

**ON-THE-JOB TRAINING TECHNIQUES AND PRODUCTIVITY  
OF HOTELS IN OWERRI, IMO STATE, NIGERIA**

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**ABSTRACT:** This study focused on on-the-job training techniques and the productivity of hotels in Owerri, Imo State. Four research objectives, four research questions and four research hypotheses guided the study. The study employed a survey research design and a questionnaire served as the instrument for data collection. The data collected are presented in tables and were analysed using simple percentage mean statistics and Pearson correlation statistics through SPSS. The study identified that staff orientation/induction training has a significant impact on output maximization; staff orientation/induction training has a significant effect on efficiency, job rotation and output maximization; are significantly related, and job rotation has a significant influence on efficiency. The study concludes that when organizational employees are well trained, they will put in their best in performing their functions, which will lead to organizational stability and high performance. Based on the findings, it was recommended that hospitality industries, especially those in hotel establishments, effectively offer on-the-job training to their workers to achieve improved performance. Again, hotel industries should pay great attention to orientation and induction training.

**Keywords:** On-The-Job Training Techniques, Productivity, Orientation/Induction Training, Output Maximization, Efficiency and Job Rotation.

## **INTRODUCTION**

An organization that wants to achieve a high level of growth, employee commitment and high organizational performance must always train its staff. When the hotel industry trains its manpower very effectively, workers will know their functions, perform it very well, and achieve organizational goals. According to Akpanabia (2012), training is an important aspect of any business, either large or small, of nonprofit ventures. It is important for any organization to harness and properly develop its human resources potential to achieve its organizational goals and objectives. In this era of a changing business environment, hotel organizations find it necessary to change with time to survive. Organizations exist with their aims and objectives to ensure survival (Appiah, et al, 2022). Survival plans are carried out by personnel who work out strategies for those lofty objectives to become realities. In this case, therefore, it becomes pertinent for hotel organizations to train their human resources to enhance organizational performance.

When organizational employees are well trained, they will put in their best at performing their functions, which will lead to organizational stability and high performance. There are different types of training that can add value to the achievement of business goals in hotel establishments. These include on-the-job and off-the-job training. However, the focal point of this work is on-the-job training. On-the-job training is the training an employee receives

directly from his or her job (Ubah, 2022). On-the-job training is received directly while in the role, so it is often called “job instruction” training. This training is not performed outside the organization; hence, employees receive training as they do their jobs through coaching and teaching. According to Jacobs (2023), there are many on-the-job training techniques. These include but are not limited to orientation/induction training, job rotation, and direct supervision. In Nigerian hotel organizations, orientation/induction training is given immediately after employment to introduce new staff members to their positions.

This training is aimed at familiarizing all new entrants with the organization’s goals, structure, culture, work standards and other employment conditions (Obi-Anike & Ekwe, 2020). Additionally, direct supervision training involves assigning a new employee to an experienced supervisor or senior coworker. The idea is that to carry out their routine assignments, the trainee learns by observing the superior or coworker and working with the actual equipment or materials that will be used when the training is completed (Onah, 2015). Furthermore, job rotation consists of periodically shifting employees from one duty/job to another to be versatile in different functions of the hotel. Training is provided by the supervisors of the units/departments in which the jobs are located (Ezeani, 2022), and training methods are expected to help develop the problem-solving and decision-making abilities of personnel as well as present new and complicated issues for deliberation. Training methods also aim to promote the performance of the organization through employees’ high commitment to duty.

Therefore, high organizational productivity and stability cannot be achieved if the organizational staff are not well trained on the best way to perform their functions. Productivity here is the level of growth, stability, profitability, viability, effectiveness and efficiency of hotel firms (Pitt & Ramaseshan, 2015). The level of employee input in the organization determines the level of organizational productivity in the hotels. Notably, low commitment of employees will lead to low productivity of the organization, while high commitment of employees will lead to high productivity of the organization. Akpanabia (2012) asserted that training and development are part of human resources strategies that promote organizational effectiveness, stability and high productivity. In this direction, the benefit of training is that it helps an organization fulfil its future needs. If an organization initiates and maintains an adequate institutional programme for both its nonsupervisory and managerial employees, organizational vacancies can easily be staffed from internal sources (Alugbuo, 2007).

To him, training improves organizational standards. A well-planned training programme helps to improve employee effectiveness, organizational productivity, hotel inclusiveness. This is because training increases the morale of employees, improves worker-management relations, reduces employee turnover and makes an organization a career system. Training leads to the achievement of goals in hotels (Ginsberg, 2017). It is necessary to keep the employee informed of the latest developments in his special field and, in so doing, to keep his knowledge up to date. It assists him in functioning more effectively in his present position by exposing him to the latest concepts and techniques, which can be used to enhance organizational profitability and high organizational productivity. Therefore, this study focuses on on-the-job training techniques and the productivity of hotels in Owerri, Imo State.

