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Training and Organizational Performance of Multinational Corporations in South- South Nigeria

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ABSTRACT: This paper examined Employee training and Organizational performance of multinational corporations in South South, Nigeria. Two objectives were used skill acquisition and Job rotation also used as research question and hypotheses in proper forms. Transformative theory of Jack Mezirow was used, population of 2774 and sample size of 359 but 5 out of the questionnaire shared were not filled properly so 354 was used for the analysis. Borg and gall statistical fomular was used in determining the sample size. Summary of findings the study found a significant and positive relationship between skill acquisition and organizational performance of selected multinational co-oporations in South-South Nigeria. ($r=0.20$, $p<0.01$, $n=354$).The also revealed that there is a significant and positive relationship between job rotation and organizational performance of selected multinational corporations in South-South Nigeria ($r=0.55$, $p<0.01$, $n=354$).The study concluded that there is a significant positive relationship between employee training and organizational performance of multinational corporations in the South-South, Nigeria. Recommendations were given that skill acquisition should be encouraged to help employees perform better and Management should also encourage Job rotation to enhance employees performance and uplift these organizations .

Keyword: Training, organizational performance, multinational corporations skill acquisition

INTRODUCTION

These days, everyone admits the value of training as a major influence on success of the organization. Training increases knowledge and information about a particular field also adds advantage to networking for efficiency and performance of employees. Human resources are the most valuable assets in every organization, with machines, materials and money, absolutely nothing gets done without employees. Training is really a systematic development of the knowledge, skills and behaviour required by employees to do

adequately a confirmed task or job. It can take place in numerous ways, on the job or off the job; in the organization or outside organization.

Companies aimed at gaining the competitive advantage realized the importance of training in improving the employee performance. Organizations should take the tasks of employee training and development as a very important issue. The insight of workers on training has a better influence on the success of any organization. If workers are satisfied with the training policies of the organization, this will have a positive impact on the organizations' performance.

The way employees perceive training has a greater impact on the success of any organization (Olalere and Adesoji, 2013). If the employees are satisfied with the training policies of an organization, this will have a great impact on the organization's performance. How do employees see employee training policies of the organization? How seriously does the Management take the Training Policy of its organization? Some organizations see training, like skill acquisition and Job rotation as a waste of time and resources that would have been employed in the production of goods and services that will yield profit to the organization. Sometimes, the fear that an employee could leave the organization after training affects the employees training and sometimes makes it unplanned and unsystematic. It must follow a laid down procedure to ensure that the right candidates are sent for training for positive effect on organizational performance. When employees are trained they perform better. There are numerous problems which have continued to affect training and development in organization thereby hampering their optimal performance.

Objective of the Study

The main purpose of the study is to investigate employee training and Organizational performance of selected Multinational Corporation in South – South, Nigeria with focus on the processes and procedures of selecting workers for training. However, specific objectives of the study are to:

1 Determine the relationship between skill acquisition and organizational performance of selected multinational Corporation in South-South Nigeria.

2 Asses the relationship between job rotation and organizational performance in selected multinational corporations in South South Nigeria.

Research Hypotheses

The following null hypotheses were

formulated to guide the study.

Ho_1: Skill acquisition has no significant positive relationship with organizational performance of selected multinational corporations in South South, Nigeria

Ho_2: Job rotation has no significant positive relationship with organizational performance of selected multinational corporations in South South Nigeria.

Conceptual Review

Training

Training makes employees feel that they are part of the organization's family. Training creates the sense of belonging in all employees. It creates the professional development and enhances the employee's skills. It also makes knowledgeable workforce with fewer mistakes (Adams, 2002). Increasing job satisfaction and employee morality, enhancing the employee motivation, improving the efficiencies in processes and financial gain, raising the ability to obtain new technologies, developing the innovation in strategies and products and reducing employee turnover are other important benefits of training (McNamara, 2010).

Jepkoech (2012) sees training as the process of increasing the knowledge and skills of an employee for doing particular jobs. It is an organized activity designed to create change in the thinking and behavior of people and to enable them to do their jobs in a more efficient manner. DeCenzo & Robbins (2000), explain training as a "learning experience, in that, it seeks a relatively permanent change in an individual that will improve his ability to perform on the job". This mean training must be designed in such a way that, it will involve either changing or enhancing of skills, knowledge, attitudes, and social behavior. This change or enhancement of skills, knowledge, attitudes, and social behavior could involve what the employee knows, how he works, his relations and interactions with co-workers and supervisors.

