"The Effect of Training and Development in Improving Employees' Productivity: *A Study of some selected Small Scale Industries in Gombe Metropolis*"

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ABSTRACT : *This paper is set up to assess the effect of training and development as a tool for improving employees productivity with special reference to some selected small scale industries in Gombe. The methodology used in conducting the study is survey method, which involves both primary and secondary sources of data. And the chi-square statistic was used for the analysis of data and tested the hypothesis. The study discovered that training and development plays significant role in improving employees' productivity. However, there are some problems affecting the level of training and development carried out by the industries. It is recommended that management should not underestimate the role of training and development regardless of its duration. Because the more industries try to avoid the expenses of training in the beginning; it is increasing the cost of it in the future. Also management should identify the problems associated with training and development program and device means of addressing it.*

I.   INTRODUCTION

It is truism in modern management that an organization's most valuable resource is its people. Though, organization is composed of people working with technology, organized into various unit and sub-unit such as groups, teams, department and business units. But people are more than just providers of Labour. They are also the primary custodians of organizational knowledge, and provide the vital spark of creativity that makes business innovative and competitive. Without people organization would exist only on paper.Therefore, training and development of these people (employees) becomes inevitable. That is, after the right employees have been recruited   and placed on their jobs, they must also be developed through training to increase or update their skills to enable them perform more efficiently. The fact that newly recruited employees must be adequately trained before they are set on their jobs, because the productivity of employees in an organization is linked with the training and development they received. In addition, experienced or old employees may not improve or even maintained their productivity if they are not provided with an adequate amount of continual training, especially if they are to handle new equipment or to manufacture new product and if they are groomed to assumed supervisory position. Simply because knowledge or skills itself get rotten. Base on this fact, employees must be trained and developed in order to achieve organization objectives.It is more significant to note that, an organization today is dynamic and more complex. Today's managers must find ways of training the employees in order to improve productivity for today's competitive business environment. This implies that modern managerial and technological skills are required to meet the present global challenges.

II.   STATEMENT OF RESEARCH PROBLEM

The survival of any organization depends on its employees. This is because employees are the primary custodians or integral part of organization that boost productions. However, the productivity of sure employees cannot be improved or boosted without adequate amount of training and development. Though, training and development has been identified in many organizations survey as one of the most important tool for improving employees' productivity, there exist some employees that lack adequate training and development. This is because organizations see training and development as time consuming event, costly and wastage. Further more, organization in many developing countries like Nigeria have traditional believe that training and development is something bore with Colleges, Polytechnics and Universities. Such believe affect the level of training and development of organization to their employees.Another problem of training and development in an organization, the management of organization themselves are not formally trained. Thereby not value the role of training and development in their workplace. Equally, the employees themselves do not value training and development, for   circumstances may become problem because the management/owners of the organization and employees consciously or unconsciously were unable to recognize the role and importance of training and development. Additionally, transfer of learning or training programme from both trainers to trainees up to the

extent that they will transfer it to the workplace, is a serious problem. Thus, the existing findings of the previous studies did not asses the role of training and development identified above; this leaves a clear existing gap that necessitates the study.

III.   OBJECTIVES OF THE STUDY

The major objective of this research is to examine the effect of training and development in improving employees' productivity. The specific objectives are to;

a. Examine the role of training and development in improving employees' productivity.
b. Identify the various methods of training and development carryout and the extent to which it improve productivity.
c. Assess the effectiveness of training and development of employees and the extent which it improveproductivity.
d. Examine problems and prospects of training and development of employees in an organization.

STATEMENT OF HYPOTHESIS

a. H_o: Training and development has no significant role on employees' productivity.
b. H_o: Training and development is not effectively carried out in the organization

SCOPE AND LIMITATION

The scope of this research is restricted to some selected small scale industries in Gombe, with special emphasis on improvement of employees productivity. Others limitations to the research include, financial constraints, time, inadequate text books, journals, hence biases cannot be completely rule out.

