the limited spread of education, the badly structured educational system and the absence at appropriate vocational training directed at the expense of skilled manpower. It will be inappropriate for a person to carry out a research of this magnitude without analyzing and accepting guidelines from this area to comprehend the previous thoughts and perceptions of other researchers. The experience of world economic development especially Japan's case, clearly shows that the cause and prospects of industrialization are largely determined by the quality of a country's workforce, the availability of trained managers, technicians and other categories of skilled

personnel possessing vocational and technical knowledge to undertake efficient production and administrative activity.

### **Statement of the Problem**

The quality of training and development given to the various types of staff and at the various levels is mostly inadequate leading to the cases of inefficiency and ineffectiveness which has resulted into wastages of manpower. In the name of training and development of employee millions of cash have been wasted in many organizations each year in the hands of managers who do not know even the elementary principles of management. There is the need for experience and qualified workers in an organization. The quality of the labour forces and the speed of development taking place in organization have given rise to the need of training of employees so as to ensure increasing performances in the organization. It is very vital for all levels of management to appreciate training as a means of making the organization forward and helping the organization achieve its purpose for existence.

### **Research Questions**

- i. To what extend is training and development a major factor in enhancing employees' productivity in an organization?
- ii. How will you confirm that effective employee training and development is the basis for increase productivity on the job?

### **Statement of Hypotheses**

This research work is premised on the following hypotheses

1. **Ho<sub>1</sub>**: Training and development is not a major factor in enhancing productivity in an organization.
2. **Ho<sub>2</sub>**: Effective employee training and development is not the bases for increased productivity on the job.

### **METHOD**

The analysis of various presentations was done using simple percentages and statistical instruments of Cochran Q-test. The instruments for data collection: - Questionnaire, Interview & Documentary evidence

Research design is the specification of method and procedure for Acquiring information necessary to structure a problem. This is used for the purpose of obtaining data to enable the researcher to test the hypothesis. It also ensures that information obtained is relevant to the research problem. The researcher chooses to use survey research method in this study. This is considered appropriate because survey design generally can be used to effectively investigate problem in realistic setting. The method will also allow the researcher to examine several variables and use multi-variant statistic to analyse data.

The instrument used for data collection is the questionnaire Titled 'Enhancing Productivity in an Organization through Personnel Training and Development' The 20 item

questionnaire with (Yes, No and Nil) answers was administered to respondents in order to gather a pool of information for the purpose of this research. The questionnaire is complemented by the face to face interview.

The sampling for this research work was drawn from a population of 1,000. The method used for selecting is the sample percentage and subsequently, a sample of 100 respondents was drawn, that is 10% of 1,000.

The area of coverage within which this research is conducted is the staff of MTN Nigeria Limited Port Harcourt Branch with strength of 500. Since it is basically difficult to study all the population due to certain constraints, the researcher decided to draw a sample of the total population for the purpose of this study.

#### DATA ANALYSIS AND RESEARCH PRESENTATION

Data was analyzed using simple percentage method and Cochran Q - Test. The formula for the percentage method is denoted by:

PM - Percentage Method

S - Fraction of the Sample

N - Sample size

$$PM = \frac{S \times 100}{\text{Number 1}}$$

Percentages were calculated based on how respondents reacted to the "yes or no" questions on the instrument.

**Table 1: Enhancement of Employee Productivity**

Option	Frequency of Respondent	Percentage (%) of frequency
Yes	70	70
No	25	25
<b>Total</b>	100	100

Source: Field Survey 2015

**Table 2: Organizational Productivity**

Option	Frequency of Respondent	Percentage (%) of frequency
Yes	85	85
No	15	15
<b>Total</b>	100	100

Source: Field Survey 2015

**Table 3: Employee Productivity**

Option	Frequency of Respondent	Percentage (%) of frequency
Yes	75	75
No	15	15
Response	10	10
Total	100	100

Source: Field Survey 2015

The formula for the Cochran Q-test given thus

$$Q = \frac{(K - 1) [K (\sum s_1^2 + \sum s_2^2 + \dots \sum s^2_k) - (\sum L)^2]}{K \sum L - \sum L^2}$$

Where:

K = Number of sample, SK=Sum of positive (favourable) response

∑L = Sum of all favourable response

1. **H<sub>1</sub>**: Training and development is a major factor in enhancing productivity in an organisation?

**Summary to response table**

**Table 4**

Option	Junior officer	Senior officer	Top management	Total
Yes	35	25	15	75
No	5	5	-	15
No Response	-	5	5	10

Source: Field Survey 2015

D.O.F = (k-1)

K = 3, SK =? L = 75

$$\sum L^2 = 35^2 + 25^2 + 15^2 = 1225 + 625 + 225 = 2,075$$

$$Q = \frac{(K - 1) [K (\sum S_1^2 + \sum S_2^2 + \dots \sum S^2_k) - (\sum L)^2]}{K \sum L - \sum L^2}$$

$$Q = \frac{(3 - 1)[3(35^2 + 25^2 + 15^2) - (75)^2]}{3(75) - 2075}$$

$$Q = \frac{(2) [3(2075) - (5625)]}{225 - 2075}$$

$$Q = \frac{(2)[6225 - 5625]}{225 - 2075}$$

$$Q = \frac{(2) [600]}{-1850}$$

$$Q = \frac{1,200}{-1850}$$

$$Q = 6.486$$

Q computed = 6.486. Q critical = 5.99

Because Q computed is greater than critical value, accept  $H_1$  which says training and development is a major factor in enhancing productivity in an organisation.

