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## Perceived Impact of Training and Development on Job Satisfaction and Performance among Nigerian Railway Staff

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### **Abstract:**

*The research titled perceived impact of Training and development (T&D) on Job satisfaction and Performance among Nigerian Railway Staff was conducted with the intent to determine the perceived impact of T&D on employees' job satisfaction and performance among the Nigerian railway workers. The purpose of the study is to determine whether there is appropriate training and development among the employees of Nigerian railway and the extent it has affected their performance and satisfaction on the job. The population of the study is 1328 being the total staff strength of Nigerian Railway in Lagos Zone while a sample size of 297 was selected from the population using random sampling. Both qualitative and quantitative approaches were adopted and the results were analysed using descriptive and inferential statistics. From the result, the following findings were made; that there is significant positive relationship between T&D and job performance and that there is a significant relationship between performance competence and job satisfaction of Nigeria Railway employees. The study therefore concludes that Training and development has positive significant impact on Job satisfaction and Performance among Nigerian Railway Staff. Based on the findings, the study recommends that organization should prioritize training and development because employees who participated in trainings are more likely to experience job satisfaction and perform better than those that do not.*

**Keywords:** Training, Development, job Performance, job satisfaction, learning, management, Nigerian Railway Corporation, Nigeria.

## 1. Introduction

### 1.1. Background of the Study

Rail transport in Nigeria confronts the challenge of providing more efficient transport services to serve the needs of the economy. However, past neglect of the Corporation has led to poor performance, thereby contributing less than .5% to GDP. A much reduced, ill-motivated and inefficient workforce and management neglect have resulted in the NRC's current dilapidated and degraded state. Moribund traffic and diminishing capacity to serve its customers have resulted in a huge loss in income for the corporation. The relationship between T&D and performance in government-owned corporations has not received adequate attention in Nigeria; only occasional references are made to a connection between these concepts. The evidence suggests that the impact of T&D on performance is subject to debate and many organisations do not measure it.

In order to remain competitive in an increasingly globalised world, organisations place high priority on continuous learning in order to upgrade employees' skills and competencies (Subhani, Hasan, & Rahat, 2010). Companies with learning cultures will be able to adapt and succeed in today's changing business environment. Employees' skills and knowledge are considered a competitive advantage in the contemporary knowledge-based society (Sarwar, Azhar & Akhtar, 2011). As organisations increase in size and complexity so too, do their operational challenges and the number of employees that need training (Shoosmith, 2008). The factors that influenced the business world in the past have changed in recent times. Economic development, the knowledge economy, globalisation and technological changes have created a huge skills and knowledge gap that creates an urgent need for employees and managers to acquire additional capabilities (Burgard, et al., 2011; Karthikeyan, Karthi, & Graf, 2010; Martin, 2010). Changing market demand and

constant changes in work processes imply constant change in the skills required in an organization (Saunders, 2010; Rowold, 2008). These changes have increased the challenges and pressures experienced by organisations (Sahinidis & Boris, 2007). Thus, many companies are turning to T&D to solve their ever-increasing workers and organisational needs (Morin & Renaud, 2004). In contemporary society, where the reward for skills is high, as are the negative effect of a lack of skills, individuals and organisations need to prioritise T&D in order to upgrade skills (Australian Group Report, 2011).

Employee T&D is an integral part of the pursuit of improved growth and productivity (Rabey, 2007; Panagiotakopoulos, 2011). Indeed, the need to invest in the current labour force is more urgent than ever before, since the ability to compete is dependent on knowledge development and how well that knowledge is managed and utilised (Vemic, 2007). Therefore, the goal of T&D should be to enhance constant knowledge acquisition and innovation (Kumpikaitė, & Čiarnienė, 2008). Organisations should create a situation where knowledge is shared in order to promote their strategic plan (Hatala & Fleming 2007). While it has been widely acknowledged that training helps to develop employees' skills, enhance the quality of their work, improve productivity and build employee loyalty to an organisation, some organisations do not provide sufficient support for T&D, while others implement it in an ad-hoc fashion (Akinyele, 2007).

### *1.2. Problem Description*

The major problem facing most public establishments and corporations in Nigeria including Nigeria Railway is problem of poor performance. Rail transport in Nigeria confronts the challenge of providing more efficient transport services to serve the needs of the economy. This objective seems to be unachieved utopia especially in recent time. Moribund traffic and diminishing capacity to serve its customers have resulted in a huge loss in income for the corporation. Training and Development is still an indispensable factor in organizational and employee performance even though it still under debate. Some have argued that the association between productivity and training is weak and hard to prove (Matilda, 2009). Molina and Ortega (2003) cited in Matilda (2009) identified some negative impacts of training on firm performance. Some scholars and researchers argue that the negative impacts recorded may be because training was offered without an efficient approach, example, a lack of alignment of training with the overall corporate strategic plan (Aragon-Sanchez, et al., 2003; Huquea & Vyas, 2008). Furthermore, organizations still tend to view training as an expense rather than as an investment that will yield positive results (Obisi, 2011). However, significant investment in training interventions in public organisations in Nigeria and indeed around the world does not regularly lead to commensurate improvement in employee job satisfaction and organisational performance due to the lack of efficient management of training programmes, therefore, it is on this notion that this study intend to investigate the impact of T&D and job satisfaction and performance with a view to determine whether poor performance of government corporations especially Nigerian Railways resulted from lack/inadequate training and development of its workforce..