SIGNIFICANCE OF THE STUDY

This research work is significant in many aspects apart from adding to knowledge; it will help those saddled with responsibility of training and development to identify their weakness. It is equally important because it pinpoint various training method required by employees. And this to my understanding will help the industries to design the training programme so as to improve employees' productivity. The reason is that if training and development is properly carried out will give an outstanding result. And subsequently if not been identified and utilized will lead to high rate of absenteeism and turnover as well as low productivity.

This research also assists in determining the techniques that could be used in attracting and retaining committed workers. It serves as reference for scholars especially on "training and development" and for future researchers that my have interest in carrying out research on the same topic.

IV. METHODOLOGY

The methodology adopted in this study is survey design it involved the use of both secondary source of data and primary source of data. It was used because it allows the researchers to objectively sample opinions from employees of the small scale industries in Gombe metropolis on the effect of training in improving productivity. The study area consists of some selected small scale industries in Gombe metropolis, Gombe State, Nigeria. Simple random sampling technique was adopted in selecting 40 respondents from the selected small scale industries, where 20 respondents were allocated to each industry to ensure equitable distribution participants. Data collected was analyzed and tested the hypothesis.

V. TRAINING AND DEVELOPMENT

Training

Different scholars have given different definition relating to training. Main among them is as follows, as stated by www goggle.com (2010). According to Flippo (1996) "Training is the act of increasing the knowledge and skill of an employee for doing particular job". According to Jucius (1982) "The term training is used to indicate only a process, by which the aptitudes, s kills and abilities of the employees to perform specific jobs are increased." According to Beach (2009) "Training is the organized procedure by which people learn knowledge and skill for definite purpose." All the above definitions lay special emphasis on two things, one specific job and two, increase in knowledge and skill. To conclude, it can be said that training is that process by which effort are made to increase knowledge and skills of the employees so as to perform specific job efficiently and effectively. Witzel (2009) defined training and development as the process whereby the company provides it staff with the key skills they need to carry out their jobs. Given that the business environment is constantly changing, this is very important function. Staff needs to keep up with changes in the market, new regulation, advance in technology etc, if they are to remain competitive. Nwachukwu (2004) defined training as organizational effort aimed at helping an employee to acquire basic skills required for the efficient execution of functions for which he was hired. Alan (2002) viewed training as any procedure initiated by an organization to foster learning among organizational members. The primary purpose of training programme is to help achieve

overall organization objectives. At the same time, an effective training programme must demonstrably contribute to the satisfaction of the trainee's personal goals. Nickels (2002) observed that, training and development include all attempts to improve productivity by increasing an employee's ability to perform. Training focuses on short term skills, whereas development focuses on long term abilities. Schuller (1996) stated that, employees training and development is any attempt to improve current or future employee's performance by increasing, through learning, an employee's ability to perform, usually by increasing his or her skill and knowledge. The need for training and development is determined by the employee's performance deficiency, computed as: Standard or desired performance (present or future) - Actual (present or potential) performance = Training and development need.

IV.   DEVELOPMENT

Jones and George (2006) Development focuses on building the knowledge and skills of organizational members so that they are prepared to take on new responsibilities and challenges. Development tends to be used more frequently with professionals and managers. As Nwachukwu (2004) observed that, development deals with the activities undertaken to expose an employees to perform additional duties and assume position of importance in the organizational hierarchy. Koontz and Weihrich (2003) saw development as systematic, integrated, and planned approach to improving the effectiveness of group of people and of the whole organization or major organizational units. Schermerhorn (2004) defined development as a designed to improve a person's knowledge and skill in fundamentals of management process. wwwgoogle.com (2010) Development refers to a process designed to develop skills necessary for future work activities. http://wiki.answer.com (2010) Development is a long-term educational process utilizing organized and systematic procedures by which managerial personnel learn conceptual and theoretical knowledge for general purpose. It covers not only those activities which improve job performance but also those activities which improve the personality of employee. Holley and Jennings (1987) Development refers to the efforts to increase employee's ability to advance in the organization and perform additional duties. Therefore, development is future oriented. Klatt (1985) viewed training and development as a subsystem of human resource management system. The primary objective of training and development subsystem is to change the bahaviour of people in the company as a whole is improved.From the above views of both training and development, this must be understood over here that training and development is an unavoidable expense. For example, if an organization neglects the training need of the employees this does not mean that the organization is able to save the training cost but in turn this increase the training and development cost. As employees will, in the first place, did something wrong with a specific task, and then try to find out the cause of mistake and only then after work toward rectifying the mistake. Although, this is also training but it is costlier in comparison to training provided by scientific methods. During the former type of training employee waste time, resources and money, so, training must be provided to the employees, as it will benefit both organization and employees.

