

Examining the Co-relation Between Employee Training for Optimum Engagement and Organisational Performance for Effective Service: The Nigeria Postal Service (NIPOST) Paradigm

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Abstract

This study tends to explore the co-relation between employee training for optimum engagement and organisational performance for effective service in the context of the Nigeria Postal Service (NIPOST), Warri operational office. The objectives were to examine the effect of training program for employee engagement in NIPOST, to ascertain the levels of engagement of employee via training for optimum organizational productivity in NIPOST, and to examine the barriers of effective employee training for optimum organizational productivity in NIPOST. A survey using a structured questionnaire was carried out by the researchers to find out the outcome of the study objectives. The field survey employed the use of simple random sampling technique and chi square in analysis data gotten from the field. The study discovered amongst others that, the various training programs has affected employee engagement positively, the levels of engagement of employee via training for optimum organizational productivity improve at NIPOST, Warri operational office. Amongst the discovery of the study, it was recommended that more is still needed in terms of employee training and improvement of training programs for optimum organizational productivity.

Keywords: Employee Training, Employee Engagement, Organisational Performance

Introduction

Employee training is a very crucial activity of Human Resource (HR) in an organization. It is geared towards an increase in the organisations output. It was not until the aftermath of the second world war that the issue of training as a strategic tool and program for effective organizational performance began to take hold of management in the organization (Luo, 2000). According to Samwel (2018), employee training is one of the vital tools that help to enhance effective organizational performance and at the same time helps to promote the stability index of the organization. In order to perform a specialized function, a form of

specialized education is needed which is met to give the trainee a particular strategic knowledge, skill and improve attitude towards effective organizational performance (Nebo et al, 2015). Training involves the acquisition and changing of specific skills, knowledge, attitude and social behavior for the purpose of work engagement (Aroge, 2012). To Dennis and Griffin (2005), employee training refers to the planned attempt by an organization to facilitate employee learning of job-related knowledge, skills and behaviours. Training is the preparation for an occupation or for specific skills which is job or task oriented rather than personal (Nebo et al, 2015).

Training gives employees the feeling of belonging to an organizational household which act as a family. It develops organizational skills and professionalism (Obi – Anike and Ekwe, 2014). According to McNamara (2010), the benefits and importance of training involves, 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.

It is essential to note that for there to be optimum productivity in an organization, employees must first feel committed to the objectives of the organization. Which brings us to the concept of engagement of employees in an organizational setting. According to Shilpa (2013), engagement occurs when adequately skilled employees are trained and provided with the appropriate information and tools to make level-appropriate decisions and can lead the organization in the direction of meeting its financial and strategic goals. Training has been seen as a very important tool in enhancing engagement and commitment in a work environment (Sundaray, 2011; Shilpa, 2013). In the view of Heaney (2010), each and every organization across the globe wants to make the best utilization of its human resources in order to achieve competitive advantage in the market.

The employees who enhance their skills through training are more likely to engage fully in their work, because they derive satisfaction from mastering new tasks (Swarnalatha & Prasanna, 2012). According to Khan (2013) training

activities are now equally important like other HR functions. It is concerned with imparting knowledge and skills for a particular job (Shilpa, 2013). As opined by Kang (2014) engaged employees through the channels of training strengthen the organizations' competitive advantage and generate favourable business environment. Neeti and Leekha, (2011) also noted that engagement is one of the important and powerful strategy to attract, nurture, retain, respect and manage the manpower of the organization. Engaged employees provide a lot of benefits to the organization such as productivity, improved quality, customer care, cooperation among the employees, reduced employee turnover, reduced absenteeism and disputes (Wilson, 2009; Mortimer, 2010).

Empirical evidences demonstrate the effect of employee training on organisational performance (Houger, 2006; Niazi, 2011; Gareth, 2003). Employee performance depends on many factors like job satisfaction, knowledge and management but there is relationship between training and performance (Raja and Khan, 2011). This shows that employee performance is important for the performance of the organization and the training and development is beneficial for the employee to improve its performance (Raja and Khan, 2011). With the pleasantness and benefits derived from training and capacity building of employees, the issue of strategic training for effective engagement of staff which will invariably lead to effective and efficient services has not been taken seriously by managers and employers. Thus, this research tends to investigate the relationship between employee training for optimum engagement and organization

performance for effective and efficient service delivery in the context of the Nigerian Postal Service (NIPOST), Warri Operational Office.

