Training and Employee Effectiveness in Port-Harcourt City Council, Rivers State, Nigeria

1Dr. J. M. O Gabriel & 2Rowland, Beatrice Mee-eebari

Department of Management,
Faculty of Management Sciences, Rivers State University, Port Harcourt, Nigeria
1E-mail: gabriel.justin@ust.edu.ng; 2E-mail: rowlandbeatrice@yahoo.com

ABSTRACT
This study investigated the relationship between training and employee effectiveness of Port-Harcourt City Council, Rivers State, Nigeria. The study was designed as a Quasi-experimental research design. Data was generated from (800) eight hundred out of the nine hundred and seventy-eight staff currently engaged with port-Harcourt city council, Rivers State while the Taro Yamane’s formula was used to determine the sample size of (267). Data were presented using descriptive statistics for the demographics whereas the test of hypotheses was done using the spearman’s Rank Order correlation Co-efficient aided with the Statistical package for social science. The findings indicate that training significantly enhanced employee’s effectiveness outcomes such as timeliness of work and Quality of work. Hence, this study recommends that the management of the Port Harcourt City Council should endeavor to include training as part of their responsibility as training helps to encourage commitment and understanding by linking the employees' work with the organization's goals and objectives. The study recommends that the Management of Local Government Council in Rivers State should ensure that they include training as part of the programmes for the council as it was discovered that training mainly focuses on teaching organizational members how to perform in their current jobs and helping them acquire the knowledge and skills they need to be effective performers.

Keywords: Training, Timeliness at Work, Quality of Work, Employee Effectiveness.

INTRODUCTION
Employee effectiveness are things that make management more effective is the possibility of making communication, listening and having social interaction with employees. Employee effectiveness is the survival and flourishing factors if each organization gains meaning from the employee. Thus, the closer the objectives of employees and those of manager and organization to each other, the easier it would be to achieve those objectives; the goals of managers and employees would be realized ( Mintzberg, 1983). The communication gap in this regard is a major setback that can actually hinder result or performance. That is why researcher like Fletcher (1996) has argued that employee effectiveness is not only building block for organizational performance, mission, objectives, & business plan, enhancing communication but employee should contribute to their formulation. Employee effectiveness can be assumed as enhanced level of employee performance that would lead to higher productivity. This assumption is supported by Terpstra & Rozell (1994).

The service industry is highly people oriented with regards to the proper management of employees working in the sector. The success of any industry is depending on employees’ contribution and commitment (Baum & Kokkranikal, 2005). The growth and success of a company cannot be measured alone on the profits which it earns. In today’s highly competitive and complex business environment, the talent which an organization possesses in the form of its employees’ effectiveness i.e. their skills and competencies decide its success (Lockwood, 2006). From human resource & organizational behaviour perspective, the effective employees reflect behaviour in an organization like- belief in the organization and its objectives; Desire to work and make things better; proper
understanding of the business context; Being respectful and helpful to colleagues; Willingness to go the extra mile and keeping updated with recent developments. The communication gap in this regard is a major setback that can actually hinder result or performance. That is why researcher like Fletcher (1996) has argued that employee effectiveness is not only building block for organizational performance, mission, objectives and business plan, enhancing communication but employee should contribute to their formulation. These have made it clear that any gap in training and communication processes, it would make the process ineffective. The result of training can only be effective when the recipients have produce result, if not; it is not complete leading to a gap in knowledge or literature. Training is a necessity in the workplace. Without it, employees don't have a firm grasp on their responsibilities or duties. Employee training refers to programs that provide workers with information, new skills, or professional development opportunities. Training in Nigeria could be traced back to 1960 when it was discovered that most of the top government and business positions were occupied by expatriates (Olalere & Adesoji, 2013). The departure of the whites after independence gave rise to a big vacuum of capable indigenous human capital. This prompted the Federal Government of Nigeria to set up a Manpower Board in 1962 following the Ashby Commission's Recommendations (Olalere & Adesoji, 2013). Consequently, the Federal Government of Nigeria established complimentary institutions like the Centre for Management Development (CMD), Administrative Staff College of Nigeria, Industrial Training Fund (ITF), and Federal Training Centre to train and retrain employees as well as give orientation to fresh graduates of formal academic institutions (Olalere & Adesoji, 2013). Training addresses gaps or discrepancies between an ideal and an optimal stage of development. However, from a comparison between desired and actual work methods or between desired and actual results, needs arise on the job. Smith and de Cronje (2010) refer to three methods for identifying needs: the generic methods, performance analysis, and competency assessment. Where performance analysis focuses on deficiencies or problems, competency assessment focuses on opportunity for improvement. Trainers identify how they believe people should perform and then design a training program to give the workers the skills they need. The purpose of this study was to examine the between training and employee effectiveness in Port Harcourt City Council in River State. In order to accomplish the aim of this study, some important questions need to be formulated by the researcher which includes:

