**THE IMPACT OF TRAINING ON EMPLOYEES PRODUCTIVITY ON ATTAINMENT OF BUSINESS/ORGANIZATION GOALS IN POST COVID-19 PANDEMIC. A CASE STUDY OF THE HOSPITALITY, CATERING, RESTAURANT AND TOURISM INDUSTRY.**

**Lokoja, March, 2023**

**INTRODUCTION**

The quality of labour management relations in any enterprise determine whether the enterprise will harness the positive contributions of labour unions on productivity and by extensions, the achievement of the enterprise, strategic business plans or whether the enterprise will not benefit from the labour unions.

If management sows a deliberate policy of good labour management relations, they will reap the positive benefits of the labour unions as the labour unions will partner with the management and ensure that the strategic plans are achieved. If however, management sows the evil seed of adversarial labour management relations such as passive labour-management relations or the culture of engaging labour unions only when there is crisis, they should hold themselves responsible for the poor business results that will accrue to the enterprise.

While management strategic business plan involves three major strategies;

1. ***Plans for doing current business:*** these are the plans that are necessary for the day to day activities of the enterprise
2. ***Plans for continuing in business:*** these are plans that deal with the changing character of the customers’ business, with changing habits and expectations of workers and society at large
3. ***Plans for business development and growth:*** these includes plans to exploit new market opportunities and to exploit new product lines and services

Freeman and Mediff (1984) sought to explore why unionized organizations are more productive? They found that about one-fifth of the union productivity effects stemmed from lower worker turn over. Union improves communication channel giving workers the ability to improve their conditions short of existing, lower turn-over means lower training cost, and the experience of more seasoned workers translate into higher productivity therefore an innovative employer working with a progressive union can achieve high levels of productivity and world-class competitiveness.

**IMPACT OF TRAINING ON EMPLOYEES PRODUCTIVITY**

Particularly, training develops skills, competency ability and ultimately improves employee’s performance and organizational productivity. Training programs is the stimulant that workers require to improve their performance and capabilities, which consequently increase organizational productivity.

Training is a process of learning through a sequence of programmed behavior. It is aimed at increasing the skills and knowledge with a view to doing a particular job. Currently, organizations aimed to enhance the performance, develop, new skills and increase the productivity of employees. Training is therefore considered as an efficient means to attain this goal. Here are five impacts of training on employees’ productivity:

* **Enhance employees’ job performance:** it has a significant positive impact on employees’ job performance as it improves their proficiency in their respective job by giving them proper knowledge, skills and expertise. A trained employees are more capable to meet the goals and expectations of the organization
* **A positive work attitude, mindset and job satisfaction**: as Erin L. Davis quotes “A happy employee is a productive employee” By possessing the required knowledge and skills, employees develop a positive mindset and work attitude. They become satisfy with the output of their task and therefore become more productive, energized, creative and efficient.
* **Ensures new learning opportunities and work concepts** in this present age of globalization where customers’ needs are constantly changing and increasing, organizations should develop and train employees about new work concepts and skills to face new challenges especially working from home is now the new trend during the pandemic era of Covid-19
* **Creates a framework to identify weakness and develop strength:** due to work pressure, employees might not have sufficient time to detect their weakness but training enables employees to identify their weaknesses and amend them. Well trained and highly developed employees are regarded as “corner stones” for the success of the organization.
* **Motivates innovations and risk acceptance:** the business world is becoming more and more demanding, competitive and innovative. Training encourages innovations and creativity through the development of new work concepts, sills and competences

**TYPES OF TRAINING**

1. **Orientation Training**

Orientation training mainly consists of welcoming and introducing your new employees to the company’s;

1. Vision and core values of the organization
2. Culture and company policies
3. Organization structure
4. Introduction and office hour
5. **On-boarding training**

To get new hires up and running quickly, you can assign them an on-boarding training program. It familiarizes them with all the software and hardware that they will use.

1. **Technical skills training**

Maybe the employees are already skilled at writing quotations, accounting, or content writing and programming but there is always room for improvement, especially if their job requires specific technical skills.

