
EFFECTS OF TRAINING AND DEVELOPMENT ON WORKERS JOB SATISFACTION AND PRODUCTIVITY IN A SELECTED BOTTLING COMPANY

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Abstract

Training and development are a set of intangible assets that every firm requires to be alive to its responsibilities, anticipated, respond and adapt to environmental changes that characterized the dynamic nature of our present economy with a view to remain afloat as a “going concern”. The paper examines the effect of training and development on workers’ job satisfaction and productivity in a selected bottling company. Simple random sampling techniques was used to select Four hundred and fifty workers (N=450) as participants. Four hundred and twenty five questionnaires were retrieved back making 94% of the respondents returned the questionnaire. The findings revealed that 87.5% of the respondents agreed that training and development could promote job satisfaction and productivity while 12.5% disagreed, also, that 72.94% of the employee agreed that training and development guarantee high productivity while 29.06% disagree that this does not guarantee high productivity. The paper concludes that unless Training and Development is accorded right priority attention, a firm might find it difficult to exist and if it exists at all, the vagaries of environmental factors demanding constant adaptability of entire staff may not allow it to exist for long.

INTRODUCTION

Training became prominent after the World War II when crash programme were instituted for the training of supervisors and other managerial level, which ushers common awareness for change into the organisations and created receptive atmosphere for new ideals. Training moves from intellectual to practical level to be effective this reflect in the manager’s ability to solve problems and this depend on three stages. Firstly, the unfreezing stage, the trainees should learn

to be dissatisfied with their own current behaviour, secondly, experiment or pressure, the last stage, adapt the new methods for practical application on their job (Oshati, 2018). Development is gradual growth of something so that it becomes more advanced, and stronger, that is, the development of basic skills and careers.

According to Ojokuku (2006), training is a systematic process of altering the behaviour, knowledge and motivation of employees in a direction towards increasing the trainee's effectiveness and organizational goal achievement, while development is concerned with preparing managerial employees for change and growth in the organisation by which managers gain the experience skills needed to become successful leaders in their enterprises.

Cole (2013), defined training as preparation for an occupation or for specific skills, which is narrower in conception than either education or development. It is job oriented rather than personal while development is a broader view of knowledge and skills acquisition than training, it is less job oriented than career oriented, it is concerned more with employee potential than with immediate skills and it sees employees as adoptable resources.

Development is not confined to formal training (Education) alone; it also includes efforts of local tribes and various people in their different processions. It is therefore logical that the process of developing people with functional oriented mind and hands should begin from the immediate environment such as local worker and technicians. The experiences, abilities and ideas gathered from these various groups constitute the primary steps in the training and development process in any profession (Oshati, 2018)

In the beginning, training started with the apprenticeship system. This is mainly used when technology has not become so sophisticated, works were based on artisanship. This system has been a well meaningful attempt to raise standard and generalize training provision. The most fundamental was the influence. The system had in the supply of skilled employees. In practical sense, if a young person did not become apprenticed in the mid-teens, there is no chance of becoming an artisan later in life.

The system of apprenticeship was however only good enough when nothing much change and there was little competition, but as time changes, the system has no place in a situation where there is rapid technological changes. The main purpose of training is to prepare people to be efficient in their particular tasks or to do another equally well. (Adu, Olatundun & Ajayi 2006)

The training must be based upon a specific need or to put it in the word of Oshati (2018) "Training should be about enabling an organisation achieve its aims". Training does this by enabling people within the organisation to perform their duties better than when they are not trained. Brahma (2010) also identifies five ideas, which he called "Principle of training success" they are the following:

1. Training must be specifically directed to a purpose
2. Feedback on the training effectiveness most follows

3. Assessment of on and of the job training ensure standard
4. Training reinforces good not bad working practices
5. Criteria for success of training should be set and monitored.