i. What is the relationship between training and timeliness of work in Port Harcourt City Council in River State?

ii. What is the relationship between training and quality of work in Port Harcourt City Council in Rivers State?

Figure 1.1: Conceptual Framework of training and Employee Effectiveness
Source: Desk Research, 2019
LITERATURE REVIEW

Theoretical Foundation

The baseline theory relevant to this study was drawn or anchored on the Goal-setting theory proposed by Locke & Latham in (1984), it suggested that not only does assignment of specific goals result in enhanced performance but that, assuming goal, acceptance, increasing the challenge or difficulty of goals leads to increased training and development and increases in performance. The goal setting theory is based on the assumption that people have conscious goals that energized them and direct their thought and behavior towards one end. Many organizations have been turned into empires and conglomerates because they are/or went goal-oriented. Goal setting theory show that properly conceived goals trigger a motivational process that improves performance. Goal setting theory has guided the development of an immense body of empirical research about workplace motivation, and it is by far the dominant paradigm in the literature today (Kurose, 2013). According to Lunenberg (2011) goal setting is the underlying explanation for all major theories of work motivation—whether that is Vroom’s VIE theory, Maslow’s Hierarchy of Needs theory, Herzberg’s training and development theory or Bandura’s social cognitive theory. Goal setting has also been identified as one of the most effective methods of changing behavior in the workplace (Skinner, 2010). Goal setting theory is a framework for understanding the relationships among motivation, behavior, and performance (Kurose, 2013). Managers generally accept goal setting as a means to enhance and sustain performance.

Employee Effectiveness

Effectiveness is the extent to which the policy objectives of an organization are achieved. Effectiveness is the extent to which a manager achieves the output requirement of the job, by what he achieves rather than what he does (Redding, 1970). Effectiveness depends on judging observable actions or behaviours leading to the accomplishments of organizations goals (Willcocks, 1992). It could be argued that the case organizations should pay more attention to their income generating capabilities (i.e. effectiveness). The service industry is highly people oriented with regards to the proper management of employees working in the sector. The success of an industry is depending on employee’s contribution and commitment (Baum & Kokkranikai, 2005). The growth and success of a company cannot be measured alone on the profits which it earns. In today, highly competitive and complex business environment, the talent which an organization possesses in the form of its employee’s effectiveness i.e. their skills and competencies decide its success (Lockwood, 2006).

Measures of Employee Effectiveness

Timeliness of work

Kahn, Strong & Wang (2002) defines timeliness as the extent to which the information is sufficiently up-to-date for the task in hand, while Michnik & Lo (2009) defines timeliness as coming early or at the right time. For the purpose of the work the latter of two definitions was determined more appropriate to use. Delay in information sharing can often cause a bull whip effect, where a delay message can cause large delays later down the line. Awareness of quick relay of information to those who need it can improve resource utilization, increase efficiency improve services and reduce cost. For example, delayed reporting of change in ETA could cause company being charged for unnecessary preparing of Dock, Pilot Service stand by, and have to wait for a new available port time slot (Alderton, 2011).