1. **Managerial and leadership training**

Employees can grow to new higher positions; you can help them gain deeper insights into leadership. To prepare them for a job with a leadership role, you can offer them leadership training.

1. **Soft skills training**

Not everything is about technical skills. Soft skills are also essential for job growth. We can classify soft skills as a combination of personality traits, behavior and social attitudes. These skills allow people to communicate, collaborate, and manage conflict effectively. Soft skills training can cover areas such as;

* Listening
* Communication
* Teamwork
* Public speaking
* Adaptability

**TRAINING METHODS**

On the job

Training

Training

Methods

Off the job

Training

While on-the-job training is provided at the work place itself, the trainees produce things while learning. In off-the-job training, the training of the employees are done away from the work environment, that eliminates stress, frustrations and bustle of the day-to-day job.

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| **BASIS FOR COMPARISON** | **ON-THE-JOB TRAINING** | **OFF-THE-JOB TRAINING** |
| Meaning | On the job training refers to a form of training which is provided at the work place during the performance of the actual job | When the employees are given training outside the actual work location, such a type of training is termed as off the-job training |
| Approach | practical | Theoretical |
| Active Participation | Yes | No |
| Principle | Learning by Performing | Learning by acquiring knowledge |
| Location | At the place of work | Away from Workplace |
| Work disruption | No, because trainees produce the products during learning | Yes, because first training is provided which is followed by a performance |
| Carried out by | Experienced Employees | Professionals or experts |
| cost | Inexpensive | Expensive |
| Suitable for | Manufacturing firms more like | Non-manufacturing  |

**IMPORTANCE OF PRODUCTIVITY IN WORK-PLACE**

In other words, Productivity is a measure of how much an employee is able to get done in a given amount of time. Employee productivity is important because it directly impacts an organization growth. The more productive employees are, the more work they can get done, and the more profit an organization CAN MAKE.

Highly productive employees help a company achieve its goals. Productivity boosts morale and creates a company culture and excellence, resulting in a work place environment. When a company is highly productive and successful, incentives like pay rise, bonuses, and other fringe benefits are made available to the employees and advance their career as the company flourishes.

For every company, productivity in the work place is an essential aspect that the top management must understand in other to enjoy success.

**THE IMPACTS OF REWARDS ON EMPLOYEE**

A number of studies highlight the powerful relationship between rewards and employee performance. For example, 77% of employees report that they would work harder if they felt better recognized and 68% of employees said they would remain loyal to their employer if they were regularly thanked for their efforts. Rewarding employees can also boost productivity.

One study conducted by Harvard Business School found that 50% of companies that gave employees Christmas rewards saw an improvement in productivity level in the New Year. As a result, companies offering an incentive programme with the right type of reward system enjoy 79% success rate in achieving their business goals.

Employers want a productive work force and to be recognized for their efforts, and increasing productivity involves understanding how to incentivize employee performance.

According to one study, the average worker is productive for a total of 2 hours and 53 minutes out of an 8-hour day. Most employees are only productive for 37% of the day. From social medial checks to making food in the office, the little moments away from a desk add up.

The facts are; rewarding an employee for a job well done inspires them to work harder and to be more productive.

**EMPLOYEE DISCIPLINE – “POSITIVE AND NEGATIVE CONCEPTS”**

Discipline is the orderly conduct by an employee in an expected manner. It is the force of fear that an individual or group from doing things that are detrimental to the accomplishment of group objectivities.

Violation of rules, regulations, procedure and norms is considered as misconduct, that is, any act which is inconsistent with the fulfillment of the expressed and implied conditions of service or is directly linked with the general relationship of the employer and the employee has a direct effect on the smooth and efficient working of the organization concerned.

A disciplined employee will be organized and an organized employee will be disciplined always. Discipline in an organization ensures productivity and efficiency. In absence of discipline, there will be chaos, confusion, corruption and disobedience in an organization. In short, discipline implies obedience, orderliness and maintenance of proper subordination among employees, appropriate salary structure, effective grievance handling and job-screening all contribute to organizational discipline. Simply stated, discipline means orderliness. It implies the absence of chaos, irregularities and confusion in the behavior of workers.