Skill Acquisition

Skill acquisition is the art of learning to do something in order to earn a living to survive. There are different types of professionals e.g. fine artists, mechanics, potters, academic settings etc. from whom one can learn trades in order to earn a living. Learning to read and write is a skill you acquire at school. Acquired skills can help you progress in your current role and potentially find new career opportunities. This path of development may also help keep you current in continuously changing work environments and practices. Some benefits of acquiring skills include: Building confidence and a sense of achievement

Job Rotation

This is a training device that make it necessary to move the trainee from one department or unit to another to master what goes on in that section. The essence is to broaden his experience in different jobs. It is the movement of trainee executives from one job to another within the trainee to be familiar with different aspects of outlook and exposure to a variety of management skills. It also enhances communication and flow of ideas among all divisions.

Theoretical Framework

Transformative learning process.

Everyone learns differently, and understanding the different ways that humans learn is crucial to educational success and training in various organizations. Transformative learning is one theory of learning, and particularly focuses on adult education and young adult learning. Transformative learning is sometimes called transformation learning, and focuses on the idea that learners can adjust their thinking based on new information. Jack Mezirow is known as the founder of transformative learning. Jack Mezirow began this theory of transformational learning when he did studies on adult women who went back to school. Mezirow's initial research led him to theorize that adults don't apply their old understanding to new situations, instead they find they need to look at new perspectives in order to get a new understanding of things as they change. Mezirow theorized that students and employees had important teaching and learning opportunities connected to their past experiences. Mezirow found that critical reflection and critical review could lead to a transformation of their understanding. Adult education and adult learning is key in this theory, as children often don't have the same kind of transformation with their learning experiences. Mezirow's theory has developed into a larger idea that our world view is changed the more we learn, and that helps us grasp new concepts and ideas. Current and aspiring educators can greatly benefit from understanding learning theories and learning models, and implementing strategies in their classrooms that help them appeal to more learners.

METHODOLOGY

A descriptive survey design was used for this study. Nwana, (2000) states that research design is a term used to describe a number of decision which need to be taken regarding the collection of data before other data are been collected. It is of great importance to identify the method and procedure adopted in this research work,

since it gives the reader background information on how to evaluate the findings and draw conclusions. The study is focused on investigating the effect of training on organization in multinational corporations in. South -South, Nigeria is selected as area of study because of the vibrant presence of multinational corporation in that area. Primary and Secondary data was used for the purpose of this study, questionnaire was adopted for collecting primary data from the respondents. Also secondary data was employed through the internet, and other sources. The population comprised of all employees of Selected multinational corporations in South-South Nigeria, except contract staff and security men.

TABLE 3.1 Breakdown of Population of the Study.

S/N	NAME	POPULATION
1	Texaco Nigeria plc	479
2	Guiness Nigeria plc,	780
3	UAC Nigeria plc	870
4	Chevron Nigeria plc	645
	TOTAL	**2774**

Source; personnel unit of each company (2023)

Sample size determination is the act of choosing the number of observations or replicates was in a statistical sample. Random sampling would be used in distributing the questionnaires to the study sample; we chose this procedure because it is much easier and economical to select using a random sample. Random sampling is simpler to carry out than systematic sampling. It is also more practicable when one does not have a sampling frame complete in advance. Above all random sampling also guarantee randomness, ease of administration of questionnaires, efficient use of time and other resources.

Formula: Using Borg and Gall (1973) formula

$$N = \frac{N}{1 + N\,(e)^2}$$

Where:

n = desired sample size

N = 2774

e = Limit of error tolerance which was assured to be 5% (0.05): confidence limit.

Computing with the above formula, the number of questionnaire to be administered was obtained

N = 2774

e = 5% or 0.05

Therefore,

$$n = \frac{2774}{1 + 2774\,(0.05)^2}$$

$$n = \frac{2774}{1 + 2774\,(0.0025)}$$

$$n = \frac{2774}{1 + 3.61}$$

$$n = \frac{2774}{7.735}$$

n = 358.6 as sample size from a population of 2774

Therefore, the sample size of this study was 359

The method used in the collection of data for this study was structured questionnaire designed by the researcher. A questionnaire exists in open and closed response categories. Open ended questions are those in which response categories are not specified. Close ended are those in which the respondents select one or more of the specific categories provided by the researcher. It is designed to sample relevant information that is needed for answering the research question and testing the hypotheses.

RESULTS AND DISCUSSION

Presentation and analysis of data collected in the course of the investigation. Data generated were presented in frequency tables, percentages and hypotheses formulated were respectively tested such that Pearson product correlation coefficient formed the bases through which the degree of relationships of the studied variables was established, 359 questionnaire was distributed and 5 was mutilated so 354 was used for analysis of the study.

Test of Hypotheses

Test of hypotheses were conducted based on the results. However, their responses on these tables were scaled and summed to measure and test the stated hypotheses. The study therefore tested the stated hypotheses according to specific objectives. Test of hypotheses were conducted with the following procedures:

Step 1: State the research question

Step 2: State the assumptions

Step 3: Statement of the hypothesis

$H_{0:} = 0$

$H_A: = 0$ /

Step 4: Correlation Results

Step 5: Decision Rule

Test of Hypothesis 1:

Step 1: Research Question

To what extent will skill acquisition relate with organizational performance in selected multinational co-operation in South-South Nigeria.?