According to Gaghe (2005), organisation train for many reasons, this corroborating the argument of Bramham (2010), that training must be based on a specific need. Gaghe therefore submitted that among the many reasons which business organisation based their motives for training include the following:

- a. Training enables business to grow and developed
- b. It ensures that new arrivals are successfully inducted
- c. Training changes attitudes and improves morale
- d. Organisations train to ensure maximum and effective use of new plants and equipment
- e. Training improves product quality.

To him, therefore the ultimate aim of training must always be the survival and prosperity of the organisation.

Adewumi (2008) also supported the idea that as important as training is to organisation. It must have specific goal. These objectives or goals may vary from one organisation to the other. He identified three predominant objectives or aims why training is being done for workforce.

Introduction to new employees:

When a new employee comes into a new environment that is characterized by given rules, regulation, procedures and possessing its own culture. In order for such a new employee to fit into this new and sometimes strange environment, induction courses are often conducted by the organisation. The new employee is introduced to the procedure and informed of the general features of the working environment.

Enabling old employee to learn:

This enables old employee to learn new techniques or skills required for this job. This is necessitated by changes in technology.

Re-training:

This becomes necessary when a technique for doing a job is discarded and these engaged on such job became displaced, such discarded employees are retrained to fit them into a new job.

Historical Background of Nigerian Bottling Company

When you talk of bottling companies, you are talking about the manufacturers of soft drinks, which comprised of seven up bottling company, the manufacturer of products like 7up, Mirinda, Mountain Dew, PEPSI Cola etc. African Bottling company producers of Africola. Among the

bottling companies, we also have Nigerian Bottling company plc. Which happens to be the case study of this work?

Coca-cola first came into Nigeria in 1933 when Nigerian Bottling Company was set up, since then it has been a success story of growth and development, particular in the last two decades. It is a known fact that Coca-cola is the world leading soft drinks, sold in more than one hundred and forty five (145) countries of the world. In Nigeria, more than six million bottles are sold every day, a figure that is still growing with the continuing expansion on the existing eleven plants and with the opening of raw plants at various ports of the country. The products bottled by Nigerian Bottling Company Plc are coke (Coca-cola), Fanta, Sprite, Schweppes and Eva bottle water (Oshati, 2018)

It is interesting to note that successes of Nigerian Bottling Company have brought unprecedented development to a number of industries, all contributing to the growth of Nigeria society. For instance, the Delta Glass Company in Ugheli, Delta state supplies the millions of bottles required to keep a large bottling company in operation. The crown product factory in both Ijebu-ode and Kano manufacture the metal crown to seal the bottles.

Nigerian bottling Company is the largest manufacturer of carbon dioxide (CO₂) in the country used to carbonate soft drinks. Quality is the keyword, which determines the success of the whole operations. Only the best ingredients are used for making the soft drinks, extremely high standard of hygiene is maintained to ensure that top quality products reach customers.

The Nigerian Bottling Company plc is a great employer of labour with over six thousand Nigerians in all field of human endeavour. Nigerian Bottling Company plc has its plants situated all over the country, some of the plant can be found in Lagos, Ibadan, Kano, Aba, Onitsha, Port Harcourt and Ikeja while the head quarter of Nigerian Bottling Company is situated in Lagos. However, the focus of this study is Nigerian Bottling Company (NBC) Asejire, Ilorin, Ikeja, Apapa and Benin plant.

Bottling Operations

The bottling operation of any bottling company in which Nigerian Bottling Company Plc is not exceptional start with selection of a particular brand for example, Fanta or coca cola because the production is based on shift and the company produce just a brand at a shift. When selecting this bottles. The size they want to produce is taking into consideration that is, coke bottles of 1 litre or 35cl.

The bottles will be arrange in the crates and taken to the washer base where the machine will wash the bottles and come out in a straight line on conveyer to be fill with content, which are not revealed and prepared by the quality control unit. Immediately the bottles get full by the liquid, the corking machine will cork it (Bottling Annual Report, 2010).