Research Questions

The major aim of this study is to explore the co-relationship between employee training for optimum engagement and organization productivity for service in the context of NIPOST. To make the research purpose come into reality, the following questions will act as a guide for the study;

1. What are the effect of training program for employee engagement in NIPOST?
2. What are the levels of engagement of employee via training for optimum organizational productivity in NIPOST?
3. What are the barriers of effective employee training for optimum organizational productivity in NIPOST?

Research Hypotheses

1. There is no significant relationship between training programs and employee engagement in NIPOST.
2. There is no significant relationship between levels of engagement via training and organizational productivity in NIPOST.
3. There is no significant relationship between training barriers and organizational productivity at NIPOST.

Literature Review and Theoretical Framework

Significant research has been done on employee training by different scholars (Ballot, Fakhfakh & Taymaz, 2006; Nel, 2006; Dhar, 2015) and divest

conceptualization has also been put forward by this management scholar suggesting types of training an institution or organization might embark on. For the purpose of the aforementioned sub-heading we shall be looking at different definitions of scholars as regard the concept of ET. Firstly, training in the above context according to Dessler (2000) means, to avail the opportunity of a particular set of skills or knowledge to a new or current employee to accomplish their jobs. Training can also be considered as a careful strategic undertaking by an organized institution to upgrade employee on-the-job knowledge, behavior, attitude and skills towards organization goals and objectives (Dennis and Griffin, 2005). Oliseh (2005) supports Dessler (2000) positing that training is the development of the attitude and skills required by an individual in order to perform adequately a given task in a strategic and systematic pattern. According to Ogbu and Osanaiye (2017), organizations need training to drive innovation and shift from conservative application of knowledge to more progressive styles leading to increased productivity and performance in terms of organizational output. Training is also a medium where organizations anticipate future events and plan for them through rigorous training of their staff or employees.

Tharenou, Saks and Moore (2007) opinion that, "training is a systematic acquisition and development of the knowledge, skills, and attitudes required by employees to adequately perform a task or job or to improve performance in the job environment". Fundamentally, the concept of training lays the foundation for upskilling the workforce and improving

performance in terms of knowledge and technical know-how to achieve organizational goals and objectives (Jones, George and Hill, 2000).

Moving forward, employee training (ET) in the view of Snell and Bohlander (2007), means any deliberate determination by an organization to increase the knowledge and skills of their employees. For Armstrong (2009), employee training can be seen as a preparation of arming staff of an organization with necessary skills, knowledge and on-the-job insight, with the main purpose of developing organizational engagement and improve employee performance. Thus, training according to Ogbu and Osanaiye (2017), is a coordinated and strategic change of attitude via the process of systematic learning and eventful programmes, hence, resulting to the employees accomplishing the height of acquiring basic information about the organisation, skills, proficiencies and capacities to their jobs with ease.

Theoretical Framework

The Human Capital Theory (HCT) shall use the theoretical construct for this research study. The Human Capital Theory was propounded by Schultz (1961) and later expanded by Becker in (1993). This theory is deemed suitable for the study based on the fact that, humans are considered a resource and of most importance to organizational success and growth. Thus, with human capital viewed as a resource, the issue of competitive advantage being fostered by skilled and knowledge base employee is of crucial importance. Becker (1993) claims a foundation stone of Human Capital Theory is its suggestion and drives towards education and training of workers or

employees by optimally introducing new and tangible set of information and knowledge which invariably have a positive effect in their organizational performance, productivity and salary structure.

Human capital theory sees training in an organization as a form of investment by management with a choice made on its process and which is predicated on its costs and benefits to the organization (Becker, 1993). Organizations also invest in training in its early stages and subsequent periods with a view to reaping its dividends at a later date in terms of optimum output productivity. Becker also views human capital as synonymous to other means of production such as machineries and office buildings. He opinioned further that human capital can be invested on through the means of training, education, health care services amongst others, which has a great role to play in the determination of the organizational output and productivity. That is to say, human capital is viewed as a means of production which invested into diligently will ultimately yield additional output for the organization. According to Tamkin (2005), relating the resource – based conceptualization to training brings out the deduction that, training can usually be seen as crucial investment for organization, which provides the much-needed expertise in work environment and the addition of value to organizational performance thus giving a positive output to the organization.