### **Statement of the Problem**

Training is one of the human resource scopes that has received the least attention in some hotel organizations in Nigeria. Some Nigerian organizations do not find it necessary to organize

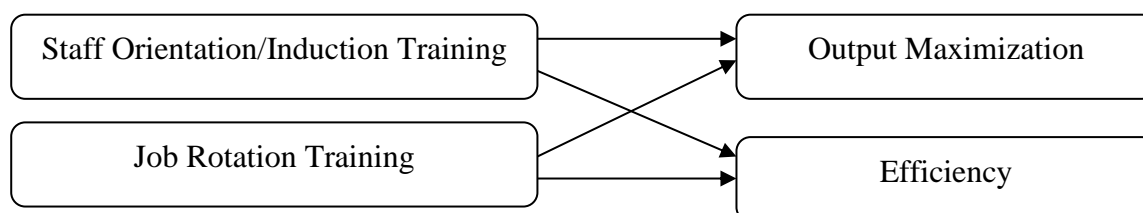
orientation/induction training after the employment of new staff. Most of the organizations prefer using other training methods without assigning specific roles to the new staff. Moreover, some hotels do not consider the impact of employee job rotation on organizational stability. Moreover, some supervisors are not effectively committed to training their subordinates through direct supervision. In this vein, the limitations of this study include a lack of orientation/induction training, which will always lead to low organizational productivity; inappropriate supervision, which always leads to organizational instability; ineffective job rotation training, which always leads to low organizational profitability; and a lack of employee commitment.

Moreover, previous studies have not covered job training techniques and the productivity of hotels. For example, Achi (2021) focused on strategies for employee training in the public sector in Enugu state. Here, the work did not cover on-the-job training but focused on training in general. Additionally, Jacobs (2023) studied the structure of on-the-job training in the banking sector in India. The work did not cover Nigerian firms and focused on banks, not the hotel sector. This work is based on the above gap/problem. Consequently, this work investigated on-the-job training techniques and the productivity of hotels in Owerri, Imo State.

#### **Independent Variables**

#### **Dependent Variables**

##### **On-The-Job Training Techniques**



**Fig. 1:** Conceptual Operational Framework

**Source:** The Researcher, 2024.

#### **Objective of the Study**

The general objective of this study was to examine on-the-job training techniques and the productivity of hotels. The specific objectives are as follows:

1. examine the impact of staff orientation/induction training on output maximization.
2. determined the effect of staff orientation/induction training on efficiency.
3. evaluate the relationship between job rotation and output maximization.
4. assess the influence of job rotation on efficiency.

#### **Research Questions**

The following research questions were posed for the study.

1. What are the impacts of staff orientation/induction training on output maximization?
2. What are the effects of staff orientation/induction training on efficiency?
3. What is the relationship between job rotation and output maximization?
4. What is the influence of job rotation on efficiency?

### Research Hypotheses

The following research hypotheses guided the study.

**H01:** There will be no significant impact of staff orientation/induction training on output maximization.

**H02:** There will be no significant effect of staff orientation/induction training on efficiency.

**H03:** There will be no significant relationship between job rotation and output maximization.

**H04:** There will be no significant influence of job rotation on efficiency.

### Conceptual Review

#### On-The-Job Training

According to Kleynhans (2017), on-the-job training occurs when the employee's supervisor or an experienced coworker teaches the employee about the job while she is actually working. He argued that the majority of training and development occurs on job training and that it is very effective. The researchers share the above sentiments, as learning by doing is a reliable educational technique. On-the-job training involves assigning a new employee to an experienced supervisor or senior coworker. The idea is that to carry out their routine assignments, the trainee learns by observing the manager or coworker and working with the actual equipment or materials that will be used when the on-the-job training is completed (Onah, 2015). On-the-job training is received directly on the job, so it is often called "job instruction" on-the-job training.

On-the-job training is the process of developing certain skills, knowledge, habits and attitudes among employees for the purpose of increasing the effectiveness and efficiency of future governmental positions (Idede, 2018). The ever-expanding role of government and increasing need for competence and expertise in public service forced the question of evolving a proper system of on-the-job training for public servants. Indicative of this growing relation is the establishment of on-the-job training institutions and the devising of suitable on-the-job training programmes in most countries. Decenzo and Robbins (2022) defined on-the-job training as a learning experience in that it seeks a relatively permanent change in an individual who will improve his or her ability to perform on the job. On-the-job training can involve changes in skills, knowledge, attitudes or social behaviour.

