

# STAFF TRAINING AND STAFF PRODUCTIVITY IN BUSINESS ENTERPRISES IN CALABAR, CROSS RIVER STATE

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**Okon E. Akpan, Ph.D**  
*Department of Curriculum and  
Instructional Technology,  
Cross River University of Technology,  
Calabar.*

And

**A. J. Umoh**  
*Department of Curriculum and  
Instructional Technology,  
Cross River University of Technology,  
Calabar.*

## **Abstract**

*The main purpose of this study was to investigate the relationship between staff training and staff productivity in Calabar Metropolis as informed by the low productivity of workers in the area. The study adopted the Expost facto research design, the population comprised 1,500 workers and a sample size of 160 selected through simple random sampling technique. A structured questionnaire was used to collect information for the study. Pearson Product moment correlation coefficient analysis was used to analyze the data collected for the purpose of the study. The hypothesis was tested at .05 level of significance and 158 degree of freedom. It was discovered that staff training significantly relates to staff productivity. Based on the findings, it was recommended that staff training should be encouraged among staff if their productivity must improve.*

Management strategies simply mean the various techniques or an attempt to encourage for high productivity among the workers. Management is consistently confronted with various needs the workers so as to merge them into the needs of the organization. (Peretomode, 1999) According to Ovibobor (2001), some workers perform excellently well while others perform less in their output. The difference in output may be caused by so many factors among which may be lack of adequate staff training. It is therefore widened that the level of productivity by the workers may relate to the degree of staff training as may be adopted by the managers. This assertion was made popular by Maslow (1943) in his hierarchy of needs theory which

states that within every human being exists a hierarchy of needs which must be substantially satisfied.

Employee's effectiveness and efficiency on the job can be measured by his or her own level of staff productivity in the organization (Ejoku 1992, Peretomode 1999).

The inquiry of what management strategies should be used in order to increase staff productivity will always meet with value judgements. In an attempt to achieve organization goals, there is need more than ever for the minimization of problems militating against organizations vis-à-vis the working conditions of the workers.

The study therefore sought to investigate the extent to which staff training relates to staff productivity in Business Enterprises.

### **Theoretical Background**

For the purpose of this study, Herzberg's two factor theory was identified. Literature has it that Herzberg, Mausrer and Synderman (1959) developed the two factor theory of managerial strategies and job satisfaction. This theory has been referred to by various names dissatisfies – satisfies; the hygiene-motivator; or intrinsic-extrinsic factor. The theory was developed as a result of a study conducted by Herzberg and his associates in 1959 with a group of 200 accountants and engineers who worked in different companies in United States of America. The researchers used a critical incidents procedure and asked their respondents to recall a time when each felt exceptionally good about his/her job and times when each felt exceptionally bad. They were then asked to describe the events associated with these feelings.

From the result of the analysis two district kinds of factors emerged, thus, satisfiers and dissatisfiers, this means that the factors involved in producing job satisfaction and managerial strategies are separate and district from the factors that lead to job dissatisfaction (Herzberg, 1959), the authors identified two categories of factors or rewards. They include those that are related to job satisfaction and those that are related to job dissatisfaction. They are called motivators or satisfiers because they are related to the nature of the work and the content of the job itself. They are sometimes referred to as intrinsic factors and they encourage the growth and the development needs of people at their different places of work.

Herzberg's theory identified six managerial factors or events as

- (i) achievement,
- (ii) recognition for achievement
- (iii) the work itself
- (iv) responsibility
- (v) advancement (promotion)
- (vi) the possibility of personal growth.

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According to Herzberg, motivations are related to job satisfaction but not to dissatisfaction. That is when these managerial strategies factors are present in a work situation, they lead to strong managerial strategies, satisfaction and good staff productivity, but do not cause dissatisfaction when they are absent.

The factors that are related to dissatisfaction are called hygiene or dissatisfies or maintenance factors or events. This is due to the fact that all related factors are related to the context (environment) of the job. These are also called extrinsic factors or managerial strategies. According to Herzberg (1959) the hygiene factors identified include

- (a) company policy and administration,
- (ii) supervision
- (iii) interpersonal relations with supervisors
- (iv) interpersonal relations with peers
- (v) interpersonal relations with subordinates,
- (vi) working conditions
- (vii) salary
- (viii) personal life
- (ix) status and
- (x) job security.

The theorist concluded that if these maintenance factors are present in the work situation, the employee will not necessarily be either satisfied or motivated; that is, the workers will not be dissatisfied. Herzberg added that the opposite of job dissatisfaction was not job satisfaction; rather it was simply no job dissatisfaction. In effect, hygiene factors are related to job dissatisfaction, but not to satisfaction.