REASONS FOR TRAINING AND DEVELOPMENT

Training and development are important activities in all organizations. Newly hired employees need to be trained to perform their jobs. Existing employees need to acquire new skill and knowledge. Changes, particularly in technology, mean that people and organizations are continually faced with situations that required new learning as stated by Stone (1995). He further stated three (3) reasons for training and development.
[1] Technological change
[2] Organizational change
[3] Social, legal and other changes

Technological Change

The rate of technological change is now greater than it has ever been. No employee or organization can escape its impact. Workers are now forced to cope with frequent changes in their tasks, as well as a blinding succession of personal transfers, product changes and reorganization. The magnitude of technological change which is occurring can not be underestimated. For example, the application of computer technology and microprocessor   in the retail industry over the past decade has had considerable impact on such functions as accounting, inventory control, storage, stock control and warehouse operations. The introduction point of sale electronic, cash registers, optical scanning and electronic fund transfer are technological developments which are even more obvious.
Similarly computerization is transforming much of manufacturing. The advent of word processors, new forms of information storage and retrieval and advances in telecommunications such as the mobile telephone are having a dramatic impact. Because it can only be exploited to full advantage when employees possess the necessary skills, technological changes creates need for training and development. Technological change also creates redundancies and employees obsolescence, making continuing work force skilling and re-skilling essential.

Organizational Change
Another reason for training and development is organizational change. According to Mclagen (1995) "The 1990s organization will be a more flexible, participative one. It will be simultaneously tougher and more human. It will value both accountability and creativity and will more often seek competitive advantage through people strategies."

Mclagen's (1995) research identified six (6) major areas of organizational change that will have impact on training and development in the workplace.

[1]   Pressure for workforce productivity will intensify with organizations and industries looking beyond obvious efficiency gains to more systemic and "break through" ways of being law-cost producers of high quality products and services.

[2]   The pace of change will continue to accelerate. Cycle times will be reduced, the useful life of information will shrink, work will change due to advances in technology, and time will become a more valuable resource. The bottom line is that organization that works in less time will have a competitive advantage.

[3]   Organizations of nineties will also continue to shift their focus to the customer and quality. The shift will be more than a fad or fleeting tactics. It will be pervasive because it is a key competitive characteristic. In tomorrow's superiors organizations, customer and quality focus will permeate the organization, with every employee clear about the value he or she adds in both areas for internal as well as external customer.

[4]   In many organizations in the nineties, the arena for planning and action will be global. Markets resources pools competition, partnership or all of them will cross national lines. For some, competitors will be suppliers or even customers. Relationships, in short, will be complex and the boundaries will blur between the organization and the environment.

[5]   Business strategies will become more dependent on the quality and versatility of human resource. Whether they rely on improved productivity, quality, or innovation, the strategies of the nineties will not be delivered if the organization's people are not capable and committed. Organization that apply only money and technology to problems, without bringing the people along, will not survive – especially in industries in which people's knowledge, attitudes, skills and willingness to changes are critically to competitive advantage.

[6]   Work structure and design will change dramatically, building on changes that have already begun. Hierarchies will melt into or be displaced by flatter and more flexible organization designs. The boundaries between individual jobs will blur, with more team accountability and flexible, multi-skilled job designs. Autocratic decision will give way to more participative modes.

Social, Legal and Other Changes
Finally, changes in such areas as social attitudes, legal requirements and industrial relations generate training needs. For example, occupational health and safety, enterprise bargaining, smoking in the work place, sexual harassment and equal employment requirements demand new skills, attitudes and knowledge on the part of employees and organizations.

McNamara (2010) Training and development can be initiated for a variety of reasons for employees such as the following:
- When a performance appraisal indicates performance improvement is needed.
- To "benchmark" the status of improvement so far in a performance improvement effort.
- As part of an overall professional development programme.
- As part of succession planning to help an employee be eligible for a planned change in role in the organization.
- To "pilot," or test, the operation of a new performance management system.
- To train about a specific topic.