This may mean changing what employees know, how they work, their attitudes towards work or their interactions with their coworkers. Scholars argue that employee on-the-job training has a mediating rather than a direct effect on a firm's performance (Gee & Nystram, 2019). These scholars argue that employee on-the-job training is more effective when used in conjunction with other management practices and that a compatible set of practices is more effective in improving performance than any individual practice. This argument suggests that on-the-job training, while effective in increasing general skills, is more effective when it develops a firm's specific skills and thus supports the operation of particular business process systems within the firm (Jayaram, Droge & Vickery, 2019). On-the-job training, when used to support quality

management practices, should contribute to the effectiveness of the quality management system.

On-the-job training should enhance the integrity of these systems rather than merely increasing the level of employee skills. Most on-the-job training programmes can be considered unplanned or, as described by Swanson and Swazin (2012), unstructured in nature. According to Jacobs (2023), unstructured on-the-job training takes place when trainers learn job knowledge and skills from explanations or demonstrations by others through trial and error efforts, self-motivated reading or questioning on their own, or simply imitation of the behaviours of others. A newly hired employee is quoted by Jacobs (2023) as having said: “When I first came on, I was trained by another staff at the time. We became friends, more or less. I relied upon her to tell me what to do. She told me, do this and don’t do that. This is how to do this. Eventually, I learned what she wanted me to learn, but I found that I could learn just as well on my own.

I am not sure if ideally learned what they wanted me to learn. Anyway, after a while, I just started determining things on my own. The above comments of newly hired staff who received unstructured on-the-job training may be representative of most employees who receive unstructured on-the-job training. Jacobs (2023) argued that unstructured on-the-job training has a number of problems, as follows:

1. The desired training outcomes are rarely, if ever achieved, and when it is, all trainees rarely achieve the same outcomes.
2. The training content is often inaccurate or incomplete; otherwise, it represents an accumulation of bad habits or misinformation. In addition, there may be unsafe shortcuts on which employees have come to rely over time.
3. Experienced employees are seldom able to communicate what they know in a way that others can understand.
4. Experienced employees use different methods each time they conduct training, and not all the methods are equally effective.
5. Employees are often unsure whether they are even allowed to train others, and they may say “It’s not my job”.
6. Many employees fear that sharing their knowledge and skills will reduce their own stakes as experts and possibly even threaten their job security.

Bocodol (2018) outlines the benefits and challenges of on-the-job training as follows:

**a) Benefits**

- i. Permit the trainee or employee to learn about the environment of his or her job under the tutelage and close supervision of a tutor, who is usually either his or her immediate supervisor or experienced non-supervisory employee;
- ii. The employee is carefully guided and observed as he or she carries out work;
- iii. The employee is learning while working;
- iv. The employee is in a situation in which he or she can actually experience a feeling of achievement as he or she works to produce products or services;
- v. This results in unique incentives during the learning process;
- vi. It provides the best training in terms of fitting training clearly to the requirements of the job;

- vii. The danger of the gap between what the trainee is taught in the classroom and actual experience is completely removed or greatly reduced;
- viii. The problem of limited transfer of knowledge or skill learned is eliminated;
- ix. The skills learned are immediately applicable to the job.

#### **b) Challenges**

- i. The training may be given in bits, leading to an employee not obtaining a full picture of the organization;
- ii. Too much training can be given in a session, leading to information overload and fatigue on the part of the employee;
- iii. The trainer may not have sufficient knowledge of the process or expertise in the instructional techniques;
- iv. Immediate practice may not be accompanied by feedback, which could result in employees feeling abandoned after the initial experience;
- v. On-the-job training tends to fit when it is convenient for an office routine rather than at an optimal time.

#### **On-The-Job Training Techniques**

There are various types of on-the-job training that an organization may adopt depending on the main objectives of training, and these are outlined below:

- 1. Orientation/induction training:** This training is given immediately after employment to introduce the new extension staff members to their positions. This is mainly concerned with acquainting new employees with the organization. This training is aimed at familiarizing all new entrants with the organization's goals, structure, culture, work standards and other employment conditions (Obi-Anike & Ekwe, 2020). This approach is appropriate for newly recruited personnel; every staff member needs professional knowledge about various rules and regulations of the government, financial transactions, administrative capability, communication skills, report writing, leadership ability, etc.
- 2. Job rotation:** Job rotation consists of periodically shifting employees from one job to another to be versatile in different functions in the organization. Training is provided by the supervisors of the units/departments in which the jobs are located (Ezeani, 2022). The major objective of job rotation is to ensure that employees are conversant with different functions in the organization and can handle any task given to them regardless of their actual specialization, professionalism or unit of work. In the public sector, job rotation helps reduce bureaucratic challenges when any employee is absent from duty.
- 3. Direct supervision training:** Onah (2015) asserted that direct supervision is the process by which a superior employee is made to train a new or junior employee. Direct supervision is meant to expose new staff to the rudiments on the job. The supervisor or superior staff provides ideas and facts to the new staff to make them very effective. They are also aimed at modifying the attitudes of trainees.