### *1.3. Objective of the Study*

The broad objective of this study is to determine the perceived impact of training and development on Job satisfaction and performance among Nigerian Railway Staff. Drawn from the above broad objectives are the following specific objectives:

1. To investigate whether training and development initiatives affects the job satisfaction of employee of Nigeria railways
2. To determine whether performance competences impact the performance of employees of Nigeria railways

### *1.4. Research Questions*

The following research questions are formulated to aid the research proffer solution and answers in achieving the above stated objectives:

1. Do T&D initiatives impact on Nigeria railways employees' job satisfaction?
2. Does performance competence affect performance of Nigeria railways employees?

### *1.5. Research Hypotheses*

- $H_{01}$ : There is no significant positive relationship between perceived training & development initiatives and job satisfaction of Nigeria railway employees
- $H_{a1}$ : There is significant positive relationship between perceived training & development initiatives and job satisfaction of Nigeria railway employees
- $H_{02}$ : There is no significant positive relationship between performance competence and job performance of Nigeria Railway employees
- $H_{a2}$ : There is significant positive relationship between performance competence and job performance of Nigeria Railway employees

### 1.6. A Model of Training & Development (T&D) and Job Satisfaction & performance

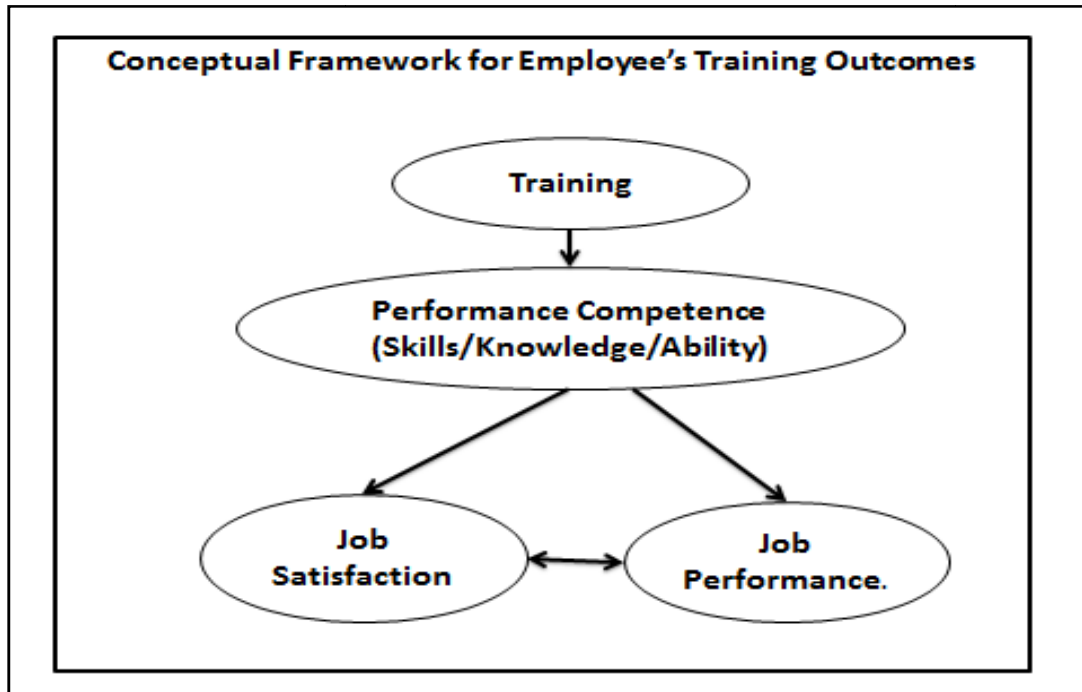


Figure 1: Training & Development (T&D) and Job satisfaction & performance framework  
Source: Researcher's Design 2015

## 2. Review of Related Literature

### 2.1. Conceptual Review

#### 2.1.1. The Nigerian Railway Corporation

Nigeria has vast natural mineral resources which, coupled with a large population, has increased demand for railway transport. An efficient and growing economy needs transport systems that move people and goods around cheaply and fast (Igbokwe, 2009). The National Transport Policy acknowledges the need to develop a transport system that guarantees accessibility to the different geographical zones of the country (NBS, 2010). The policy on Public Private Partnerships (PPP) and the Millennium Development Goals (MDGs) call for a functional, reliable and effective transport system; the NRC is a major component of such a system (Pepple, 2009). An efficient rail transport system will help to facilitate the production and distribution of goods to different locations and promote the use of public as opposed to private transport.

The NRC was started in 1898 by the British. The first rail line ran from Lagos to Ibadan. Nigeria's railway system has two major rail lines; one from the south to the northern part of the country and connects Lagos in the south to Nguru in the north, and the other from Port Harcourt in the south to Maiduguri in the north. Its network covers more than 3,505 kilometres of main line, 1,067 kilometres of narrow gauge (3'6'), and 338 kilometres of standard gauge (1,435mm). There are 19 kilometres of Port Harcourt-Onne narrow gauge track on standard gauge formation and 338 kilometres standard gauge rail line still under construction of 1435mm that extends from Itakpe-Ajaokuta to Warri (standard gauge). This project was embarked upon to transport iron ore from Itakpe Iron ore to Warri port (NRC, 2011; Obi, 2009).