Quality of Work

Clearly defining quality of work remains a challenge and the term job quality, quality of work, and employment quality are often used interchangeably (European Commission, 2008). Quality in this sense refers to an appeal to promote rising standards (European Commission, 2015). Thus, measures of job quality, quality of work of quality of employment should not simply provide researchers with an existing overview of the employment situation, but also allow for an evaluation of the condition uncovered. While conceptualizations vary within the social sciences, psychologist tends to focus on non-economic work factors such as intrinsically meaningful or challenging work, and in particular on the “goodness” of work when considering job quality (Kalleberg, 2015). Thus, definitions of job quality are often based on determinants of high-quality jobs. For example, Barling & Kelloway argued that high quality work
provide the employee with the means (through extensive training) and the opportunity to do great work
(Barling, 2003). Job quality thus often focuses on salary job security and fringe benefits as they provide
employee with the opportunity to fulfill their own need at work (e.g. fulfillment) (Green, 2004). On a
general level, job quality is often assessed by aggregating different job components (Kallenberg, 2005).
This way, one can explore whether job quality increase or decreases over time or if certain countries or
work sectors produce a high quality of good jobs (Clark, 2005). However, the disadvantage of this
approach is that this clustering of job components that constitute a “good” job is a simplification and
cannot show how jobs might differ on a broad array of characteristics (Kallenberg, 2005). For example,
two jobs might be classified as “good” jobs, but might be good due to completely different characteristics.
 Thus, the concept of job quality to date seems to be too narrow. Quality of work bridges the gap between
job quality and employment quality.

Training
Training is the process of equipping the workforce with the necessary knowledge, skills and attitude to
tackle the job responsibilities. Staff development on the other hand is improvement of the employees’
competences for future environmental demands and adaptability. Beardwell & Hidden (1994) consider
training and development as a planned process to modify attitude, knowledge or skill behavior through
learning experiences to achieve effective performance in an activity or range of activities. As Reynolds
(2004) points out, training has a complementary role to play in accelerating learning. It should be reserved
for situations that justify amore directed expected approach rather than viewing it as a comprehensive and
all-pervasive people development solution. He also commented that the conventional training model has a
tendency to emphasize subject –specific knowledge rather than trying to build core learning abilities.
Coaching is a new practice which is overriding other practices like mentorship and training. The growing
popularity of coaching is attributed to new perceptions on how organizations should be run, with many
moving from authoritarian or autocratic management to situations where the employees are given space to
discover their potential and talents (Nandhoka, 2008). Few years ago, coaching was seen as a way of
improving the output of underperforming employees in the organization and being embraced as a way of
sharpening the skills of the organization's current and future leaders whether it is in the private or public
sector small or big organization. From a general perspective, training can be defined as the process of
learning the skills that you need to do. Training mainly focuses on teaching organizational members how
to perform in their current jobs and helping them acquire the knowledge and skills they need to be
effective performers, while development focuses on building the knowledge skills of organizational
members so that they will be prepared to take on new responsibilities and challenges. Training is the
systematic modification of behavior through learning, which occurs as a result of education, instruction
and development planned experience (Ahaiuzu, 1999).

The Relationship between Training and Employee effectiveness
A study conducted by Monanu (2010) evaluated the performance management practices, the study found
that there is significant relationship and effectiveness level as perceived by the staff of manufacturing
firms in Southern Nigeria. It was also found that there is an association between quantitative performance
appraisal and performance management effectiveness. Wehnam, Jagero and Nyauchi (2014) concentrated
on the relationship between training and employee performance at Mutare City Council, Zimbabwe. The
study set up that there was solid positive relationship between training and performance of employees.
Correlational research outline was utilized as a part of this study, with an endeavor to portray and measure
the level of relationship amongst performance and training. An aggregate of one hundred and thirty two
(132) respondents (91 males and 41 females) were chosen from the employees (populace), purposive
sampling technique and organized survey were utilized as a part of information gathering.
Ngugi (2014) concentrated on the apparent relationship amongst training and improvement and employee
performance in Geothermal Development Company. The target of the study was to discover the
relationship amongst training and advancement and employee performance in Geothermal Development
Company. This study embraced an elucidating overview outline in the examination of the targets. The key
discoveries of the study were that Geothermal Development Company Employees know about the
presence of a training and advancement arrangement in the association and were of the view that upon the
culmination of their training, they impart what they have figured out how to different employees. In any case, the staff did not concur with the training assessment as the outcome shows that the respondents differ that training assessment is agreed high need in the association. The ramification of the study was that training and improvement is essential in affecting employee performance.