ROLES OF TRAINING AND DEVELOPMENT
Adiele and Mishra (2009) highlighted the following as important roles of training and development.
- Productivity: Training and development help in increasing the productivity of employees that help the organization further to achieve its long-term goals.
- Optimum Utilization of Human Resources: Training and development helps in optimizing the utilization of human resources that further helps the employee to achieve the organizational goal as well as their individual goals.
- Development of Skills of Employee: Training and development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and an overall personality of employee.
- Quality: Training and development helps in improving upon the quality of work and work life.

- Team Spirit: Training and development helps in inculcating the sense of team work, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees.
- Development of Human Resources: Training and development helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth.
- Organizational Climate: Training and development helps in building the positive perception and feeling about the organization. The employees get these feeling from leaders, subordinates and peers.
- Morale: Training and development helps in improving the morale of the workforce.
- Healthy Work Environment: Training and development helps in creating the healthy working environment. It helps to build good employee, relationship so that individual goals aligns with organizational goals.
- Profitability: Training and development leads to improved profitability and more positive attitudes toward profit orientation.
- Organizational Culture: Training and development helps to develop and improve the organizational health culture and effectiveness. It helps in creating the learning culture within the organization.
- Health and Safety: Training and development help in improving the health and safety of the organization thus preventing obsolescence.
- Image: Training and development helps in creating a better corporate image.
- Training and development aids in organization development, that is, organization gets more effective decision making and problem solving. It helps in understanding and carrying out organizational policies.
- Training and development helps in developing leadership skills, motivation, loyalty, better attitudes and other aspects that successful workers and managers usually display.
- Training and development demonstrates a commitment to keeping employees on the cutting edge of knowledge and practice.

V. METHODS OF TRAINING AND DEVELOPMENT

There is no any rule of thumb governing the limitation of methods of training, as far as many authors exist and development in technology. Nickels et al (2002) identified the following methods of training and development.

[1] On-the-Job Training: In this kind of training an employee is placed or trained on his or her new job. He or she watches the trainers as the job is done.   Part of the job or some of its task can be introduced to the trainee gradually until he/she is able to master all the tasks of his/her job.

[2] **Vestibule Training:** This is done in classroom where employees are taught on equipment similar to that used on the job. Such classroom enables employees to learn proper methods and safety procedures before assuming specific job assignment in an organization. Computer and robotics training is often completed in a vestibule classroom.

[3] **Apprenticeship Training:** This is kind of training where a trainee or apprentice learns from specialist through observation. Training may occasionally be supplemented by classroom formal instructions. It is a way of developing skills in workers as the master transmits his knowledge, skill and expertise to the apprentice. This kind of training is always meant for unskilled workers and of course has the natural tendency of taking long time to finish. Apprenticeship training is common with arts, wood metal work etc.

[4] **Job Rotation:** This is training method that makes it necessary to move the trainee from one department or unit to another to master what goes on in that section. The essence of this programme is to broaden his experience in different jobs.

[5] **Employee Orientation:** This is the activity that introduces new employees to the organization, to fellow employees, to their immediate supervisors, and to the policies, practices and objectives of the firm. Orientation programme include everything from informal talks to formal activities that last a day or more and include scheduled visits to various departments and required reading of hand books.

[6] **Coaching:** In this method, a newly appointed person is made an assistant of an experienced manager (who is known as coach). He observes the functions or role of the senior manager and tries to understand it. Thereafter, the senior manager assigns him simple jobs and problems and guides him. When the senior manager feels that he has acquired desired proficiency, then he is called upon to find solution to complex problems and sometime he has to do the work of entire department all by himself in the absence of senior manager.

[7] **Job Simulation:** This is the use of equipment that duplicates job conditions and tasks so that trainees can learn skills before attempting them on the job. Job simulation differs from vestibule training in that the simulation attempts to duplicate the exact combination of condition that occurs on the job. This is the kind of training given to astronauts, airline pilots, army tank operators, ship captains and others who must learn difficult procedures off the job.