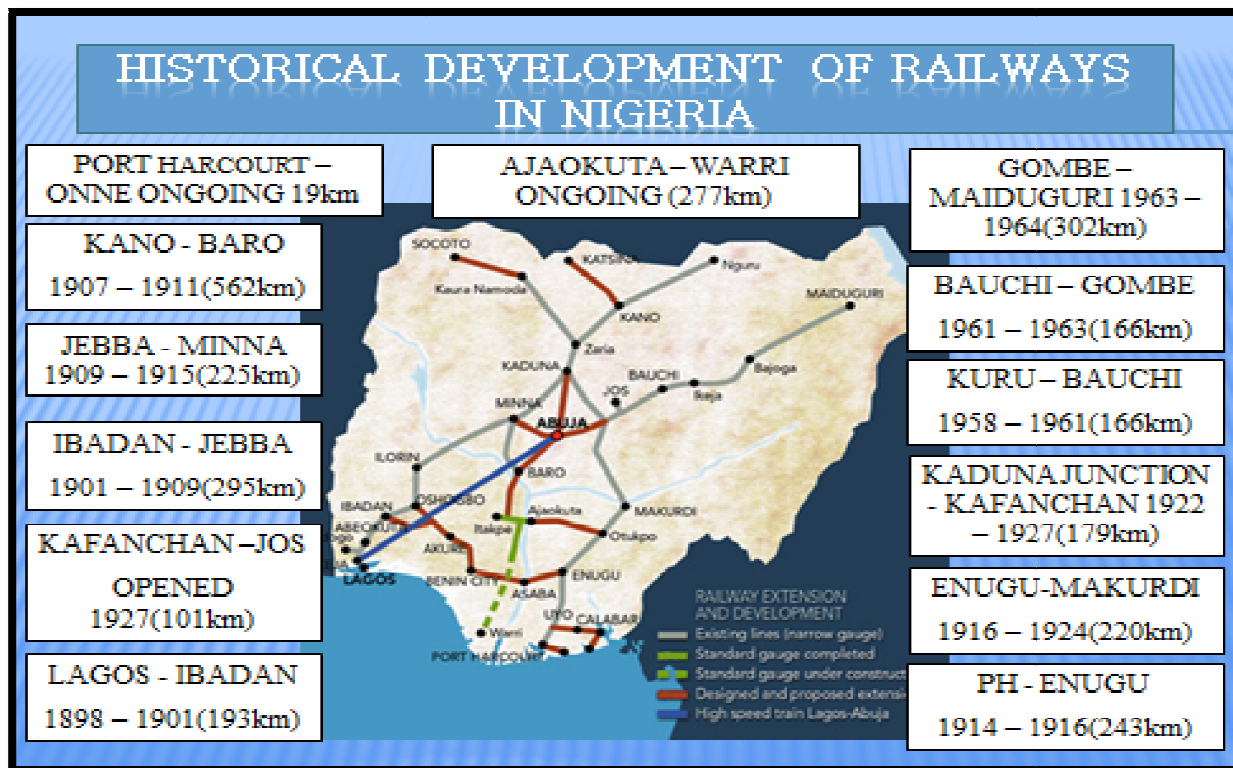


Figure 2: Historical Development of the NRC

Source: NRC (2011) used with Permission (inserted Map of Nigeria from Global Marketing International).

The rail lines were initially established to facilitate the transportation of agricultural produce, e.g., groundnuts, cocoa, cotton and palm products, from inland to the coast from where they were exported to Britain to serve its industrial needs (Punch Editorial Board, 2008; Olusoji, 2004). In modern times it is used to import consumer goods to various parts of the country (Federal Government of Nigeria, 2010). It is used to distribute petroleum products and serves as a mass transit system to different parts of the country (Aderibigbe & Adurokiya, 2011). The production of petroleum has influenced development in Nigeria in a way that was not expected, thereby imposing increasing demand on the railway transport system. The railway has the potential to provide a well-organised and cost-effective means of transport, mainly for heavy cargo destined for long routes (FGN, 2010). In light of the repositioning of the Corporation, some organisations, including the oil companies, have expressed interest in doing business with it (NRC, 2011).

The government has recognised the economic potential of the railway system in transforming Nigeria's economy, hence, the awarding of contracts to extend the railways and the recent repositioning of the rail system (National Association of Transport (NAT), 2002). The economic impact of the railway system includes its positive influence on trade and commerce, industrial development and growth; furthermore, it offers employment to many people (NAT, 2002). The railway system has been significantly reconstructed and modernised in recent times. The signalling and telecommunications system is being upgraded from manual to semi-automatic. Carriage and wagon workshops are in the process of being restored, workshops are being reequipped and the NRC has embarked on strategic repositioning in an effort to make it an attractive means of transportation. Nigerian Railway Corporation management has taken up the challenge to transform the corporation to its former glory, by providing efficient services to cargo owners and improved safety and operational performance to the numerous commuters (NRC, 2011).