#### **Productivity**

Ogunna (2010) asserted that productivity is the capacity or a situation where an individual or organization produces maximum results with reasonable human, financial and material

resources to achieve set organizational objectives. This definition of productivity vividly highlights the components by which productivity would be achieved. It should be stressed here that for there to be productivity, there must be staff (human), financial and material resources (source of motivation, etc.), and where these things are not available, productivity is not guaranteed. Productivity is the goal of every organization. An organization that cannot operate to a degree of significant productivity is unimportant. A productive organization enriches the owners, the management and the staff. It serves as a source of inspiration and motivation for organizations and appropriates the fruit of their labour (Ugwu, 2019). This view suggests that good productivity benefits both owners and management of the organization, staff and customers since productivity is dependent on staff motivation, and staff should not be treated with contempt to achieve a high level of productivity in an organization.

More succinctly, Nwankwo (2018) opined that productivity is dependent on two critical factors, namely, technical relevance to the organization and staff performance, while staff performance is dependent on two other variables, namely, the professional and technological competence of the staff. Furthermore, productivity depends on several factors, including motivation, training, talent, the work environment, and time management (Ochienta, 2019). It is therefore worth noting that a high level of productivity will be achieved in public organizations if there is proper and effective motivation from staff, a good work environment, training and retraining of staff and good organizational management. This is true because productivity in an organization depends on the human resources that manage, direct and coordinate all other resources.

## **Theoretical Framework**

### **The Human Relation Theory**

In the school of human relations movement, one of the prominent pioneers is Elton Mayo, who is regarded as the founder of the human relations movement. Elton Mayo's management style was a departure from that of Taylor, who believed that man was an economic animal and would respond to a financial incentive plan (Nwankwo, 2009). While Mayo was at the textile mill in Philadelphia, he had problems with sore feet and legs resulting from standing on the assembly line for ten hours or more. They held their work in low esteem and were depressed and pessimistic. The employees worked in isolation, in Mayo's words "solitaries". He suggested the introduction of a rest period (Akpanabia, 2012). Mayo Harvard University conducted a series of studies at the Hawthorne Plant of the Western Electronic Company. The purpose of these studies was to determine the effect of illumination on employees' productivity.

The intensity of the lighting varied from fairly dark to bright to very bright from 24 to 46 to 70-foot candles. The lighting in the control group remained the same. In each instance, the productivity of the workers increased, showing no relationship between lighting and output. Instead of productivity decreasing when the intensity of the lighting was reduced, it increased (Nwankwo, 2009). The researcher was surprised and justifiably believed that something other than illumination was responsible for the change in output. The same experiment was performed with rest periods. There was no decline in productivity when the rest of the period decreased. Instead, productivity increased. To determine the cause of the increase in productivity, there was a need to return to the basic conditions of the factory before the experiments. The rest of the period was removed, the lighting returned to its original condition, and the employees were required to work for 48 hours a week. This did not affect employee

productivity, which remained at the usual high level. It was concluded that social and psychological factors were responsible for the behaviour of the employees.

They knew that they were being given special recognition and that this experiment was of special interest to the management and supervisors. These factors, more than external environmental factors, produced the results. The results of this study, which revealed the Hawthorne effect, revealed a skewed effect of attitudes towards work, management and work groups on human behaviour (Nwankwo, 2009). This means that human relations in organizations are very important. It entails that the training and skill development of workers will enhance productivity; hence, it is a human relation approach. This is because workers are recognized, empowered and developed (Ubah, 2022). When workers are well trained and developed, they put in their best to achieve high organizational performance/productivity and take the organization to a high level of development. This is the stand of the human relations school of thought.