This theory shows that when managerial strategies factors like responsibility, advancement (promotion), are present in an industry, the workers will be motivated and this will result in high productivity among the workers in any given Business Enterprise. The theory further implies that when hygiene or maintenance factors like salary, good working conditions, enhanced status, staff training etc are present in an enterprise or organization, the workers will not be dissatisfied. The implication of this theory in this study is very important because it deals with staff training as inputs for staff productivity as outputs. Furthermore, it has a lot to do with relationships, interactions and motivational variables which even forms the basis of this study. The study sought to examine the relationship between staff training and staff productivity. Given the Herzberg's two factor theory, it sounds logical to expect variations in motivation/satisfiers or dissatisfies (inputs) to be reflected in variations in job productivity (output). In specific terms, do motivator variables such as staff training relate to staff productivity in Business Enterprises? If for instance managers are found to score high in staff training will this also result in high score in workers' productivity?

### **Statement of the Problem**

This study was informed by the discouraging staff productivity in some Business enterprises in Calabar Metropolis Cole (1997) asserted that more than fifty percentages of staff in Business Enterprises including government owned companies perform below expectation. This issue has been observed by customers, the staff and the stakeholders. This low productivity may be probably caused by non utilization of effective staff training. Oderonene (1997) and Akerele (2000) observed that for staff to perform at the optimum level in current jobs. They should be trained. This could be traced to the dissatisfies-satisfiers theory in Herzberg two factor theory which guided this study and from which the hypotheses formulated were drawn. The study therefore attempted to answer the question

- (i) Has staff training any significant relationship with staff productivity?

### **Literature Review**

Staff training and staff productivity according to Oderorene (1997) assists workers to perform at optimum level in current job. Bass (1996) further asserted that a trainee who is highly motivated will learn more effectively than one who is not. This include incentives such as accommodation, transport allowances, staff promotion etc. Ausubel (1983) suggested three levels of training to include intrinsic (related to the work) extrinsic (reward package) and goal setting (techniques). Bravelly (1990) confirmed that setting of goals is instrumental to effective motivation of trainees. Maduabunam (1992) suggested that the issue of training needs should be the first procedure in any training process. Campbell (1980) outlined the types of training to include on-the-job and on-and-off the job.

### **Methodology**

Ex-post factor design was adopted because the researchers had no control of the variables Kelinger, (1986) and Isangedighi, Joshua and Asim (2004). The population for the study was made up of 1,500 workers from four selected business enterprises in Calabar. Viz Niger Mill Plc, Dangote, Calabar word and Uniceмент. The researchers adopted the stratified and random sampling techniques to select a sample of 160 workers as shown in table 1.

**Table 1**  
**Distribution of Sample by Business Enterprise and Gender**

<b>Gender</b>	<b>Niger mill</b>	<b>Dangote</b>	<b>Calabar wood</b>	<b>Total</b>	<b>Percentage</b>
Male	35	40	30	105	65.63
Female	25	20	10	55	34.37
<b>Total</b>	<b>60</b>	<b>60</b>	<b>40</b>	<b>160</b>	<b>100</b>

The instrument (Managerial Strategies and Staff Productivity) (MSSP) used was a four-point likert scale designed questionnaire with a reliability estimate of .84 and a test examination on staff productivity scores. Data collected were analyzed

using Pearson Product Moment Correlation Coefficient. The hypothesis was tested at interval data of .05 level of significance and 158 degree of freedom.

### **Data Analysis**

Pearson product moment correlation coefficient was used in testing the hypothesis since the independent and dependent variables have interval data. The hypothesis was tested at .05 level of significance and 158 degree of freedom.

### **Hypothesis One**

There is no significant relationship between staff training and staff productivity. To test this hypothesis, scores on staff training were correlated with scores on staff productivity using Pearson product moment correlation statistics as shown in table 4.

**Table 1**  
**Pearson Product Moment Correlation Analysis of the Relationship between Staff Training and their Productivity (N = 160)**

<b>Variables</b>	$\sum x$ $\sum y$	$\sum x^2$ $\sum y^2$	$\sum xy$	<b>R</b>
Staff training	1806	3598	44542	0.36*
Staff productivity	3036	9156		

\* Significant at .05, critical r = 159, df = 158.

From table 2 above, the calculated r-value of 0.36 is greater than the critical r-value of .156 required for significance at .05 and 158 degree of freedom. This means that there is a significant relationship between staff training and their productivity. The null hypothesis is rejected.

### **Discussion of Finding**

The result revealed that there is a significant relationship between staff training and staff productivity. The result is in total support of Odiome (1990) who asserted that training is the acquisition of skills for better job performance. Thus, skills develop better understanding and familiarize the newly employed staff with the overall objectives of the organization.

It also supports Oderorene (1997) opinions who asserted that training assist workers to perform at the optimum level in current jobs. Bass (1996) in consonance with this finding also highlighted that workers motivated through training learn and perform more effectively than one who is not.

### **Conclusion**

Based on the findings of this study, it was concluded that;  
In-service training contributes to staff productivity.

### **Recommendations**

- Based on the findings of this study the following recommended are proffered
- i) In-service training should be encouraged among staff to develop their efficiency.
  - ii) Staff should be tested immediately after a pacified training programme.

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