Irrespective of its industrial capacity, the size of the population and technological advancement, every nation requires a transport system that works. A nation with an inefficient rail system may not achieve meaningful economic growth irrespective of its economic policies. Similarly, the transformation and growth of the Nigerian economy could be influenced to a certain extent by the development of the railway system (Sanni, 2004). During the colonial era, the NRC was strong and economically feasible and contributed significantly to the British industrial revolution. It served as the most efficient means of transportation by which the colonialists gained access to hinterland for agricultural products (Esan, 2010). Railways are seen as the lowest energy consuming mode of transport, as well as the best means of mass transportation in any country (Olusoji, 2004.). Past neglect by the government, transport policies, implementation, funding constraints and consistent staff depletion through retrenchments have led to its present poor condition (Esan, 2010, NRC, 2010)

Rail transport in many parts of the world is facing the challenge of providing more efficient services to serve the needs of the economy and meet society's expectation of mobility (Corsini, 2004.). Despite recent improvements in the Nigerian railway system, it still contributes little to the growth of the economy. This is due to past neglect and stiff competition from road, air and sea transport which has negatively affected its performance. Passengers and goods previously carried by railways have virtually been taken over by road and sea transport; something that the federal government wants to turn around. The main objective of the NRC is to offer efficient and safe transportation of passengers and goods that is cost effective and offers value for money, improved market share and quality

service. However, a much reduced, ill-motivated and inefficient workforce and management neglect have reduced the NRC to its present dilapidated and degraded state (Aderibigbe, & Adurokiya, 2011; Agha, 2007).

<b>46 YEARS PERFORMANCE PROFILE</b>		
<b>YEAR</b>	<b>PASSENGER</b>	<b>FREIGHT</b>
1964	11,288,000	2,960,000
1974	4,288,000	1,098,000
1984	15,000,000	1,182,000
1994	784,802	106,000
2004	1,751,159	62,575
2006	798,802	41,495
2007	1,478,700	36,758
2008	1,996,324	47,409
2009	1,285,080	52,489
2010	1,514,215	141,247
2011	3,493,443	341,396

*Table 1: Performance Profile of the NRC*  
*Source: NRC Management (2012)*

The poor asset base and decline in the NRC's performance in recent times are illustrated by its operational statistics in relation to the number of passengers, freight traffic, revenue and available locomotives (see table 2.1). In 1964, the NRC carried an average of 11 million passengers and 2,960,000 tonnes of freight; in 2010 it carried about 1.5 million passengers (Agha, 2007). The present condition of the NRC has led to moribund traffic and diminishing capacity to serve its customers which have led to a huge loss in income (FGN, 2010). This state of affairs improved once government embarked on the rehabilitation of the corporation: the number of passengers increased from 1,514,215 to 3,493,442 in 2011, a more than 100% increase, thanks to massive T&D initiatives in the 2010 financial year.

During the 1980s, the NRC employed a workforce of more than 33,000; by 2011, this had shrunk to just 6,000 employees (Aderibigbe, & Adurokiya, 2011). It currently has a total workforce of 6,322, comprised of 3,330 junior and 3,992 senior staff, of which 4,021 and 2,301 are technical and administrative employees, respectively (NRC, 2010). One thousand three hundred and twenty eight (1,328) of these employees are based in Lagos (the location of this study), of which 878 are administrative staff and 450 are technical staff. Eight hundred and eleven (811) are junior staff and 517 are senior staff.

### 2.1.2. Nigerian Railway Corporation Manpower Development Initiatives

All stakeholders agree that there is an urgent need for a renewed NRC, capable of establishing a serviceable, competent and viable railway system in Nigeria (FGN, 2010). Furthermore, the authorities have realised the importance of efficient human resources to enhance the corporation's performance. Competent human resources are also vital for the planning, maintenance and operation of infrastructure and for achieving the organisation's objectives (Khadijat, 2005). Like any other business venture, the success of the NRC will depend on the quality and quantity of the employees available to develop and implement its strategic business plan. The government has acknowledged that improving the efficiency of railway transport will depend on T&D to create a new management system (FGN, 2010). It also recognises the serious shortage of knowledge and capacity challenges and the importance of an adequate manpower pool to confront future challenges. The importance of improving management capabilities among employees and managers in public organisations cannot be overemphasised. Consequently the NRC has adopted T&D as a core strategy to cope with ever-increasing competitive pressure and demands for efficiency and better services.

Training effectiveness is a measure of whether training achieves its intended outcomes (Laoledchai, Wee Land & Low, 2008). Although the government has spent millions on T&D, there have been few studies on the impact of training on public enterprises' performance (Leake & Parry 2008; Sun & Ross, 2009; NAN, 2010; Kaufman, 1985). Furthermore, evaluations of the influence of T&D on public organisations have not received serious attention or traditionally have not been undertaken due to the changes that occur when one group of administrators replaces another. Either the succeeding administrators are not aware of the economic impact of T&D or they deliberately downplay its implementation (Huquea & Vyash, 2008; Healy & Ireland, 2001; Aragón-Sánchez, Barba-Aragón, Sanz-Valle, 2003; Alani & Isola, 2009).