### **EMPIRICAL REVIEW**

Nweke (2019) focused on manpower development in the Imo State civil service using the Imo State Ministry of Works Owerri as the focal point. This study was carried out to determine how human resources planning can contribute to organizational growth in the public sector. The researcher employed two research objectives, two research questions and two hypotheses, to analyse the subject matter. A descriptive survey research design was adopted by the researcher, and a questionnaire served as the instrument for data collection. The data collected are presented in tables and were analysed using simple percentage and chi-square tests. The researcher used the population of the entire Ministry of Works in Imo State, which includes 300 people from which 180 staff members were sampled. However, only 170 questionnaires were collected out of the 180 distributed questionnaires. The findings revealed that there is a significant relationship between manpower planning and employee productivity in the Imo State Civil Service and there are significant relationships between manpower planning and employee performance in the Imo State Civil Service. Based on these findings, this study recommends regular manpower planning for all government establishments. Additionally, the issue of manpower planning should always consider the economic and sociocultural variables/resources that can help workers work or hinder their performance. Moreover, manpower planning should be the primary function of manpower departments, which must be composed of specialists in human resources management.

Chukwudi (2017) examined the effect of staff training on the performance of organizations, using the First Bank of Nigeria Plc Rivers State as the focal point. Based on the above, the research formulated four objectives, four research questions and three research hypotheses to guide the study. A survey research design was employed, and a questionnaire was used as the instrument for data collection. The entire staff of the First Bank of Nigeria Plc, which totalled up to 90, made up the population from which 73 staff members were sampled. The data collected were subjected to face validity and test-retest reliability tests. The data collected are presented in tables and were analysed using simple percentages, and hypotheses were tested using chi-square tests. Additionally, several empirical studies were consulted and analysed. The findings revealed that orientation/induction training has a significant impact on organizational productivity. Additionally, there is a significant impact of on-the-job training on organizational stability, and there is no significant effect of job rotation training on organizational profitability. Based on the findings, it was recommended that organizations –



especially the First Bank of Nigeria Plc – always conduct induction/orientation exercises when new employees are being recruited. This will enable the staff to know, understand and adhere to the organization's principles, culture and goals in performing their functions, and there should also be technical training and practical exposure to the organization's missions/vision.

Ekechi (2018) examined human resources training as a tool for achieving corporate objectives using Nigerian Breweries Aba, Abia State, as the focal point. The researcher executes the study as a result of the need to understand development strategies that can lead to employees' high performance and organizational productivity. In line with the above, three research objectives, three research questions and three hypotheses were formulated and used. A survey research design was employed to enable the researcher to collect data using primary sources. The major instrument used for data collection was the structured questionnaire. The data collected are presented in tables and were analysed using simple percentage and chi-square tests. The findings revealed that human resource development programmes have motivational effects on helping workers improve service. There is a significant relationship between human resource development and efficiency in productivity, and resource development can prevent skill obsolescence in organizations. Based on the findings, it was recommended that organizations always conduct induction/orientation exercises when new employees are being recruited; induction/orientation should not only be used for educating employees on organizational principles; and organizations should continue to use on-the-job training/development methods based on their less expensive advantages.

Ikvesi (2019) assessed the effects of recruitment and training procedures on the efficiency of public services in Nigeria using the Oshimili South Local Government as a case study. A survey design was used. A total of 128 individuals were used as the population and sample. The data used in the study were collected from both primary and secondary sources. The primary method or sources of data collection included the use of a research instrument (the questionnaire) and interviews. Some research questions were asked as a guide to the respondents to elicit first-hand information on the subject matter. The questionnaire contained twenty-five structured questions designed in both open - and close-ended styles. In addition, the questionnaire was validated and administered accordingly. Secondary sources of data collection, on the other hand, included textbooks, journals, government documents and internet materials. The study adopted the use of simple percentages, tables and descriptive content approaches for data analysis. The data analysis revealed that the recruitment and training procedures in public service in Nigeria are not strictly followed during the employment of staff; politicization and other informal processes dominate the established recruitment and selection procedures during the employment of staff. Based on the above findings, the study recommended that stricter measures be introduced to ensure meritocracy in staff recruitment and training in public service in Nigeria.

Aminchi, Amina, Abba and Salau (2023) wrote on recruitment, training and placement of human resources in adult education organizations: implications for the management of adult education Borno State Nigeria. A descriptive survey design was used, and populations of 2300 and 38 adult education students and teachers, respectively, were used. From the population, the researchers sampled 200 respondents. The data were collected through questionnaires and interviews. The data collected were analysed using SPSS. The study revealed that the recruitment, training and placement of human resources constitute a major part of an organization's overall resourcing strategies for identifying and securing the people needed for the organization to survive and succeed. A better recruitment and selection procedure results

in improved organizational outcomes. The work concludes that it is important to determine the strategy by which the recruit, select and place organization employees and the contingent workforce in terms of their skills and technical abilities, especially in adult education organizations.