[8] **Off – the – Job Training:** This occurs away from the work place and consists of internal or external programmes to develop any of the variety of skills or to foster personal development. Training is becoming more sophisticated as jobs become more sophisticated. Furthermore, training is expanding to include education and personal development – subject may include time management stress management, health and wellness, physical education, nutrition and even art and languages.

[9] **Audio Visual Techniques:** Both television and film extend the range of skills that can be taught and the information may be represented. Many system have electronic blackboards and slide projection equipment. The use of the techniques that combine audio visual system such as closed circuit televisions and telephones has spawned a new term for this type of training, teletraining. The feature on "Sesame Street" illustrates the design and evaluation of one of the television's favourite children's programme as a training device.

VI. EFFECTIVENESS OF TRAINING AND DEVELOPMENT

Organizations must be able to evaluate the effectiveness of their training and development programmes. For example, did the programmes help employees to improve their productivity as it relates to organizations goals? Base on the above statement, Riccucci and Naff (2008) have stated that effective training must carries the following features:

[1] **Strategic Alignment** – Clear linkages exist between the organization's mission, goals and culture and its training and development efforts. The organization's mission and goals drive a strategic training and development approach and help ensure that the organization takes full advantage of an optimal mix of strategies to improve performance and enhance capacity to meet new and emerging challenges.

[2] **Leadership Commitment and Communication** – Organization leaders and managers consistently demonstrate that they support and value continuous learning, are receptive to and use feedback from employees on developmental needs and training results, and set the expectation that fair and effective training and development practice will improve individual and organizational performance.

[3] **Stakeholder Involvement** - Organization stakeholders are involved throughout the training and development process to help ensure that different perspectives are taken into account and contribute to effective training and development programmes. Stakeholders views are incorporated in identifying needed performance enhancements, developing and effectively implementing well – though – out strategies, and helping to conceptualize and use balanced measure that accurately reflect the extent to which training and development efforts contribute toward achieving results.

[4] **Accountability and Recognition** – Appropriate accountability mechanisms, such as performance management systems, are in place to hold managers and employee responsible for learning and working in new ways. Appropriate rewards and incentives exist and are used fairly and equitably to encourage innovation, reinforce changed behaviour, and enhance performance.

[5]

[6] **Effective Resource Allocation** – The organization provides an appropriate level of finding and other tools and resources – along with external expertise and assistance when needed – to ensure that its training and development programmes reflect the importance of its investment in human capital to achieving its mission and goals.

[7] **Partnership and Learning from Others** – Coordination within and among organization achieve economics of scale and limits duplication of efforts. In addition to bench marking high performing organizations, these efforts allow an agency to keep abreast of current practices, enhance efficiency and increase the effectiveness of its training and development programmes.

[8] **Data Quality Assurance** – The organization has to established policies and procedures that recognize and support the importance of quality data and of evaluating the quality and effectiveness of training and development efforts. It establishes valid measures and validated system to provide reliable and relevant information that is useful in improving the enterprises training and development efforts.

[9]   **Continuous Performance Improvement** – Organization practices and policies foster a culture of continuous improvement and optimal organizational performance regarding training and others activities. Stakeholders rely on and use programme performance information and other data to assess and refine on going training and development efforts, target new initiatives to improve performance and design, develop and implement new approaches to train and develop employees.

VII.   PROBLEMS OF TRAINING AND DEVELOPMENT

Bazza et al (2007), one feature of working life today is the need to train, acquire new knowledge and new skills. In some cases, this may be an updating process, but in other it will requires complete change from one occupation to another. Some job and whole industry will disappear and other will emerge. He further reported that, many industries especially smaller privately owned business does not implement proper training and development for a number of problems as follow

[1]   Many proprietors and managers have had no formal training and development themselves, and therefore are unaware of the standard that can be achieved and the benefits of training.
[2]   Many employers are concerned constantly with immediate operational problem and do not plan ahead.
[3]   Many are undercapitalized and cannot afford the investment.
[4]   Many believe that it is the responsibility of others such as colleges, to provide them with trained staff.
       Ogunbameru (2004), Highlighted the following as problems of training and development
[5]   Trainee may see it as "game" not transferable to job.
[6]   Training is expensive and time consuming.
[7]   Trainees may be personally "threatened", also may not be seen as job relevant.
[8]   Training can create "backlash" or over sensitivity, inhibiting workplace interaction.
[9]   Training is time consuming and must be tailored to jobs under focus.
[10]   Care must be taken to ensure that cases are relevant and problems are realistic.