The authorities have also realised that little will be achieved by improving rail transport infrastructure in the absence of the improvement of its manpower base. The Nigerian government has resolved not only to install a dynamic management team in the rail industry but capable manpower that will allow the Corporation to emerge as a leader in the country's transport sector. Twenty five locomotive engine drivers have undergone training in South Africa in order to enable them to operate 25 new locomotive engines imported from Brazil (Esan, 2010). The training was designed by the federal government to balance infrastructural acquisitions with staff reinforcements. In 2010, the NRC conducted strategic workshops in Lagos and in other parts of the country to enhance efficiency and innovation in operational and commercial services among the senior officers. The Lagos workshop was a strategic initiative to improve operational efficiency and the commercial viability of the corporation (Esan, 2010). Furthermore, as stated by Sijuwade, the Managing Director of the NRC, it aimed to strengthen employees' roles as the main operations and commercial officers by improving their competencies in contemporary business approaches and ideas (Esan, 2010). He added that the workshop would help participants understand the features and uniqueness of the strategic directions to reclaim and reposition NRC to be more efficient and successful. The Mechanical/Electrical staff in all the geo-political zones of the corporation underwent training in Lagos organised by the NRC in conjunction with General Electric in 2010. This aimed to enable these employees to operate and maintain the recently imported locomotive engines. An expert from General Electric remained in Nigeria to provide further training and improve the competence of the maintenance staff in relation to the new locomotive engines. Other training experiences included a month-long training for new employees to serve as an induction process (Esan, 2010). This training was organised for 200 new employees in the five geo-political zones of the country. Senior station masters, station masters, shunters, cabin operators and level crossing keepers were among this group (Esani, 2010). Frankieszer Peacock International in Ibadan organised a two-month training programme on basic computer skills at the railway premises. The training included Computer Appreciation, Microsoft Word and Excel, Corel Draw and the Internet (Esan, 2010). The NRC managing director assured employees that further training would be provided (Esan, 2010). These development initiatives launched by Adeseyi Sijuwade, the NRC Managing Director and Chief Executive Officer (CEO) have raised employee morale. T&D, which was previously restricted to the advantaged few, is now available to every member of the workforce. Training opportunities are available irrespective of an employee's status; this will enable the NRC to contribute to economic growth through an effective and efficient transportation system and the safe and smooth movement of passengers and goods (Nwachukwu, 2011). The NRC also has a continuous programme of employee development in place that utilises the skills of experienced and efficient senior workers and managers (NRC, 2011).

### 2.1.3. Job Performance

Employee development is not only an endeavour to enrich the quality of an employee's knowledge and skills, but also prepares them to undertake specific tasks to improve their job performance (Okoh, 2002; Oladimeji, 2011; Ji; Huang; Liu; Zhu, & Cai, 2012). For instance, ergonomic training aims to impart knowledge and skills in the efficient use of office facilities which can improve work flow, employees' effectiveness and overall job performance (Robertson & Huang, 2006). Workers' ability to control their working environment improves individual job performance. Clombo and Stanca (2008) indicated that while training has a positive impact on clerks, it has a significant but negative impact on executives. The differences between the impact of training on white and blue collar workers could be due to the fact that white collar workers' productivity-enhancing skills are generally acquired through advanced education, while on-the-job training is sufficient to enhance the knowledge and skills of blue collar workers. Generally, there is a positive relationship between T&D and workplace performance (Drake-Knight, 2012). Manasa & Reddy (2009) and the Centre for Management Development (CMD) (2011) found that, with proper motivation, T&D can result in productivity improving to as high as 90%. Akinwumi and Adeyanju (2011) established that level of education and training have a significant impact on teachers' performance in Nigeria. Training and development enhance other qualities in trainees, such as an improvement in profit making and service quality, the proper use of employees, improved employee safety and motivation, reduced resistance to change, reduced costs as result of a decrease in mistakes, and improved competence and job performance (Olaniyi, 2006 cited in Shadare, 2010). Trainees are aware that the aim of T&D is to acquire competencies to achieve an organisation's set goals. Social exchange theory is a motivational theory which indicates that trainees will apply their knowledge on-the-job because of what they hope to gain in the end. Therefore, T&D should be a core strategic intent for organisations that want to grow and be productive. However, not every study has found a significant positive association between T&D and an increase in performance, Cooney, Terziovski, & Samson, (2002) indicated that employee training was found to have a small effect on employees' performance.