Research Purpose

The purpose of this study is to investigate the effect of training and development on workers' job satisfaction and productivity.

Research Questions

- (i) What effect has training and development on workers job satisfaction?
- (ii) What effect has training and development on workers' productivity?

LITERATURE REVIEW

Training and Development

According to Beach (2005) training and development play complementary roles, the former denotes skills, routine acts and predetermined responses, which the workforce immediately need in order to enable them perform their present jobs more efficiently. While the later concerns the expansion of the whole employees' ability to utilize his capabilities fully and apply both his knowledge and experience to proffer solutions to extremely new different problems.

Training is a systematic process of altering the behaviour knowledge and motivation of employees in a direction towards increasing the trainee effectiveness and organisation goal achievement while development is concerned with organisation. The term management development is more often applied to the process by which managers gain the experience, skills and attitudes needed to become or remain successful leaders in their enterprises (Adu et al. 2006).

However, the effect of training and development is the same that is, change behaviour. It could be seen that the distribution between the two terms is first that of instinct, because they share similar objective and effect. Training is a process of learning the skills that one needs on a job or preparation for an occupation or for specific skills.

Education is learning, especially in school or colleges to improve knowledge or develop skills. It can also be define as a basic instruction in knowledge and skills designed to make best in life generally. Training is narrower in conception than education of development and it is job oriented rather than personal while education is broadly based designed to enable people to make the best of life in general and it is personnel. Effect of training and development in one, changing people's behaviour to achieve the organisational goal and objective (Adu et al. 2006).

Training denotes skill, routine acts and predetermine responses which the employee needs in order to enable them perform their present job more efficient. Productivity is concerned with rate at which employees produces goods and amount produced compared with how much time, and money needed to produce them. Training and productivity is interwoven because training enables personnel to be efficient, knowledgeable and confident which result to quality serves or quality outfit for the consumers satisfaction and indirectly increase the organization productivity,

therefore high productivity of any organization depends highly on the quality training and development of its workforce (Oshati, 2018)

Reasons for Training and Development

The reason for training and development of the personnel is to increase their productivity. Training and development also increase their skill as well as update their standard. Training and development introduce to the workforce new operational techniques. It also makes them to be more confident in performing their tasks. Nevertheless, training exposes a hidden talent of the workforce; thereby bring about delegation of authority.

Through training and development, advancement in technology, which has consequences for work method and process, is enhanced. There is continuing gap between the advancement in technology and the required work force efficiency. The more rapidly technology advances, the stronger has been the necessity for management to anticipate and plan his workers.

Types of Re-Training

There are various method and forms of training which each company can adopt to get particular purpose of each company. In using various method of training for the workforce, it is good to state that some methods of training are meant for those at the lower and middle level, while others are for those at the top. In view of the fact that there are many methods of developing and training workforce which a company can choose from, it is difficult to say a method is the best. This is because no particular method has no embodiment of all benefits. The types of training method chosen at any point in time by any organization depends on the set objectives of that particular organization (Oshati, 2018)

Nevertheless, facts that may also be put into cognizance in choosing a particular method are as follows.

- (i) The resources available to any company should be considered.
- (ii) The technique should attract the interest of the trainee.
- (iii) The knowledge acquire through training should be practicable
- (iv) The techniques chosen must be applicable on the job
- (v) The techniques should be able to minimize cost
- (vi) The techniques must be problem solving
- (vii) The techniques chosen should be able to satisfy the set objectives
- (viii) The chosen method should be able to know his area of weakness and strength.
- (ix) The education limitation of the trainee must be taken into consideration
- (x) The training method should be seen that the trainee could cope with.

Bramham (2010) believed that the amount of funding available will clearly affect the amount and quality of training and he believed that the amount of funding available would clearly affect the amount and quality of training and development of the personnel. He went further to say that 'Training and development should accept the disciplines that apply to other aspect of the

company'. The determination of training priorities in the organization to him should be customer and not producer led, because if product produced are not wanted by the customers, the customers cannot be blamed.