Step 2: Statement of Hypothesis:

H_{o4}: Skill acquisition has no significant relationship with organizational performance in selected multinational co-operations in South-South, Nigeria.

H_{a4}: Skill acquisition has a significant relationship with organizational performance in selected multinational co-operations in South-South, Nigeria

Step 3: Correlation Results

Table 4.1: Correlation between skill acquisition and organizational performance

		skill acquisition	organizational performance
skill acquisition	Pearson Correlation	1	.020**
	Sig. (2-tailed)		.000
	N	354	354
organizational performance	Pearson Correlation	.020	1
	Sig. (2-tailed)	.000	
	N	354	354

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

Step 4: Decision Rule

Since, p-value of 0.000 < 0.01 level of significance, the study rejected the null hypothesis that skill acquisition has no significant relationship with organizational performance in selected multinational co-operations in South-South, Nigeria and accepted the alternate hypothesis that skill acquisition has a significant relationship

with organizational performance in selected multinational co-operations in South-South, Nigeria

Test of Hypothesis 2:

Step 1: Research Question

To what extent does job rotation relate with organizational performance in selected multinational co-operations in South-South Nigeria?

Step 2: Statement of Hypothesis:

H_{o5}: Job rotation has no significant relationship with organizational performance in selected multinational co-oporations in South-South Nigeria.

H_{a5}: Job rotation has a significant relationship with organizational performance in selected multinational co-oporations in South-South Nigeria

Step 3: Correlation Results

Table 4.2: Correlation between job rotation and organizational performance

		job rotation	organizational performance
job rotation	Pearson Correlation	1	.055**
	Sig. (2-tailed)		.000
	N	354	354
organizational performance	Pearson Correlation	.055	1
	Sig. (2-tailed)	.000	
	N	354	354

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

Step 4: Decision Rule

Since, p-value of 0.000 < 0.01 level of significance, the study rejected the null hypothesis that Job rotation has no significant relationship with organizational performance in selected multinational corporations in South-South Nigeria and accepted the alternate hypothesis that Job rotation has a significant relationship with organizational performance in selected multinational co-oporations in South-South Nigeria

Discussion of Finding

Discussion on Hypothesis 1

The result of hypothesis one shows that there is a significant and positive relationship between skill acquisition and organizational performance of selected multinational co-operations in South-South Nigeria. This was showed by the result of the correlation coefficient of ($r=0.20$, $p<0.01$, $n=354$).. This positive and significant relationship, though weak, suggests that these firms have not been optimizing and utilizing employee skill acquisition. The idea behind skill acquisition among their employee could be achieved by constant engagement of their workers to acquire skills and knowledge within the operational framework of the organization. Most organizations achieve this by sending their staff to acquire skills by given them training leave with pay, and the alike. Such actions, will bring about a significant improvement on organizational performance by 20% significantly.

Discussion on Hypothesis two

The result of hypothesis two shows that there is a significant and positive relationship between job rotation and organizational performance of selected multinational co-oporations in South-South Nigeria. This was showed by the result of the correlation coefficient of ($r=0.55$, $p<0.01$, $n=354$).. The implication of the results that suggests that any percent increase on job rotation among workers, will bring about a significant increase of 55% on organizational performance. Job rotation enables a worker to acquire variegated skills from various departments or units within the organization. This makes the employer to be versatile with and proactive in responding to the demands and expectations of the jobs. This results also collaborated with the findings of Ukaeje (2018) that studied Job rotation and employee performance of SMEs in Niger State which shows that there is a positive relationship between job rotation and performance of employees.

Summary of Findings

The study also found a significant and positive relationship between skill acquisition and organizational performance of selected multinational co-operations in South-South Nigeria. ($r=0.20$, $p<0.01$, $n=354$).

The also revealed that there is a significant and positive relationship between job rotation and organizational performance of selected multinational co-operations in South-South Nigeria ($r=0.55$, $p<0.01$, $n=354$)..

CONCLUSION

In the light of the findings, the study concludes that there is a significant positive

relationship between employee training and organizational performance of multinational corporations in the South-South, Nigeria. The implication of the aforementioned positive relationship is that any unit increase on the stated variables, will result to significant increase of organizational performance. The result of this study provided empirical evidence on the imperativeness of institutionalizing employee training program in engendering the desired skills necessary for operational excellence. The strength of this correlation therefore points to the need for organizations especially these organizations under study to pay attention to training of its personnel for the acquisition working dexterity needed for improved organizational performance. Based on the findings and conclusion drawn from the study, the following recommendations were made:

- Organizations under study should encourage skill acquisition to help the employees perform better.
- The management of these organizations should support job rotation to enhance employees performance and overall upliftment of the whole organizations

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