### 2.1.4. Job Satisfaction

When employees receive training they acquire skills and knowledge, which leads to reduced working hours as a result of increased efficiency. This enables them to do their jobs better, become more efficient, gain self-esteem and raises their morale, which lead to job satisfaction (Ryan, 2009; ILC, 2008; Forsyth, 2001; Ellinger et al., 2003 cited in Rowold, 2008). It has been established that T&D is positively and considerably associated with job satisfaction and that job satisfaction is also positively and significantly associated with workplace performance on most measures of performance (Felsteda, Gallieb, Greenc, & Zhou, 2010.; Schmidt, 2007; Donald, 2009). The two domains are mutually reinforcing; thus, as workers derive more satisfaction from working in a successful organisation, so their performance continues to improve (Georgellis & Lange, 2007). Studies have found that respondents who participated in training demonstrated higher degrees of understanding of job requirements and hence, job satisfaction (Georgesllis & Lange, 2007; Glaveli & Karassavidou 2011; Spears & Parker, 2002). Appropriate T&D makes employees happier in their jobs and they feel valued by their employers (Shelton, 2001). On the other hand, according to Melymuka (2000) Cited in Schmidt, (2007), employee dissatisfaction was partly attributed to their lack of fulfilment in their jobs, which was caused by the failure to receive the training they

needed. Blum & Kaplan (2000) cited in Schmidt, (2007) observed that the opportunity to acquire new competences is crucial to job satisfaction. Shields & Ward, (2001) cited in Schmidt, (2007) also found that financial benefits impact less on job satisfaction than the opportunity to train among nurses in the UK. Randstad North Nankervis, Compton and McCarthy (1999) were of the opinion that effective training would not only equip employees with most of the knowledge and skills needed to accomplish jobs, but also contribute to job satisfaction. A survey of 271 network professionals established that even perceived opportunities to learn new skills was sufficient to lead to improved job satisfaction (Blum & Kaplan, 2000 cited in Schmidt, (2007). Furthermore, Siebern-Thomas's (2005) cited in Jones, Jones, Latreille, & Sloane, (2008) analysis of 13 countries in the European Community Household Panel between 1994 and 2001, found that job satisfaction was inclined to be higher where there was access to workplace training. Molina and Ortega (2003) demonstrated that training can have a positive outcome on organisational performance by enhancing employee job satisfaction. Thus, management can improve employees' job satisfaction by increasing the rate of T&D activities that impact positively on their general skills acquisition (Jamshed, Halepota, & Irani, 2010; Jones, Jones, Latreille, & Sloane, 2008).

### *2.2. Theoretical Framework*

The theory on which this work hinges is the theory of human capital. Even though the human capital theory did not explicitly demonstrate a link between T&D and workplace performance, but did so indirectly. The theory was based on the assumption that investment in T&D programmes enhances gains in employees' lifetime earnings. Human capital can be referred to as the knowledge, skills, competencies and attributes embodied in a person that will help him/her to improve his/her effectiveness and performance. The skills or competencies embodied in human capital generally pay off in the form of enhanced productivity, which, when valued by the labour market, results in positive outcomes, e.g., promotion. In the same manner, companies train their employees to acquire skills that enhance their productivity (Dobbs, Sun & Roberts, 2008). Therefore, the main contention of human capital theory is the supposed association between training and skills and knowledge acquisition, an increase in productivity and the ability to compete favourably in the labour market which eventually results in higher earnings for employees (Dobbs et al., 2008). Therefore, training policy which depends on human capital theory and is resource-based will have a significant influence on organisational performance (Garcia, 2005).

### **3. Research Methodology**

The research method and strategies required to discourse the research questions for this study were chosen with the aid of Saunders et al. (2007) research onion model. Each layer of Saunders et al. (2007) research onion are deliberated upon in order to elucidate why each element was selected, and how it aided in answering the research questions. Their model, which portrays the issues underlying the choice of data collection methods, was used to define the research approach of this study. The specific research philosophy, research approach, research strategies, time horizons and data collection methods, used for this study were discussed. Modern business research encompasses certain theoretical elements and backgrounds that help to shape and inform how the research is accompanied. Therefore, there is a need to examine the theoretical antecedents to management research practice which helped to shape this research.

*3.1. Area of Study:* The study is on public sector using Nigerian Railway Corporation as a study area.

#### *3.2. Research Instrument*

The primary data formed part of the empirical research. This study applied multi-method approach of data collection processes, which included the use of questionnaires and interviews. The data were partly obtained through an in-depth questionnaire administered to the 297 NRC employees who attended training programmes aimed at improving service quality and productivity. Further data were collected by means of an in-depth interview questionnaire, which was administered through personal interviews with the Directors. Secondary data collection involved reviewing previous research on T&D both within and outside the NRC, using both local and international accredited journals. The findings of the study were analysed against current T&D models and their impact on performance.

#### *3.3. Population and Sample Size:*

The population is the total staff strength of 1,328 NRC employees, of which 878 are administrative and 450 are technical staff. Sixty per cent of the employees were men and 35% were women; the majority of the respondents were between the ages of 25 and 35. Eight hundred and eleven (811) are junior staff and 517 are senior staff. Therefore, the sample comprised 297 employees in order to obtain a 95% confidence level for this study (Sekaran & Bougie, 2010.). The period of training ranges from one week to thirteen or more weeks. The sampling frame is the list of all NRC employees who had undergone T&D in the past year in Lagos state. The choice of the Lagos Zone of the NRC was based on the fact that it has the most comprehensive and detailed information on the multifaceted Corporation. The study was able to achieve a 100% response rate because respondents were stratified into distinctive groups and were randomly selected. The 297 employees who were selected for the study were approached to participate prior to its commencement; thus only those who volunteered to participate were included and hence the 100% response rate. The population was divided into mutually exclusive groups of junior and senior staff (where the employees' grades constituted the variable) and administrative and technical staff (where departments make up the variable), respectively. A simple random sample was drawn disproportionately from each stratum. The participants were selected (based on their groups as noted above) for the sample by initially assigning each name a unique number. This provided a total of 297 respondents who had attended training programmes aimed at improving service quality and productivity in Lagos. However, 37 questionnaires were rejected for various reasons; these were mainly incomplete questionnaires and respondents who claimed to have not attended any training within the stipulated time frame. An arbitrary number was assigned to