Using the Union Bank of Nigeria Plc as the focal point, Uwaebuka (2021) examined the impact of staff training on the performance of organizations. Based on the above, the research formulated four objectives, four research questions and three research hypotheses to guide the study. A survey research design was employed, and a questionnaire was used as the instrument for data collection. The data collected were subjected to face validity and test-retest reliability tests. The data collected are presented in tables and were analysed using simple percentages, and hypotheses were tested using chi-square tests. Additionally, several empirical studies were consulted and analysed. The findings revealed that orientation/induction training has a significant impact on organizational productivity. Additionally, there is a significant impact of on-the-job training on organizational stability, and there is no significant effect of job rotation training on organizational profitability. Based on the findings, it was recommended that organizations – especially the Union Bank of Nigeria Plc – always conduct induction/orientation exercises when new employees are being recruited.

### **Gaps in Literature**

There are many differences and similarities between the empirical studies covered and the present study; hence, a research gap exists. The gaps can be grouped as follows:

1. **Gap in the subject matter:** This study addresses on-the-job training techniques and the productivity of hotels in Owerri, Imo State. All the past studies covered only related areas. None of the past works covered both dependent and independent variables. Therefore, there is a gap in the literature on this topic.
2. **Geographical gap:** The geographical area of this study covers hotels in Owerri, Imo State. Most of the past works used other organizations that are not hotels, and most of them were performed outside of Imo State.
3. **Gap in the indices in the objectives:** There is a gap in indices in the objectives of the study. This work investigated the impact of staff orientation/induction training on output maximization, the effect of staff orientation/induction training on efficiency, the relationship between job rotation and output maximization, and the influence of job rotation on efficiency. Previous work covered only related indices.

Therefore, this work focused on on-the-job training techniques and the productivity of hotels in Owerri, Imo State.

### **METHODOLOGY**

In this study, a survey method was used. The target population of this study was the 200 senior and frontline staff selected hotels, as presented below:

**Table 1: Study population**

S/N	Names of the Hotels	Population of Management Staff
1	Top Rate Hotel	25
2	Newton Hotel Ltd	21
3	City Cruz Hotel	19
4	Royal Spring Palm Hotel and Apartments	20
5	City Global Hotels	18
6	Fullmoon Hotels	22
7	Mavis Suit	17
8	New Castle Hotels	25
9	Windfall Hotels	15
10	Dreamland Hotels	21
	<b>Total</b>	<b>200</b>

**Source:** Hotels Under Study, 2024

Sampling involved taking a portion of the entire population. The sample size is mathematically derived using Taro Yamane's formula as follows:

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

where:

n = sample size

e = margin of error = 5% or 0.05

$$n = \frac{200}{1+200(0.05)^2}$$

$$n = \frac{200}{1+200(0.0025)}$$

$$n = \frac{200}{1+0.5}$$

$$n = \frac{200}{1.5}$$

$$n = 133.33$$

A questionnaire was used as the research instrument. The data collected were analysed using mean statistics and the Pearson product moment correlation coefficient (PPMC) (at the 0.05% level of significance) through SPSS version 21.0.

### DATA PRESENTATION AND ANALYSIS

This chapter focused on presenting and analysing the data collected through fieldwork. Notably, out of the 133 questionnaires distributed, only 120 were properly completed and returned.

**Research question one:** What are the impacts of staff orientation/induction training on output maximization?

**Table 2:** The impacts of staff orientation/induction training on output maximization.

S/N	Statement	Scale							
		A	SA	D	SD	N	$\sum X$	X	Dec.
1	Staff orientation enhances productivity	60	50	4	6	120	404	3.4	Agree
2	Induction training leads to firm effectiveness	70	41	5	4	120	408	3.4	Agree
3	Orientation makes workers to know their functions	50	59	6	5	120	390	3.3	Agree
4	On-the-job training makes workers to be very committed	68	47	3	2	120	404	3.4	Agree
5	Employee training makes employees to be customer-oriented	72	41	4	3	120	417	3.5	Agree

**Source:** Field Survey (2024)

Table 2 shows that all the items were positive. This is because item 1 has a mean of 3.4, item 2 has a mean of 3.4, item 3 has a mean of 3.3, item 4 has a mean of 3.4 and item 5 has a mean of 3.5; hence, all the items have a mean score greater than 2.5. It is therefore concluded that staff orientation/induction training has a significant impact on output maximization.