Adewumi (2008) argued that there are two principal types of training which are:

- (i) Formal training: formal training takes place in a typical classroom setting. The classroom training sessions, according to him. May last only a few hours during the day within the premises of the organization. Large and medium organization can provide the classroom facilities to organize in house training for their employees. This type of training is very popular in the banking industry sector in Nigeria.
- (i) Informal Training: informal training takes the form of on the job training. The type may involve the supervisory officer taking time off his routine to instruct the trainee, observe his performance and offer criticism and advice. Another type of on-the job training involves job rotation, in this case, an employee is given the opportunity to move from one sector of the firm to another. This type of training is very useful in service industry where the job particularly clerical in nature.

Ayodele (2002) in his submission classified into three categories, which are as follows:

1. Orientation or induction training
2. On-the job training
3. Off-the job training
1. **Orientation or Induction Training:** This type of training is to orientate new employee in an organization e.g. induction programme in large companies or rather companies Or rather the orientation training for the National Youth Service Corps member in Nigeria. This gives the new employee the chance to get information about the history, growth. Problems and policies of the company.
2. **On-The Job Training:** This type of training helps the trainee to learn new jobs. It also supplements old jobs.
3. **Off-The Job/Outside Training:** He believes this system could be arranged with training institute outside the organization for example professional organizations and higher institutions of training.

METHODOLOGY

Research approach

This paper uses quantitative research approach. The purpose of using this approach for this particular study is because it can predict human behaviour or predict likely outcomes (identify relationships among variables) which particularly this study is all about, to show how training and development affect workers' job satisfaction and productivity. Creswell (2014) explains that

a correlational research is useful in determining to what degrees two variables are related and not to prove a relationship rather it indicates an association between two or more variables.

Research design

According to Kumur (2011), research design is a procedural plan for answering research questions validly, accurately and economically. A research design in its simplest term is a systematic and well laid out route-map to answering research questions. This study is correlational survey research design, which is a scientific method that involves observing, and describing the behaviour of a subject in which information will be collected without changing the environment (that is, nothing is manipulated).

Population

Population in the view of Creswell (2014) is that group which the researcher is interested in gaining information and drawing conclusions. The target population for this study is therefore, be all the workers at Nigerian Bottling Company Plc in Nigeria. They are responsible for the following products; coke (Coca-cola), Fanta, Sprite, Schweppes and Eva bottle water.

Sample and Sampling techniques

According to Sanni, (2011), a research sample helps to inform the quality of inferences made by the researcher that stem from the underlying findings. Simple random sampling techniques was used to select Four hundred and fifty workers (N=450) as participants. Four hundred and twenty five questionnaires were retrieved back making 94% of the respondents returned the questionnaire.

Data Collection Instruments

A self-developed research instruments tagged “Training and Development for Job Satisfaction and Productivity questionnaire (TDJSPWQ) was used for data collection in this study.

Validity and Reliability

Sanni (2011) refers to validity as the extent to which a test measures what it was designed to measure. The instrument for this study will be validated by giving a draft to experts in the field of research studies for their perusal and necessary corrections. Pilot testing the research instruments was done to ensure the content validity. After validation, the instrument was subjected to Cronbach alpha to establish its reliability. Hence, reliability according to Babbie (2012) is the degree of consistency exhibited by an instrument when used repeatedly and yielding the same result each time. 8.56 level of co-efficient was arrived at.

Data Analysis

Descriptive statistics of frequency count, percentage, mean, and standard deviation was used to describe the features of the data collected

FINDINGS AND ANALYSIS

The following findings were revealed from the data collected from the respondents using the questionnaire

Table 1: Training and Development Has Been Able to Promote Job satisfaction and productivity.