each participant and a random number was created. A random number table is a set of digits (i.e., 0, 1, 2, 3, 4, 5, 6, 7, 8, 9) arranged randomly through rows and columns (Wilson, 2007). Participants were selected by picking any starting point through poking the table with eyes closed, as every part of the table is randomly arranged. However, the researcher avoided starting at the same spot each time. Then the researcher read down the columns from the arbitrary starting point, accepting any numbers in his range.

#### 4. Presentation and Analysis of Data

Pearson correlation was conducted to examine if there is any relationship between perceived performance competence (skills and knowledge) gained during training and employees' job satisfaction. The result suggests a weak but statistically significant positive correlation (.135,  $n=297$ ,  $p<.02$ ). Furthermore, 65% of the Directors suggested that T&D intervention can enhance job satisfaction among employees. "Our T&D initiative did not just affect productivity, quality, effectiveness, and commitment but also affects employees' job satisfaction". This result indicates that the more employees acquire performance competence, the more likely they will experience job satisfaction. Hence, the hypothesis which posits that there is a significant positive relationship between perceived performance competencies gained during training and the perceived impacts on the employees' job satisfaction is verified and is accepted. This result is consistent with past studies. Glaveli & Karassavidou (2011) suggest that people who claimed high levels of perceived benefits from training, showed higher degrees of job satisfaction. Georgesllis & Lange, (2007) and Glaveli & Karassavidou (2011) also found that respondents who participated in training demonstrated higher degrees of understanding of job requirements as well as job satisfaction.

While 35.5% of the respondents felt that job satisfaction had reduced in recent times, however, they did not attribute this to the failure of T&D programmes. "Not everyone is happy at the moment because of non-payment of salary for the past two months, so employees cannot be satisfied in this condition..." This is an indication that T&D alone is not sufficient to improve employees' job satisfaction. "Personal conversations indicated that people are more satisfied these days then prior to the training initiatives we had last year". This is an indication that job satisfaction or dissatisfaction can be caused by a number of factors.

Correlations			
		Performance Competence	Job Satisfaction
Performance Competence	Pearson Correlation	1	.135*
	Sig. (2-tailed)		.022
	N	285	284
Job Satisfaction	Pearson Correlation	.135*	1
	Sig. (2-tailed)	.022	
	N	284	296

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

Table 2: Training and Job Satisfaction (Employees' Response)  
Researcher's field survey result, 2015

Effectiveness of the Training on Job Satisfaction				
Categories	Definition of the categories	Percentage of the Respondents		Examples
<i>Job satisfaction</i>	Job satisfaction improved very much.	5	62.5%	"Our T&D initiative did not just affect productivity, quality, effectiveness, and commitment but also affects employees' job satisfaction. Personal conversation has indicated that people are more satisfied these days then prior to the training initiatives we had last year".
	Job satisfaction was increased to some extent.	3	37.5%	"Not everyone is happy at the moment because of non-payment of salary for the past two months, so employees cannot be satisfied in this condition. Although the services they render is satisfactory".

Table 3: Training and Job Satisfaction (Directors' Responses)  
Researcher's field survey result, 2015



#### 4.1. Performance Competence and Job Performance

Pearson correlation was carried out to determine whether T&D can help to improve employees' job performance. The result obtained indicates a moderate association between T&D and employees' performance (.444,  $n=289$ ,  $p<.000$ ). The result suggests that an increase in the acquisition of skills and knowledge and capability in T&D lead to improvements in an employee's job performance. Put differently, the higher the levels of skills and knowledge gained from T&D, the higher the performance of the employees. The result was consistent with the results of past studies in the field. A study conducted by the Centre for Business Research (2003) indicated that three-quarters of the respondents felt that T&D improved labour productivity. About seventy-five per cent of the respondents in Cosh, Hughes, Bullock & Potton's (2003) study indicated that training had improved their labour productivity. Other studies including Farahbakhs (2010) and Colombano & Krkoska (2006) suggest that training leads to improved employee performance.

		Performance Competence	Job Performance
Performance Competence (T&D)	Pearson Correlation	1	.444**
	Sig. (2-tailed)		.000
	N	289	289
Job Performance	Pearson Correlation	.444**	1
	Sig. (2-tailed)	.000	
	N	289	289

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

Table 4: Performance Competence and Job Performance  
Researcher's field survey result, 2015

Effectiveness of the Training on Labour Productivity				
Categories	Definition of the categories	Percentage of the Respondents		Examples
<i>Comparing Labour Productivity for 2010 and 2011</i>	Productivity NRC has grown a lot larger in 2011.	7	87.5%	"Productivity is a lot larger"
	Training increased the overall productivity of the employees.	1	12.5%	"The training definitely increased the efficiency and the effectiveness of the employees and the overall employees' productivity. The most important reason in training employees' is the improvement in their performance and enhancement of their capabilities".
<i>Comparing with other organisations</i>	Labour productivity of NRC remains at average compare to other organisations	4	50%	"We are competing at an average".
	Nigerian Railways is a lot below others.	2	25%	"No, we compare poorly to other organisations in the sector, having said that I must say we are improving, and soon we will soon be even with the others".

