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EFFECTS OF TRAINING AND DEVELOPMENT ON EMPLOYEE PRODUCTIVITY IN DEPOSIT MONEY BANKS IN GOMBE STATE

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Abstract

The study assessed the effects of training and development on employee productivity in deposit money banks in Gombe state. The objectives of the study are to determine the relationship between training method and employees' productivity in Gombe State, to determine the relationship between training design and employees' productivity in Gombe State. The study utilized different related literatures sourced from current journal articles, textbooks, and previous researches of scholars that relate to the study. The finding revealed a positive relationship between the variables both dependent and independents. The study recommends that training must be planned such that any organization's employee may complete it on their own. Through teamwork, this may increase employee productivity and promote unity among the personnel. Organizations should frequent training and retraining of personnel. In an organization with a volatile training environment, employee retention will not guarantee. We advise firms to adjust to changes to digital mode of training.

Keywords: Development, Employees, Organization, Training and Productivity

1. Introduction

Because employees work for the corporation as planners, actors, and determiners of the achievement of the organizational goals to be reached, human resources, in this case employees, constantly play an active and prominent part in every organizational activity. One of the keys to success in promoting work productivity in each of the tasks carried out is the effective, efficient, and directed utilization of people in a corporate setting (Ronauli & Yunita, 2021). Similar to this, modern corporate organizations are currently operating in a fast evolving environment. They need to implement radical organizational changes in order to endure or survive. Organizations need to be able to achieve excellence with a competitive edge in order to fulfill these objectives. The organizations are able to utilise all of their operational resources during this procedure (Habib et al., 2015). Every business also makes an effort to help

employees raise their standards in order to produce the most amount of work possible. The production and operational operations of the organization will be positively impacted by high employee work productivity both now and in the future (Sutrisno, 2016). Employee work productivity is a crucial indicator of a firm's performance in running a business since higher employee work productivity translates into higher corporate profitability.

Unfortunately, the majority of service firms do not understand how crucial training is to raising staff productivity, and as a result, many of them slash their training budgets when business is slow or revenues are down. This resulted in a high rate of job turnover, which raised the cost of hiring new workers and decreased organizational profitability (Sani et al., 2018). Banks in Nigeria, in particular, have a wide range of issues with employee productivity and training and development.

For instance, ninety-seven percent of the banks in the nation, according to Tijjani (2018), do not let staff to receive mandatory external training or developmental training. In reality, banks would prefer a resignation be offered before a worker starts such developmental studies if they develop a personal aspiration for additional training or self-development. Perhaps an organization's effectiveness will suffer if employees aren't permitted to expand their expertise and provide fresh ideas. However, it appears that training has been haphazard, unplanned, and unsystematic for some time now. Many of the company's employees, including machine operators, junior and middle level staff, accounts clerks, computer operators, secretaries, drivers, and many other categories of workers, have not been eligible for any kind of training, and there is no established system for staff development.

However, the productivity of Chinese workers decreased by 2.72% in December 2020, compared to a rise of 6.42% the year before, while the productivity of French workers decreased by 6.98% in December 2020, compared to a growth of 0.64% the year before. Additionally, productivity among Indian workers decreased by 0.80% in December 2020 after increasing by 2.49% the year before. Algerian employees' productivity decreased in the African continent by 0.18% in December 2020, down from 0.10% the year before. Employee productivity in Morocco fell by 2.45% in December 2020 compared to an increase of 1.07% the year before. Perhaps the fall in Nigeria is unexpectedly severe. Employee productivity fell by 1.12% in 2020, compared to a growth of 4.37% the year before, despite the introduction of various bonuses that will push staff to perform admirably (CEIC DATA, 2020).