2.  $H_2$ : Effective employee training and development is not the basis for the increase productivity on the job?

### Summary of Responses

Table 5

Option	Junior Officer	Senior Officer	Top Management	Total
Yes	45	20	20	85
No	5	5	5	15

Source: Field Survey 2015

$$D.O.F = (k - 1) = 3 - 1 = 2, \quad K = 3, \quad SK = ?, \quad L = 85$$

$$\sum L^2 = 45^2 + 20^2 + 20^2 = 2025 + 400 + 400 = 2,825$$

$$Q = \frac{(K - 1)[K(\sum S_1^2 + \sum S_2^2 + \dots + \sum S_k^2) - (\sum L)^2]}{K\sum L - \sum L^2}$$

$$Q = \frac{(3 - 1)[3(45^2 + 20^2 + 20^2) - (85)^2]}{3(85) - 2825}$$

$$Q = \frac{(2) [3 (2825) - (7225)]}{255 - 2825}$$

$$Q = \frac{(2) [1250]}{-2600}$$

$$Q = \frac{2500}{-1850}$$

$$Q = 0.0961$$

Q computed = 0.0961, Critical = 4.61

Accept  $H_1$  which says training and development is a major factor in enhancing productivity on the job.

### DISCUSSION OF FINDING

The analysis carried out so far revealed that:

1. The researchers work brought to limelight the importance of training and development on the priority in MTN Nigeria Limited

2. That training and development in MTN Nigeria limited is always tailored to achieve the objectives of the organization
3. That training and development helps in enhancing organizational effectiveness
4. The training is being conducted because there is inefficiency in the employees. The deficiency creates a gap between the expected and actual performance standard thus, training and development is used to close the gap.
5. It has been established that MTN Nigeria considers training needs before embarking on training and development programmes. The fact that training has good effect in individuals ability and organizational effectiveness is a phenomenon that was also proven by this study
6. Training increased efficiency in both individual and in the organization in general
7. The analysis has shown that training has impacted positive on the level of employee performance.
8. From the analysis of this hypothesis. The results show that the calculated value of 6.484 is greater than the critical value of 5.99. This means that H<sub>0</sub> hypothesis is accepted and the alternative hypothesis is rejected. Hence training and development is necessary for employee performance.

## **CONCLUSION AND RECOMMENDATION**

The human resource elements of any organization are its greatest asset. A company's (public and private) future, its prosperity and success depends not only upon providing a product which is competitive in price and quality, not for simply increasing their range of products produced. One of the most vital aspects is the company's investment in its employees or staff. If a company has employees of vision, energy and experience to direct the labour force and facilities, such utility staff can only come by, principally through development and training. It is an ongoing process, as new employees are trained, so also are long serving employees transferred to other jobs or when new equipment are required. It is the realization of this fact that employers all over especially in the private sector of the economy put up a large sum of their fortunes annually on the training and re-training of employees just to ensure a committed workforce that can be relied upon for the attainment of their goals and objectives. Huge as this may sound; it is still not nearly enough, that most of these funds are spent by big organizations in training well educated managers and professionals, organization need to train workers mostly nonprofessionals who will need technical trainings to perform their current job at peak efficiency. Life time learning is the role in today's fast-paced global economy. Unfortunately, this trend seems to be lacking in our public sector in Nigeria. This apparent lack of training and development of public sector employees is what has really generated the interest of this researcher to embark on this study. A comprehensive insight into the impact of personnel training and development in MTN Nigeria Port Harcourt branch was presented by this study. Based on the responses

derived from the questionnaire administered, the researcher was able to obtain the feelings, desires, expectations and frustrations of employees in respect of the issues bothering on the area of training and development. However from the findings of the administered and retrieved questionnaires, it is pretty clear that the adoption of training and development programme is an antidote for organizational effectiveness whereas the lack of it will create negative reactions from employee as well 'as they will not be interested to show adequate commitment to their jobs. This is capable of having negative effect on the organization. Never the less, from the responses obtained from the respondents through the administered questionnaire, the researcher was able to establish that there is significant relationship between the training of employees and improved performance; this was proven by way of hypothesis testing, which compelled the research to accept the alternative hypothesis.

### **Recommendations**

Given the fact that no public or private organization can function effectively without human element, organizations should pay adequate attention and be committed to the issue of employee training and development in order to achieve organizational effectiveness, productivity and efficiency.

In order to improve the training programme and enhance productivity in MTN Nigeria, the following recommendations are made:

1. MTN Nigeria training program (particularly for junior workers) should be properly designed.
2. Courses on training and development should be opened to every category of staff to enhance their knowledge and to increase their productivity.
3. Nomination of staff for training courses should follow appropriate and approved policy guidelines of the organization.
4. There is need for redeployment of trained employees to new departments where they can exhibit new skills instead of being left on old schedule of duties that are no longer challenging.
5. There should be provision for adequate and consistent budgetary allocation for training and development purposes.
6. The organization should ensure that training programmes are extended to all cadres of workers so that skills and talents could be developed and potentials fully utilized.
7. Employees should be encouraged, motivated to embark on self-development programmes.
8. Training and development programmes should be well planned and appropriate to the type of work to be performed

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