**Research question two:** What are the effects of staff orientation/induction training on efficiency?

**Table 3:** The effects of staff orientation/induction training on efficiency.

S/N	Statement	Scale							
		SA	A	D	SD	N	$\sum X$	X	Dec.
1	Staff orientation/induction Training leads to efficiency of workers	46	63	6	5	120	390	3.3	Agree
2	Orientation training on hotel services encourages sales increase	60	50	4	6	120	404	3.4	Agree
3	When staff are inducted to the roles in the hotels, they help to achieve cost savings	56	59	2	3	120	408	3.4	Agree
4	Orientation makes workers to be timely in service delivery	56	59	2	3	120	408	3.4	Agree
5	Orientation and induction enhance cost management	68	47	3	2	120	421	3.5	Agree

**Source:** Field Survey (2024)

Table 3 shows that all the items were positive. This is because item 1 has a mean of 3.3, item 2 has a mean of 3.4, item 3 has a mean of 3.4, item 4 has a mean of 3.4 and item 5 has a mean of 3.5; hence, all the items have a mean score greater than 2.5. It is therefore concluded that staff orientation/induction training has a significant effect on efficiency.

**Research question three:** What is the relationship between job rotation and output maximization?

**Table 4:** The relationship between job rotation and output maximization.

S/N	Statement	Scale							
		A	SA	D	SD	N	$\Sigma X$	X	Dec.
1	Job rotation training enhance firm output increase	68	47	3	2	120	421	3.5	Agree
2	Job rotation training make workers to achieve more good results	72	41	4	3	120	422	3.5	Agree
3	Job rotation training make workers to be very committed	48	65	2	5	120	396	3.3	Agree
4	Job rotation training leads to good relationship between customers and employees	50	59	6	5	120	394	3.3	Agree
5	Job Rotation training encourages better understanding and business sustainability	56	59	2	3	120	408	3.4	Agree

**Source:** Field Survey (2024)

Table 4 shows that all the items were positive. This is because item 1 has a mean of 3.5, item 2 has a mean of 3.5, item 3 has a mean of 3.3, item 4 has a mean of 3.3 and item 5 has a mean of 3.4; hence, all the items have a mean score greater than 2.5. It is therefore concluded that there is a significant relationship between job rotation and output maximization.

**Research question four:** What is the influence of job rotation on efficiency?

**Table 5:** The influence of job rotation on efficiency.

S/N	Statement	Scale							
		A	SA	D	SD	N	$\Sigma X$	X	Dec.
1	Job rotation training leads to employee dedication	46	63	6	5	120	390	3.3	Agree
2	Job rotation make workers to be versatile	60	50	4	6	120	404	3.4	Agree
3	Job rotation training encourages times utilization	70	41	5	4	120	417	3.5	Agree
4	Job rotation training leads to workers cost management in hotels	46	63	6	5	120	390	3.3	Agree
5	Job rotation training adds values to timely attendance to customers in the hotels	56	59	2	3	120	408	3.4	Agree

**Source:** Field Survey (2024)

Table 5 shows that all the items were positive. This is because item 1 has a mean of 3.3, item 2 has a mean of 3.4, item 3 has a mean of 3.5, item 4 has a mean of 3.3 and item 5 has a mean of 3.4; hence, all the items have a mean score greater than 2.5. It is therefore concluded that there is a significant influence of job rotation on efficiency.

### Testing of Research Hypotheses

**H<sub>01</sub>:** There is no significant impact of staff orientation/induction training on output maximization.

**Fig. 2:** To test hypothesis one, the data in Table 2 were used.

H1	There is significant impact of staff orientation/induction training on output maximization	Pearson Correlation = 0.82 Sig = 0.05 N = 120	<b>VALID</b>
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The table above shows that the Pearson product–moment correlation is 0.89, which indicates that staff orientation/induction training has a significant impact on output maximization. Hence, the null hypothesis is rejected.

**H<sub>02</sub>:** There was no significant effect of staff orientation/induction training on efficiency.

**Fig. 3:** To test hypothesis one, the data in Table 3 were used.

H2	There is significant effect of staff orientation/induction training on efficiency	Pearson Correlation = 0.80 Sig = 0.05 N = 120	<b>VALID</b>
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The above table indicates that the Pearson product–moment correlation is also 0.89, which reveals that staff orientation/induction training has a significant effect on efficiency. Hence, the null hypothesis is rejected.

**H<sub>03</sub>:** There is no significant relationship between job rotation and output maximization.

**Fig. 4:** To test hypothesis one, the data in Table 4 were used.

H3	There is significant relationship between job rotation and output maximization	Pearson Correlation = 0.89 Sig = 0.05 N = 120	<b>VALID</b>
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The table above shows that the Pearson product moment correlation is 0.87, indicating that there is a significant relationship between job rotation and output maximization. Thus, the null hypothesis is rejected.