The issue of rendering of public service is very key to the progress and development of country. To render effective and efficient services to the Nigerian populace of which is one of the

core mandate of NIPOST, the issue and concept of human capital development cannot be overemphasized. Most modern economists strongly agree that, effective service delivery and education are very important ingredients in developing human capital which have the power to cause in increase in the economic production of an organization or a country (Becker, 1993).

Methodology

A survey using a structured questionnaire was carried out by the researchers to find out the outcome of the

study objectives. In order to determine the importance of training and development on staff of NIPOST a total of 80 persons was randomly surveyed, i.e., 30 management staff and 50 operational staff respectively. The field survey employed the use of simple random sampling technique. After distribution, it was observed that 74 number of questionnaire were retrieved. Also, the data gotten was analyzed with the Chi square statistical tool.

Data Analysis and Hypotheses Testing

Table 1: Is there any effect of training program on employee engagement at NIPOST?

Training Program	Employee Engagement		Total
	Management Staff	Operational Staff	
Yes	20	34	54
No	11	9	20
Total	31	43	74

Source: Field Survey

Table 1 shows that, 54 majority sampled respondents (management and operational staff) representing 73.0% respondents agreed that, the various training programs has affected employee engagement positively at NIPOST, Warri operational office. While the remaining 20 sampled respondents covering 27.0% respondents

were of the opinion that, the various training programs has not affected employee engagement positively. This indicates that majority of the sample respondents agreed that, the various training programs has affected employee engagement positively.

Table 2: Has the levels of engagement of employee via training for optimum organizational productivity improve at NIPOST, Warri operational office?

Training Program	Employee Engagement		Total
	Management Staff	Operational Staff	
Yes	22	29	51
No	9	14	23
Total	31	43	74

Source: Field Survey

Table 2 indicates that, 51 majority sampled respondents (management and operational

staff) representing 68.9% respondents agreed positively that, the levels of

engagement of employee via training for optimum organizational productivity improve at NIPOST, Warri Operational office. While 23 sampled respondents covering 31.0% respondents disagreed with the aforementioned assertion. Thus,

indicating that majority of the sampled respondents agreed that, the levels of engagement of employee via training for optimum organizational productivity improve at NIPOST, Warri operational office.

Table 3: Are there barriers to effective employee training for optimum organizational productivity at NIPOST, Warri operational office?

Training Program	Employee Engagement		Total
	Management Staff	Operational Staff	
Yes	24	31	55
No	7	12	19
Total	31	43	74

Source: Field Survey

It was discovered in table 4 that, 55 majority sampled respondents representing 74.3% respondents agreed positively that, there are barriers to effective employee training for optimum organizational productivity at NIPOST, Warri operational office. While 19 minority sampled

respondents covering 25.7% respondents disagreed with the above – mentioned statement. Thus, indicating that majority of the sampled respondents agreed that, there are barriers to effective employee training for optimum organizational productivity at NIPOST, Warri operational office.

Table 4: Test of Hypotheses: Summary of Results of Table 1 – 3.

	N	Cal X ²	Crtl X ²	Df	α	Q	Research Decision
Ho1	74	28.39	10.83	1	0.001	0.42	Accept H _{R1}
Ho2	74	48.4	10.83	1	0.001	0.44	Accept H _{R2}
Ho3	74	32.58	10.83	1	0.001	0.33	Accept H _{R3}

Source: Field Survey

Key: N = Total number of respondents

X² = Chi square (Calculated and Critical)

Df = Degree of freedom

α = Alpha

Q = Yule Q

Testing of Hypothesis One

Ho1: There is no significant relationship between training programs and employee engagement in NIPOST, Warri operational office.

H_{R1}: There is a significant relationship between training programs and employee engagement in NIPOST, Warri operational office.

Taking inference from table 4, hypothesis one reveals that, with a

calculated X^2 of 28.39, a degree of freedom 1, an error of 0.001 and a yule Q of 0.42. The aforementioned statistical implication reveals that H_{R1} is accepted and H_{O1} rejected. Put differently, there is a significant relationship between training programs and employee engagement in NIPOST, Warri operational office.

Testing of Hypothesis Two

Ho2: There is no significant relationship between levels of engagement via training and organizational productivity in NIPOST, Warri operational office.

HR2: There is no significant relationship between levels of engagement via training and organizational productivity in NIPOST, Warri operational office.