Philips and Philips (2009) reported that, there are many problems which make a training programme ineffective. The following are the major hindrances:
[1] Aggregate Spending on Training is Inadequate – Companies spend minuscule proportion of their revenues on training. Worse still, budget allocation to training is the first item to be cut when a company faces a financial crunch.
[2] Educational Institution Award Degree but Graduate Lack Skills - This is the reason why business must spend vast sums of money to train works in basic skills. Organization also need to train employees in multiple skill, managers particularly at the middle level need to be retrained in team playing skills, entrepreneurship skills, leadership skills and customer orientation skills.
[3] Trainers Salary – The salary of those who employed to train the trainees if it is not adequately enough affect the training programme.
[4] Material for Training – Sometime training and development programme lack adequate facilities and equipment necessary for training.
[5] Living expenses for trainers and trainee.
    Morrison (2009) identified the following also as problems of training and development.
[6] A failure to identify the specific needs of learners to own their own development needs.
[7] Objectives set by trainers, rather than the learners.
[8] Little acceptance by learners of the need to take responsibility for their own development.
[9] Constraints for time for preparation and participation in learning events.
[10] A failure to follow through learning beyond an event or course.
[11] Failing to achieve high value via transfer of learning.

VIII.   SOLUTIONS TO THE PROBLEMS

Philips and Philips (2009) reported that, action on the following lines needs to be initiated to make solution to the problems of training and development.
a.   Ensure that the management commits itself to allocate major resources and adequate time to training and development. This is what high performing organization does, for example, Xerox Corporation in U.S.A.
b.   Ensure that training contributes to competitive strategies of the firm. Different strategies need different human resource skills for implementation. Let training help employees at all levels acquire the needed skills.
c.   Ensure that a comprehensive and systematic approach to training exists, and training and retraining are done at all levels on continues and ongoing basis.
d.   Make learning one of fundamental values of the company. Let this philosophy percolate down to all employees in the organization.

e. Ensure that there is proper linkage among organizational operation and individual training needs.
f. Create a system to evaluate the effectiveness of training.
     Morrison (2009), also highlighted the following solutions;
[1] Achieve management acceptance of responsibility for a supportive work place that encourage the application of learning.
[2] All activities help to achieve organizational goals.
[3] Assessing the readiness of the workplace to support the leaning skills.
[4] Everything is driven by business needs.
[5] Measuring result that can be tracked.
[6] Providing people with skills and knowledge needed to improve personal performance.

DATA PRESENTATION, INTERPRETATION AND ANALYSIS
     An empirical analysis and interpretation was done from the data collected through the designed questionnaires, they are presented serially in tables in accordance to each question as below.

Table 1: Does Training and Development have Significant role on Employees Productivity?

Variable	Danyaya Trust	Gafa Furniture	Total	Percentage (%)
Yes	17	18	35	87.5
No	3	2	5	12.5
Total	20	20	40	100

Source: Field Survey 2014.

Table 1 indicates that 87.5% of the respondents accepted that training and development has significant role in improving employees productivity, while 12.5% reject. This means that the industries should place more emphasis on training and development because it improves productivity.

Table 2: Is there methods of Training and Development in the Industries?

Variable	Danyaya Trust	Gafa Furniture	Total	Percentage (%)
Yes	20	20	40	100
No	-	-	-	-
Total	20	20	40	100

Source: Field Survey 2014.

The above table reveals that 100% of the respondents assured that the industries provide it employees with various method of training and development so that to improve their productivity.

Table 3: The Procedures of Training and Development is Effectively Carried in the Industries?

Variable	Danyaya Trust	Gafa Furniture	Total	Percentage (%)
Yes	16	15	31	77.5
No	4	5	9	22.5
Total	20	20	40	100

Source: Field Survey 2014.
From the above table, 77.5% of the respondents assured that the procedures of training and development in the industries are effectively carried out but 22.5% have refused. This indicate that the industries provide effective training to their employees.