**Ho4:** There is no significant influence of job rotation on efficiency.

**Fig. 5:** To test hypothesis one, the data in Table 5 were used.

H4	There is significant influence of job rotation on efficiency	Pearson Correlation = 0.83 Sig = 0.05 N =120	<b>VALID</b>
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The table above reveals that the Pearson product moment correlation is 0.87, which means that there is a significant influence of job rotation on efficiency. Hence, the null hypothesis is rejected.

**Fig. 6: Concise Table for Hypothesis Testing**

S/N	Hypotheses	Statistical Tools Applied (Software Results)	Result
H1	There is significant impact of staff orientation /induction training on output maximization	Pearson Correlation = 0.82 Sig = 0.05 N = 120	<b>VALID</b>
H2	There is significant effect of staff orientation /induction training on efficiency	Pearson Correlation = 0.80 Sig = 0.05 N = 120	<b>VALID</b>
H3	There is significant relationship between job rotation and output maximization	Pearson Correlation = 0.89 Sig = 0.05 N = 120	<b>VALID</b>
H4	There is significant influence of job rotation on efficiency	Pearson Correlation = 0.83 Sig = 0.05 N =120	<b>VALID</b>

## DISCUSSION OF FINDINGS

Test of hypothesis one discovered that there is a significant impact of staff orientation /induction training on output maximization. Orientation training is aimed at familiarizing all new entrants with the organization's goals, structure, culture, work standards and other employment conditions (Obi-Anike & Ekwe, 2020). According to Ekechi (2018), on-the-job

training involves assigning a new employee to an experienced supervisor or senior coworker. The idea is that to carry out their routine assignments, the trainee learns by observing the manager or coworker and working with the actual equipment or materials that will be used when the on-the-job training is completed (Onah, 2015).

Hypothesis two revealed that there is a significant effect of staff orientation /induction training on efficiency. According to Achi (2021), orientation is appropriate for newly recruited personnel; every staff member needs professional knowledge about various rules and regulations of the government, financial transactions, administrative capability, communication skills, report writing, leadership ability, etc. On-the-job training is received directly on the job, so it is often called “job instruction” on-the-job training (Ochienta, 2019). On-the-job training is the process of developing certain skills, knowledge, habits and attitudes among employees for the purpose of increasing the effectiveness and efficiency of future governmental positions (Idede, 2018). The ever-expanding role of government and increasing need for competence and expertise in public service forced the question of evolving a proper system of on-the-job training for public servants.

From hypothesis three, it found that there is a significant relationship between job rotation and output maximization. For Ubah (2022), job rotation consists of periodically shifting employees from one job to another to be versatile in different functions in the organization. Decenzo and Robbins (2022) defined on-the-job training as a learning experience in that it seeks a relatively permanent change in an individual who will improve his or her ability to perform on the job. On-the-job training can involve changes in skills, knowledge, attitudes or social behaviour. This may mean changing what employees know, how they work, their attitudes towards work or their interactions with their coworkers. Scholars argue that employee on-the-job training has a mediating rather than a direct effect on a firm’s performance (Gee & Nystram, 2019).

Hypothesis four shows that there is a significant influence of job rotation on efficiency. According to Nwankwo (2018), the major objective of job rotation is to ensure that employees are conversant with different functions in the organization and can handle any task given to them regardless of their actual specialization, professionalism or unit of work. On-the-job training, when used to support quality management practices, should contribute to the effectiveness of the quality management system. On-the-job training should enhance the integrity of these systems rather than merely increasing the level of employee skills. Most on-the-job training programmes can be considered unplanned or, as described by Swanson and Swazin (2012), unstructured in nature.

## **Conclusion**

This work focuses on the on-the-job training techniques and productivity of hotels in Owerri, Imo State. Practically, when organizational employees are well trained, they will put in their best at performing their functions, which will lead to organizational stability and high performance. There are different types of training that can add value to the achievement of business goals in hotel establishments. These include on-the-job and off-the-job training. However, the focal point of this work is on-the-job training. On-the-job training is the training an employee receives directly from his or her job.

On-the-job training is received directly while in the role, so it is often called “job instruction” training. This training is not performed outside the organization; hence, employees receive



training as they do their jobs through coaching and teaching. In Nigerian hotel organizations, orientation/induction training is given immediately after employment to introduce new staff members to their positions. This training is aimed at familiarizing all new entrants with the organization's goals, structure, culture, work standards and other employment conditions.

### **Recommendations**

Based on the findings, it was recommended that:

1. There is a need for hospitality industries, especially those in hotel establishments, to effectively offer on-the-job training to their workers to achieve improved performance.
2. The hotel industry should pay great attention to orientation and induction training.
3. There is a need for hotel firms to adopt job rotations to achieve employee versatility and productivity.
4. Job rotation should be used to effectively enhance cost management and cost control.

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