Many employees experience unpredictable work productivity while performing their jobs as a result of the company's failure to provide them with adequate training and socialization, which causes their knowledge and abilities to deteriorate over time and prevents them from achieving the goals that have been established for them. The target time assigned by the

organization to employees to complete their tasks is not ideal since task execution is delayed and constricted due to a lack of consistency and continuity from giving this training to employees. Ackah (2014) goes on to claim that, in the absence of management-sponsored employee training and development, the personnel funded their own continued education to earn professional or higher-level qualifications. Employees who stated a desire to seek a university education received little support, such as paid study breaks. Their requests for study leave were denied, and those who persisted were given the advice to resign. After completing their studies, those who enrolled in part-time programs were disengaged by management, who stated that their programs were irrelevant to the position. The few people who were kept did not receive promotions that matched their new skills and abilities. This is thought to have contributed to the organization's excessive labor turnover. Therefore, the purpose of the study was to evaluate the impact of training on human resources and how this affected employee performance (John, 2020).

According to Ronauli and Yunita's work published in 2021, the lack of efficient training and development programs in some public sector organizations has created a demand for in-depth research in the area. As a result, the research's stated goal, "The effect of training and development on employee productivity in the public sector," is necessary. Determining how training and development affect employee productivity in the public sector is the goal of the study (Shuibin et al., 2020). Because of this, employees rarely remain with banks for an extended period of time; instead, they typically leave as soon as a better opportunity presents itself. The importance of a bank's performance to a country's economic health explains why the Nigerian government has consistently placed a high priority on enhancing the efficiency of this sector over time. The demand for a more productive human resource resulted from the integration of the world economies into a global village in the face of ever-increasing ICT, challenges posed by

the weak economy, and growing competition from other countries' banks (Tijjani, 2018).

Studies conducted in the past, including those by Shuibin et al. in 2020 and Tijjani, Ronauli, and Yunita in 2021, demonstrated a positive relationship between training and employee performance. Training benefits both the employee and the company by improving the employee's competencies and behavior, which in turn improves employee performance. These studies may have drawn criticism for the following reasons: first, the vast majority of empirical investigations neglected to take into account other factors including training approach and training design. Location and the study area make up the second factor. Therefore, the research on the effects of training and development on employees' productivity in DMBs in Nigeria is not covered by the aforementioned studies, leaving a gap that this study seeks to address. Investigating the impact of training and development on staff productivity in Nigeria's DMBs is the primary goal of this study. However, the following are the study's particular goals: to investigate the impact of training methods on workers' output in Nigeria's DMBs. to ascertain how training design affects staff productivity in Nigeria's DMBs.

2. Literature Review

2.1 Conceptual Issues

Concept of Employees' Productivity

Labor is a scarce but expensive resource. Maximizing employee contributions to organizational objectives and goals is essential for sustaining economic growth and effective performance. Employees are the most important and most difficult resource in the business (Ronauli & Yunita, 2021). It is important to make sure they carry out their responsibilities successfully; simply using and employing them is not adequate. This is only achievable via training and development. Training and development are believed to increase employee performance and productivity at work by managers all over the world. In other words, training and development help to make sure that everyone in a company has the information and abilities necessary to

do their tasks well. Sani et al. (2018) claim that "productivity" is the connection between output and input, between benefits or gains and costs. Partial productivity is defined as the ratio of output to a particular portion of input. Examples of this include labor performance stated as the quantity produced per unit of labor or the number of labor hours per unit of product.

Concept of Training and Development

Because it benefits firms in numerous ways, employee training and development is one of the most hotly debated topics today (Raza, 2015). Some workers or employees are required to execute everyday maintenance and business operations. And this is only possible if the staff members receive the appropriate training and development. The performance of the workforce will undoubtedly grow as a result of training and development. It functions as a root toward success or a better outcome. For any type of business, whether it is a small operation with four to five employees or a huge operation with a certain number of employees, it is crucial. The most important thing to remember is that every business needs training and development to prevent future deceptive behavior. According to Dishman (2015), training and development is the practice of giving employees access to training, workshops, coaching, mentoring, or other learning opportunities in order to inspire, challenge, and motivate them to carry out their job duties to the best of their abilities and within the constraints set by local, state, federal, and licensing organization guidelines.