Variables	No of Employees	Percentages
Yes	355	87.5
No	70	12.5
I don't know	-	-
Total	425	100

Source: Field survey, 2018.

Table above shows that 87.5% of the respondents agreed that training and development could promote job satisfaction and productivity while 12.5% disagreed completely that this does not. According to Ojokuku (2006), training and development has the potential of increasing the trainee's effectiveness and organizational goal achievement.

Table 2: Training and Development Has Been Able to Increase Skill and Knowledge

Variables	No of Employees	Percentage
Yes	425	100%
No		-
Total	425	100

Source: field survey, 2018.

The table shows that 100% of the respondent agreed that training and development of work force has been able to increase skill and knowledge. This was in accordance with the view of Adu et al. (2006) that reiterated the importance of training and development in any well-planned organisation to promote necessary skills.

Table 3: Training and Development Guarantee High Productivity

Variables	No of Employees	Percentage
Yes	310	72.94
No	115	29.06

Total	425	100
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Source: field survey, 2018.

The table shows that 72.94% of the employee agreed that training and development guarantee high productivity while 29.06% disagree that this does not guarantee high productivity. This implies that training and development of workforce guarantee high productivity since this position of response constitute greater percentage. This findings is in line with what Adele and Adedokun (2014) found out that every organization must have some basic guidelines on which training and development programmes must be based and they recommend that every organization should have training unit in its personnel department

Table 4: Organization Performance before Introduction of Training and Development Techniques.

Variables	No of Employees	Percentage
Average	150	11.76
I Don't Know	50	35.29
Below average	225	52.94
Total	425	100

Source: Field survey, 2018.

Table 4 shows that 52.94% agreed that the organization performance before introduction of training was below average while 11.76% believed it was average and 35.29% do not know. The above shows that the level of performance in the organization before the introduction of training and development technique is below average. Adu, et al. (2006) recapped that it is the primary duty of any organisation to organise on-the -job training for its staffers. Training and development should not be compromised for effective goals achievement.

Table 5: Noticeable Profit Increase in the Company's Product as a Result of Training and Development

Variables	No of Employees	Percentage
Yes	355	83.58
No	70	16.42
Total	425	100

Source: Field survey, 2018.

The table above clearly shows that 83.58 (355) of the total respondent or employees from the company indicates that training and development increases profit, while 16.42% disagreed completely that this does not increase the company's profit. This findings is in line with Adele and Adedokun (2014) which, affirmed that training and development has the tendency of increasing the organisational profit if properly planned and well-focussed

CONCLUSION

The study conclude that training and development is very necessary to argument performance of any firm to remain profitable and an "on-going" concern bases. Any firm that want to enjoy patronages of itsshareholder and customers alike must embrace training and development in order to make the entire staff adaptable to environmental changes by providing adequate and necessary solution as at when due.

It could be deduced from our analyses that Nigerian Bottling Company Plc has imbibed the culture of training and developing savours impressive result with respect to high productivity, high workers welfare, high sales and higher profits to its benefits. After a thorough investigation of Nigerian bottling Company plc, the researcher considers it necessary to give these useful recommendations based on my findings.

RECOMMENDATIONS

The recommendation if observed and implemented will contribute immensely to the survival of the organization, these include:

1. Make Training and development on organization's policy with adequate budget provision annually to enable more staff benefit from training.
2. There is need to establish a full blown training and development department saddled with responsibility of organizing training in conjunction with personnel department fashion out training programme that could be both internal and external as the case demands.
3. Nigerian bottling company should encourage workers to look for opportunities to acquire new techniques and should assist by way of sponsorship of staff to acquire new skills necessary to operate new machines/ techniques.
4. The Nigerian Bottling Company should select for training only those employees who are internally motivated and anxious to improve their abilities and job performance for the purpose of advancement.
5. Nigerian Bottling Company should adopt the policy of switching personnel from one undemanding job to another demanding job (job notation) extension of job responsibility and giving opportunities for achievement.

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