***TWO CONCEPTS; POSITIVE AND NEGATIVE CONCEPTS***

There are concepts of discipline – positive and negative concepts. Positive discipline means a sense of duty to observe the rules and regulations. It can be achieved when management applies the principle of positive motivation along with the appropriate leadership. The positive concepts of discipline assume a creation of self-discipline.

On the other hand, negative discipline is known as punitive or corrective discipline. Under it, penalties or punishments are used to force workers to obey rules and regulations. The objective is to ensure that employees do not violate the rules and regulations.

Negative disciplinary actions involves; demotions, reprimand, fines, layoff and transfer. While exercising a negative discipline, organization should proceed in a sequential manner, e.g. an oral reprimand, a written reprimand, a warning, temporary suspension and dismissal or discharge.

**MC Gregor; “Red Hot Stove Rule”**

This rule says that a sound and effective disciplinary system in an organization should have the following characteristic:

1. ***Immediate:*** - just as when you touch a red hot stove, the burn is immediate, similarly the penalty for violation should be immediate disciplinary actions for violation of rules.
2. ***Consistence:*** - Just as a Red Hot Stove burns everyone in a similar manner; likewise, there should be high consistency in a sound disciplinary system.
3. ***Impersonal:*** - don’t bring personal feelings in negative disciplinary actions, hence disciplinary actions should maintained impersonality by refraining from personal/subjective feelings.
4. ***Prior warning and notice*** – Just as an individual has a warning when moving closer to the stove that would be burned on touching it, sound disciplinary should give advance warning to the employees as to the implications of not conforming to the standards of behavour and code of conduct in an organization.

**Important objectives/purpose of employee discipline**

1. To obtain a willing acceptance of rules and regulations or procedures of an organization so that goals of the business may be attained.
2. To give direction or responsibility.
3. To increase the working efficiency or morale of the employees so that their productivity is stepped up and cost of production brought down and the quality of production improved.
4. To develop among employee a spirit of tolerance and a desire to make adjustments.
5. To create an atmosphere of respect for the human personality or human relations

**CONCLUSION**

The code of discipline in industrial relation is very essential because in today’s world industrial disputes and grievances are become very common in industrial setups and these disputes not only crippling the growth of the industry but also affect the growth of the country economy. To resolve the dispute and make dispute settlement more open, and fair, and inclusive we need a code of discipline which mentioned all the does and don’t of activities for workers, employer, Management and trade Union, fine and penalty and grievance handling mechanism that is accepted by both workers and employers.

Discipline is essential for the smooth running of an organization for the maintenance of Industrial peace which is the foundation of industrial democracy. Without discipline, therefore, no enterprise would prosper.

**SUCCESS**

**Lokoja, March, 2023**

**ADDENDUM**

**DIFFERENCE BETWEEN TEACHING AND TRAINING**

* Teaching is primarily associated with classroom learning, wherein theoretical knowledge of various subjects are provided to the student, as per opted course while,
* Training is one such process which helps in improving specific skills on the trainee, so as to specialize him/her in the specific job or work.

**DIFFERENCE BETWEEN TRAINING AND DEVELOPMENT**

* Training is a program organized by the organization to develop knowledge and skills in the employees as per the requirements of the job while; Development is a sort of educational process which focuses on the growth and maturity of the managerial personnel.

**DIFFERENCE BETWEEN SALARY AND STIPEND**

Salary is paid to the employee’s return for the work performed by them in the organization while, stipend is provided to the interns or apprentices, who work for in the organization for the short term with an aim of learning and getting the experience of work life.

**DIFFERENCE BETWEEN APPRENTICE AND INTERNSHIP**

Apprenticeship implies a course of on-the-job training where by the apprentice undergoes training for fix duration on a contract basis, in which he learns specific skills required for a particular trade and occupation. While, an Internship is an on-the-job training method in which the college students undergo training where they get firsthand experience about a particular job. The training last for a short period usually one to six months and it can be part time or full time.