Methods of Training

Employee training can be done in a variety of ways at a business. The use of technology, both in "hard" (such as through computing technology) and "soft" (such as through instructional design) techniques, has increased the variety of training methods available. On-the-job training and off-the-job training are two basic categories for the training techniques. Having a person learn a job while doing it is known as on-the-job training (OJT). By using the equipment and materials during training, the student gains abilities in the actual workplace. This method is known as on-the-job training. According to

Maryam (2018), on-the-job training is intended to transmit job information while a trainee works under an experienced employee. The mentor or more seasoned employee instructs and gives the trainee guidance on certain work practices and procedures. In some circumstances, the student is expected to observe the teacher in order to learn. The trainee is working and learning at the same time, even though their output will not be considerable. On-the-job training is the process of acquiring a certain skill while a person is employed. When a staff person was employed specifically to fill a position during a period of severe labor shortage, he or she lacked the academic credentials required for the job, necessitating on-the-job training to improve performance.

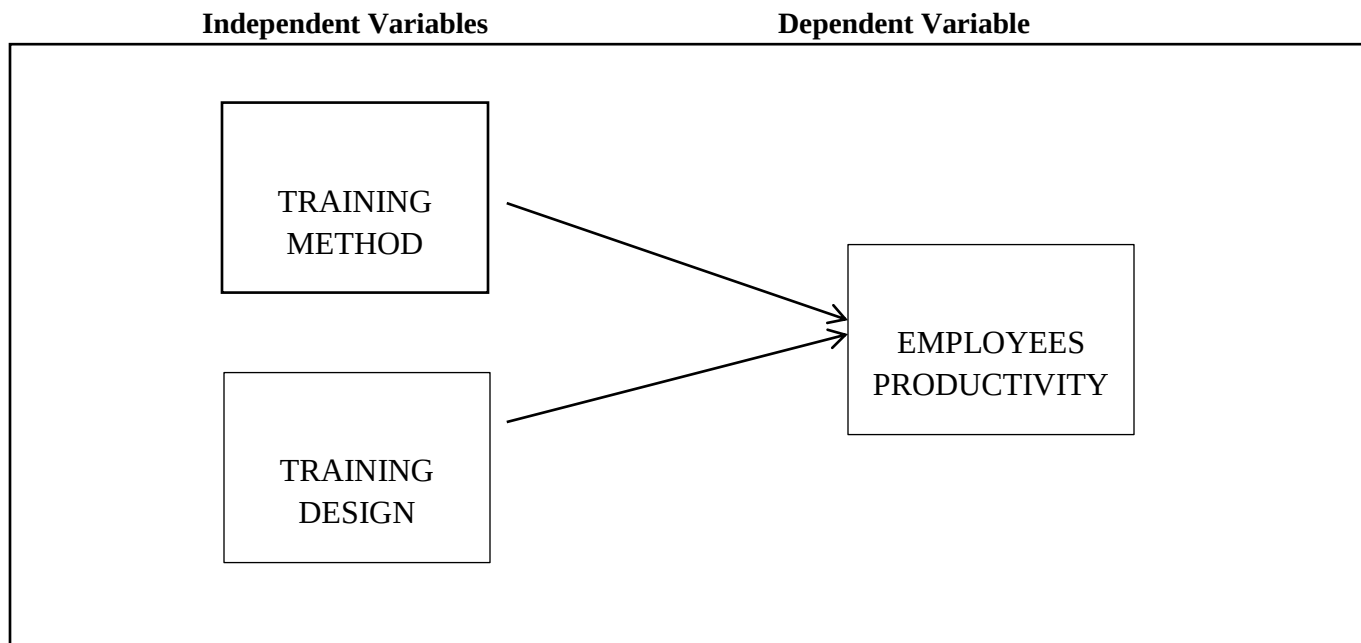
Training Design

Training design refers to how well the training has been prepared and delivered to allow learners to use what they have learned in the workplace. It is obvious that training is essential to an organization's expansion, enhancing output and performance, and ultimately putting

companies in the best possible position to compete and hold onto their top positions. This suggests that there is a significant distinction between businesses who train their employees and those that do not (Maryam, 2018). Businesses aiming to boost employee performance must use the right training strategy. To achieve successful training outcomes, organizations should select a training design or designs that are in line with the needs of their employees. The effectiveness of the training program has a significant impact on both employee productivity and organizational performance.