Table 4: How will you Measure the Problems Associated with the Industries Training and Development Programmes?

Variable	Danyaya Trust	Gafa Furniture	Total	Percentage (%)
High	13	13	26	65
Moderate	5	6	11	27.5
Low	2	1	3	7.5
Total	20	20	40	100

Source: Field Survey 2014.

The result on the above table depict that 65% respondents show that the problem associated with the industries training programmes is high, 27.5% of the respondent are on the view that the problem is moderate. While only 7.5% said the problem associated with training and development is low. This clearly shows that there are problems associated with the industries training and development programms.

TESTING OF HYPOTHESIS
The hypothesis was tested by the use of chi square statistics.
Chi – Square computation method
$$X^2 = \frac{\sum (o-e)^2}{e}$$
Where
x^2 = Chi – square
o = Observation
e = Expected value /frequency
(o-e) = Difference between observed and expected.

To find critical table value, the degree of freedom is calculated
DF = (r-1) (c-1)
Where
r = row numbers
c = column numbers

In testing the hypothesis 5% (0.05) level of significance is chosen by the researcher.

Decision Rule
If the calculated chi-square is greater than critical table value, the null hypothesis is rejected. However, if the chi-square value is less than the critical table value, the null hypothesis is accepted.

If $X^2 > X^2$ at 0.05 reject H_O
If $X^2 < X^2$ at 0.05 accept H_I

Hypothesis One:
H_o: Training and development has no significant role in improving employees' productivity.
Let refer you back to table 1.
From table 1 therefore
$X^2 = 40$
$e = \frac{40}{2} = 20$

Table 5:

Variable	o	e	o-e	$(o-e)^2$	$\dfrac{(o-e)^2}{e}$
Yes	35	20	15	225	11.25
No	5	20	-15	225	11.25
X^2					22.50

Therefore $X^2 = 22.50$

Degree of Freedom DF = (r-1) (c-1)

$$= (2-1) (2-1)$$
$$= (1) (1)$$
$$= 1$$

From the chi-square table DF of 1 under 5% (0.05) = 3.84

Decision

Since the value of the calculated chi-square is 22.50 is grater than the critical table value which 3.84 that is $x^2 > x^2_c$. This mean the null hypothesis (H_O) will be rejected. Therefore, training and development has significant role in improving employees' productivity.

FINDINGS

The following are findings discovered from the study;

[1] That training and development play significant role in improving employees' productivity.

[2] That lack of training and development make employees to be not current to the prevailing changes in technology, thereby leading to ineffectiveness and inefficiency as well as low productivity in the industries.

[3] That the industries have various training method for its employees that help to improves their skills/ knowledge and productivity

[4] That the training and development programme carried out in the industries are relatively effectively are.

[5] That there are some problems associated with the training and development programme of the industries

CONCLUSION AND RECOMMENDATION

The improvement of employees productivity in any organization depend on the knowledge and skill the employees possessed or acquired. This is because employees perform efficiently and well only if they known what to do and how to do it is to be done, and have knowledge of the work environment, which gives a sense of the belonging. All of these are accomplished by good training and development exercise. Equally, effective training and development is a channel of skill improvement, motivation and improvement of employees' productivity which lead to the achievement of the organizational goals. From the analysis and views of the employees of the selected small scale industries in Gombe metropolis the following recommendation was made.

[1] Management must not underestimate training and development regardless of its duration and length. This is because the more organization tries to avoid the expenses of training in the beginning; it is increasing the cost of it in the future.

[2] There should be a principle of assessing individual's productivity (achievement), knowledge, potentials, behaviour, skills and performance and organize training and development for such and individual in order to improve productivity.

[3] Training unit must be created in every organization since this unit or section help the newly employed persons need to become acquainted with the organizations goals, polices, structure production or services etc.

[4] Management should allocate a sum of fund (budget) for carrying out a training programme as well as improving how effectively training programme should be carried.

[5] Management should identified the problems associated with training and development programmes and device a means of addressing them.

REFERENCE

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