It was also discovered in hypothesis two that, calculated chi square (X^2) was 48.40, a degree of freedom of 1, an error of 0.001 and a yule Q of 0.44. This therefore implies that the research hypothesis that, there is a significant relationship between levels of engagement via training and organizational productivity in NIPOST, Warri operational office is accepted and the null hypothesis is rejected.

Testing of Hypothesis Three

Ho3: There is no significant relationship between training barriers and organizational productivity.

HR3: There is a significant relationship between training barriers and organizational productivity.

In hypothesis three it was observed that, calculated chi square (X^2) was 32.58, a degree of freedom of 1, an error of 0.001 and a yule Q of 0.33. The inference therefore from the above analysis is that the research hypothesis that there is no

significant relationship between training barriers and organizational productivity is accepted, while the research null is rejected.

Discussion of Findings

The findings of the study reveal that training as the acquisition of knowledge and a process of transferring knowledge from one person to another is aimed at influencing and increasing performance. Empirical evidences from the study demonstrates that there is a nexus between employee training and organizational performance. There is a positive relationship between training programmes for employee engagement and organizational performance in NIPOST.

Employee performance depends on many factors like job satisfaction, knowledge and management style of administration but there is relationship between training and performance. Training provides the organization with a medium of developing physical and mental capabilities of staff which also suggests a huge asset in human resource management (Enyioko and Ikoru, 2017). This shows that employee training is important for the performance of the organization and according to Raja and Khan (2011), training and development is beneficial for the organization employees to improve their performance. Training as a function, comprises of all the procedures or activities of learning which the organization plan to affect the capability and inspire employees for optimum performance. The participants in the study strongly agree that training which is associated with both the personal and social development constitutes a process of continuous upgrading of knowledge and

skills for effective performance of organization's employees.

Secondly, the study indicates that high level of engagement in training results in organization performance. Training as a planned intervention designed to enhance the determinants of individual job performance and its incorporation in workplace is to provide the skills employees need to make the organizations business better in an overall positive manner. The study reveals that there is a strong correlation linkage between level of engagement and training and organization performance and job satisfaction. The employees level engagement in training in the organization will result to its effectiveness in the job. Consequently, the study posited that high engagement in training in an organization by employee is essential and fundamentally recommendable for employee's high productivity and effective performance.

Although, training on the job has impacted and increased employee's satisfaction in the organization but inadequate training hinders effective performance in the organization. The organization training programme and level of engagement in training is core to employee performance and bring out the best in the employee for optimum performance, nevertheless the training programmes in the organization is not regular, inconsistent and unsystematic in unleashing optimum employee's performance in the organization. The barrier of effective employee training for optimum organizational engagement for service is anchored on the irregular, inconsistent and unsystematic approach to training programmes in the organization

(Ogbu and Osanaiye, 2017). Inadequate or lack of training programme is a challenge and hinders the performance or efficacy of employees in the organization. The study submits that there is a nexus between lack of training programme and challenges of employees performance in the organization.

Conclusion and Recommendations

In conclusion, the study establishes a relationship between employee training for optimum engagement and organizational performance for effective service delivery. The study concludes that the nature of employee training and level of engagement in the organization will ignite an effective organizational performance which will be quite unprecedented in the actualization of the organizations goal. The study discloses that there is an inconsistency and discrepancies in employees training for optimum engagement on the part of the management of the organization in tackling organizational performance for effective service delivery in NIPOST. Although, training on the job has impacted and increased satisfaction in the organization, yet factors such as inadequate training hinders effective performance in the organization. The paper thus recommends the following;

1. Since training is a planned intervention that is designed to enhance the determinants of individual job performance, the management should organize regular training programmes for employees' in the organization because inadequate training programme is a challenge identified in the organization.

2. In as much as the organization training programme brings out the best in the employee for optimum performance, the management should encourage employees high level of engagement in training because employees' level of engagement in training is core to job satisfaction and employee performance.
3. Despite the fact that high level of engagement of employee results to efficiency and effectiveness in the organization, the exposure to modern day training facility will foster employee's more effective performance in the organization. The exposure of employee to modern technical know-how through training will promote optimum organization performance.
4. Refresher courses for both operational and management staffs should be organized to promote high performance and increase productivity in the organization.
5. The organization through its management should organize structured training programmes for employee's optimum performance.

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