Table 5: Directors' Responses  
Researcher's field survey result, 2015

#### 4. Discussion and Managerial Implication

This result of this study produced a moderate but statistically significant positive correlation between training and development and job performance. This demonstrates that employees who participated in T&D initiatives are more likely to experience increase job performance than those who do not. This is because employees who participate in training gained capabilities which they don't have prior to training, hence, they demonstrate higher degrees of understanding of the job requirements and this can result in better job performance. Training can contribute to job satisfaction in the sense that when an employee receives training, he/she acquires competencies that allow him/her to become more efficient and efficiency can lead to reduced working hours and thus enhanced job

satisfaction. The finding supports one of the motivation theories (the social exchange theory) which posit that people enter into a relationship with the aim of making the best use of the benefits they will obtain. The result can be explained thus: employees may be motivated to use their learning to increase production as way of rewarding the organisation for their investment in their training. Therefore, an organisation that aims to increasing staff job performance should implement T&D on a regular basis. This finding also supports Senge's (1999) argument that learning in organisations (through T&D) leads to knowledge acquisition, which leads to team knowledge sharing, greater motivation, social interaction, flexibility, and more creativity; when put together, these lead to an increase in productivity. Training leads to performance improvement and an increase in job performance can lead to job satisfaction; both are mutually reinforcing. Thus, management can improve employees' job satisfaction by increasing the rate of T&D activities that impact positively on employees' general skills acquisition.

This result of this study also produced a small but statistically significant positive correlation between training and development and job satisfaction. However small it may be, there is ample evidence to conclude that employees' job satisfaction was enhanced in NRC and can further be enhanced through the constant implementation of T&D programmes and indeed in many other organizations in Nigeria and beyond. It is pertinent to say that the NRC T&D initiatives was very effective in improving job satisfaction and performance and are likely to improve employees' overall performance which will in turn impact positively on the whole organizational performance, especially labour productivity.

Over the years, the NRC has experienced several challenges concerning the loss of customers and has depended on the federal government for assistance; the result of the present study shows that T&D had moderate impact on job performance; therefore T&D intervention may not be enough to solve job satisfaction and performance issues in the corporation. Moreover, the results of this study can be seen to signify the use of the T&D programme as an improvement strategy, but also could be seen as a sign that a lot more work needs to be done to rid this moribund organization of its current difficulties which have lasted for decades.

Training and development can be an effective strategic option for an organization that wants to improve its overall performance. It is therefore recommended that the NRC train its employees in an environment where they have access to state-of-the-art equipment in order to enable them to acquire superior skills and knowledge so as to induce them to be more appreciative of the effort the organization has put into their training and thus, become more productive to the organization as a reciprocity for the investment in their T&D. It is strongly recommended that the NRC and other Nigerian organizations continue to implement training programmes on a regular basis at least annually to deserving workers. Training and development initiatives should not be a once-off exercise. However, the effect of T&D on job satisfaction and performance for this study ranges from small to moderate; which indicates that the impact of T&D on performance and job satisfaction may have been overestimated in some previous studies.

## 5. Conclusion and Recommendations

Training and development initiatives were very successful in impacting the skills, knowledge, confidence, new abilities, morale and the overall individual performance of the entire workforce, irrespective of the gender, grade or department of the employees that participated in the exercise. The T&D programmes were successful in addressing the needs of individual employees as well as those of the NRC. There is ample evidence to conclude that employees' job satisfaction was enhanced and can be further enhanced through the constant implementation of T&D programmes in the NRC and other organizations. Employees who participate in training are therefore more likely to experience job satisfaction than those who do not. The NRC T&D initiatives can be very effective in improving employees' overall performance. Training and development can also be effective in improving overall organizational performance, especially labour productivity. However, the organization has made a concerted effort through T&D to improve its financial position. Over the years, the NRC has experienced several financial challenges and has depended on the federal government for assistance; the recent T&D intervention may not be enough to solve the all the financial problems. Moreover, the financial results cannot be seen to signify the failure of the T&D programme, but could be seen as a sign that a lot more work needs to be done to rid this moribund organization of its financial difficulties which have lasted for decades. Instead T&D can be an effective strategic option for an organization that wants to improve its employees' and organizational performance

## 6. Future Research

The present study was carried out in the NRC and was restricted to NRC employees. Therefore, future research should be conducted to include a survey of other public organisations in Nigeria that will provide more accurate data on the effects of T&D on individual and organisational performance outcomes. Further research involving Nigerian public organisations should adopt a holistic approach by including other human resources development bundles; this will provide broad knowledge about human resource development and organisational performance. This assertion has been substantiated in past studies of human resource bundles as a practice which found that training contributed negligibly to employees' and organisational performance in Europe.

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