2.1.1 Conceptual Framework

The study's goal is to learn more about how training and development are viewed to affect worker productivity in the state of Gombe. The variables for the study are identified after taking into account the research question, objectives, literature review, and guiding theories. In order to clearly demonstrate how independent variables affect dependent variables, a framework was developed. As a result, the following model is provided:



Source: Developed by the Researcher (2022)

Figure 1: Conceptual Model

2.2 Empirical Review

Hutasoit and Yunita (2021) contend that training and development programs are essential for every business. The initiatives improve worker productivity while also modernizing knowledge, boosting skills, and avoiding management obsolescence. I genuinely believe that creating employee development programs is really beneficial for businesses. A thorough training and development program for staff can help businesses make money on the market and keep them competitive in the labor market.

Ronauli and Yunita (2021) investigate the relationship between training and development and an organization's performance. The results show that training and development, on-the-job training, training design, and training delivery modalities all have a considerable positive impact on organizational performance.

Maryam (2018) evaluated the effects of training and manpower development on workers' productivity and organizational performance in Nigeria using First Bank of Nigeria Plc as a case study. Simple random sampling was used to choose the 75 study participants, who answered standardized questionnaires. On the generated data, a descriptive statistical analysis was done. The majority of respondents (70%) agreed with the study's results that training and human resource development had increased their productivity and effectiveness at work. Second, a resounding 80% of respondents agreed that human resource development and training enhanced organizational performance.

Adeyi et al. (2018) claim that there is a positive correlation between all of the study variables. The advantages of training are significantly and positively connected with growth, timely training, organizational policies, on-the-job and off-the-job training, and performance on the job. Organizational policies, on-the-job and off-the-job training, job performance, and on-time training all have positive and substantial links to development. On-time training, on-the-job and off-the-

job training, and work performance all have strong and positive relationships with organizational policy.

A follow-up investigation was conducted by Mohammed et al. (2018) on staff performance, training, and development in the Lahore, Pakistan, and hotel industry. In addition to conducting the interview, the managers of the Savoy hotel also disseminated the questionnaire to other hotel managers. The conclusion amply illustrates that training has a direct effect on an employee's performance and tends to increase an employee's overall actual performance.

Sani et al.'s (2018) study examines the relationship between productivity and employee development at Zenith Bank Plc. The data from a questionnaire was collected, and its analysis was done using chi-square analysis. Secondary data from the annual report and financial statements of Zenith Bank were examined using a straightforward regression analysis. The cost of teaching Zenith Bank Plc's staff is correlated with productivity, the research claims.

3. Methodology

The study Effect of training and development on employees' productivity in Gombe State consulted a range of relevant literatures and additional sources, including textbooks and past scholarly investigations. The study employed content analysis technique to review the relevant literature for the topic at hand and draw a conclusion.

4. Results and Discussion

The findings indicated that employee productivity in Gombe state is positively impacted by training and development in the field of training methodology. The literature analysis also revealed that the Gombe state training program had a beneficial impact on workers' productivity.

5. Conclusion and Recommendations

Actually, effective training methods and training designs are crucial to the overall performance of any company (private or public), and when these training

approaches are used, organizations succeed anywhere in the globe. Therefore, the study's conclusion that training method and employees' productivity in Gombe state are associated is based on a review of the relevant literature. In Gombe state, there is also a correlation between training design and worker productivity. If the issue of training and development is properly addressed or taken seriously by the company, it suggests that there will be staff turnover in the organization.

A positive and stable training method and training design are crucial for the growth and development of SMEs and other organizations in Gombe state and Nigeria, it is clearly obvious after evaluating the training and development with reference to an

employees' productivity in Gombe state. The following recommendations are made in light of the aforementioned information:

- i. Training must be designed such that any organization's employee can complete it independently. This may boost worker productivity and foster staff cohesion through teamwork.
- ii. Organizations should regularly retrain and train their staff.
- iii. Employee retention is not assured in a company with a turbulent training environment. We advise businesses to adapt to the shift to digital training.

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