From the foregoing, the following hypotheses emerged:

**Ho1:** There is no significant relationship between training and timeliness of work in Port-Harcourt City Council in Rivers State, Nigeria.

**Ho2:** There is no significant relationship between training and quality of work in port-Harcourt City Council in Rivers State, Nigeria.

**METHODOLOGY**

The study adopted a quasi-experimental research design and cross-sectional method. The population of the study was (800) eight hundred employees out of the nine hundred and seventy-eight currently engaged with Port-Harcourt City Council in Rivers State, Nigeria. This staff strength was obtained from the personnel/Head of Administration. The Taro Yamane (1973) was used to determine the sample size of 267. The structured questionnaire which is the primary source of data was used to obtain relevant information from the employees. The reliability test for the instrument was done using the Cronbach Alpha co-efficient and all the items were equal to 0.7. The researcher made use of the descriptive statistics to analyze the demographics while the Spearman Rank Order Correlation co-efficient was used to determine the strength and direction of relationship between the study variables.

<table>
<thead>
<tr>
<th>Table 1: Reliability Coefficients of variable measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>S/No</strong></td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>4</td>
</tr>
<tr>
<td>5</td>
</tr>
</tbody>
</table>

**Source:** Research data output, 2019

**DATA ANALYSIS AND RESULTS**

**Table 2: Training and Timeliness and Quality of work**

<table>
<thead>
<tr>
<th>Spearman’s rho</th>
<th>Performance Training</th>
<th>Timeliness of Work</th>
<th>Quality of Work</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Correlation Coefficient</td>
<td>1.000</td>
<td>.797**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>227</td>
<td>227</td>
</tr>
</tbody>
</table>

|               | Correlation Coefficient | .797** | 1.000 | .747** |
|               | Sig. (2-tailed) | .000  | .      | .000  |
|               | N                  | 227  | 227    | 227   |

|               | Correlation Coefficient | .855** | .747** | 1.000 |
|               | Sig. (2-tailed) | .000  | .000  | .      |
|               | N                  | 227  | 227    | 227   |

**Source:** Research Data, 2019 and SPSS output version 23.0

**Ho1:** There is no significant relationship between training and timeliness of work in Port-Harcourt City Council in Rivers State, Nigeria.

The correlation coefficient (r) shows that there is a significant and positive relationship between training and timeliness of work. The rho value 0.797 indicates this relationship and it is significant at p
The correlation coefficient represents a strong correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between training and timeliness of work in Port-Harcourt City Council in Rivers State, Nigeria.

\textit{Ho2: There is no significant relationship between training and quality of work in Port-Harcourt City Council in Rivers State, Nigeria.}

The correlation coefficient (r) shows that there is a significant and positive relationship between training and timeliness of work. The \( \rho \) value 0.855 indicates this relationship and it is significant at \( p < 0.001 \). The correlation coefficient represents a strong correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between training and quality of work in Port-Harcourt City Council in Rivers State, Nigeria.

**CONCLUSION AND RECOMMENDATION**

Due to the dynamic and demanding nature of work in government organizations like that of the Port Harcourt City Council, there is a need to improve employee effectiveness for better productivity. It has been established by scholars and professionals that training is an essential component for the improvement of employee effectiveness in the city council. This study therefore concludes that training significantly influences employee effectiveness. The study recommends that the Management of the Local Government Council in Rivers State should ensure that they include training as part of the programmes for the council as it was discovered that training mainly focuses on teaching organizational members how to perform in their current jobs and helping them acquire the knowledge and skills they need to be effective performers.

**REFERENCES**


