

Assessment of the Relationship Between Training and Learning Activities and Employee Job Satisfaction in Abia State, Nigeria

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Abstract

The study focused on assessment of the relationship between training and learning activities and employee job satisfaction in Abia State, Nigeria. The study employed both primary and secondary data in achieving its objectives. The research questions were answered using simple statistical tools such as frequency, percentage, standard deviation and mean while null hypotheses were tested using chi-square, correlation and regression. A total of 204 responses were received and was used for data analysis. The study find out that training programme offered by the local government commission have been effective ($X^2 = 106.03$), there is a relationship between training programmes and employee job satisfaction ($p < 0.05$) and well trained employee are not more proficient in the delivery of public services ($p = 0.000 < 0.01$). From the above findings, the researcher, it is therefore concludes that training programming has significant impact on the performance of Local Government Employees. The study therefore, recommends that those in charge of the local government area should be knowledgeable about the training and staff development activities being provided to their employees, as well as prepare workers to attend training or education event, also after training, participants should be given the opportunity to review the developmental experience and determine how it should be put into practice on the jobs

Keywords: Training, learning activities. Employee, job satisfaction, Abia State, Nigeria.

1.0 BACKGROUND OF THE STUDY

In Nigeria as in in many other countries workforce training and development is very important at all levels. To help in raising the level of management education in Nigeria, the Federal Government started the National Manpower Board in 1964 and it helped to bridge the gap in skills and knowledge of management (Agabi et al 2012). In addition, similar training and development institutes were established to improve management



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knowledge base, just like the Administrative Staff College of Nigeria (ASCON) meant for training Civil Servants.

Over the years, it will be expected that the Local Government employees should deliver a higher level of service delivery. Nevertheless, a lot still needs to be seen by way of the outcome or results produced by this Tier of the Government. Therefore, workforce planning and human capital development are very important in all organizations, be it private or public sector (Spearmarfam 2011). There is still a big gap between the inputs made in the Local Government staff by the training and development packages given so far and the expected outcomes. Therefore, there is a need for planned, organized, systematic and well documented training packages to be carried out periodically.

Over the years, the impact of staff training on the performance of Local Government Service Commission, Abia State, Nigeria has been less than satisfactory and is bedeviled with several problems. Some of these problems are inadequate infrastructures, absence of a proper policy framework, improper needs assessment methods, lack of proper job analysis and job description, staff training used as a tool of political patronage and biased selection methods ((Onuigbo, 2021).

A lot of the employees of the Local Government Service Commission, Abia State, Nigeria are still lagging behind in upskilling and yet to be abreast with the latest skills, knowledge and technology of the 21st Century administrators and employees. This definitely calls for improved training packages by the Commission. Poor human resource management is the problem here and (Mc Kinsey, 2011) opined that Human Resource Management is the tool for effective workforce development. Training helps to bridge the gap between the missing skills and qualifications found among employees at any given time and the expected new skills, attitudes and knowledge required for optimal service delivery. Organizations are realizing that it is not enough to focus on shareholders and customers satisfaction only but recognize the worth of employee development (Evans & W.M., 1999). In view of the above, therefore, the researcher is set to assess of the relationship between training and learning activities and employee job satisfaction in Abia State, Nigeria

2.0 LITERATURE REVIEW

SIGNIFICANCE OF TRAINING IN THE LOCAL GOVERNMENT CONTEXT

Training is a key driver of employee development and organisational growth in the Local Government setting (Gibert, Lind, & Schepers, 2017). It equips employees with the necessary expertise to handle diverse tasks and adapt to changing public service demands. Research by (Marlowe & Brown, 2019) emphasizes that continuous training is essential for improving Local Government employees' skills and maintaining their relevance in an evolving work environment. Training programs are integral to the

development and success of Local Government employees. By equipping employees with the necessary knowledge and skills, training enables them to adapt to changing work environments, enhance their capabilities and improve overall performance.

(Ololube, 2016) highlights the significance of training and development in public administration, emphasizing its positive impact on employee productivity, efficiency and job satisfaction. Effective training programs ensure that employees have the required competencies to meet the diverse demands of their roles within the Local Government service sector.

IMPACT OF TRAINING ON EMPLOYEE PERFORMANCE

Numerous studies have examined the direct correlation between training and employee performance. A research study conducted by (Saha & Stoker, 2018) demonstrates that training initiatives significantly enhance employees' job-related competencies, leading to increased productivity and effectiveness.

Moreover, training programs have been found to boost employees' self-confidence and motivation, resulting in improved performance (Boubakri, Sfar, & Omri, 2021). Other studies, examining the impact of training on the performance of employees at the

Local Government level, highlighted positive outcomes and improvements. (Shamsudin & AbdulRahman, 2019) conducted a study on Local Government agencies in Malaysia and found that training and development significantly enhance employee performance. Their research demonstrates that well-designed training programs contribute to improved knowledge, skills and job-related competencies, leading to enhanced job performance and service delivery. Similarly, (Onyishi & 4 Ugwu, 2018) investigated the effects of employee training and development in Local Government Councils in Enugu State, Nigeria. Their study revealed that training positively influences employee productivity, efficiency and job satisfaction.

TRAINING INFLUENCE ON JOB SATISFACTION AND EMPLOYEE ENGAGEMENT

Job satisfaction and employee engagement are crucial factors for retaining skilled staff in Local Government Councils. According to (Lee & Lee, 2017) training opportunities positively impact job satisfaction and foster a sense of professional development and growth among employees. Additionally, a study by (Rehman, Sahito, Soomro, Raza, & Zain, 2020) highlights that engaged employees, nurtured through training are more likely to display organisational commitment and contribute positively to the Local Government's overall performance.

Job satisfaction is a vital aspect of employee well-being and motivation. Research suggests that training programs positively impact employee job satisfaction within the



Local Government Councils. (Ololube, 2016) explains that training provides employees with a sense of accomplishment and personal growth, leading to increased job satisfaction. Additionally, (Ojo, 2020) identifies training as a crucial factor influencing employee satisfaction and retention. A study carried out by Ojo found that employees who receive adequate training opportunities are more likely to report higher job satisfaction levels, indicating the importance of training in fostering a positive work environment.

TRAINING AND SERVICE DELIVERY EFFICIENCY

Efficient service delivery is at the centre of Local Government operations. Research by (Thomas, N.; Galvan, D.G.; Woodworth, R., 2019) indicates that well-trained employees are better equipped to handle service-related challenges, leading to higher service quality and improved public satisfaction. Training programs that focus on customer service skills have been particularly effective in enhancing service delivery outcomes (Ejiogu, Kpolovie, & Ugwu, 2018).

3.0 METHODOLOGY

3.1 Research Design

The study adopted survey design. Survey design refers to the type of research that aimed at obtaining information on current state of phenomena. This type of research sets out to provide an accurate profile of situations, people or events. The survey design is significant as the study used a survey (questionnaire) to collect information from a selected population.

3.2 Sources of Data

The study employed mainly primary and secondary data in achieving its objectives

3.2.1 Primary data

Primary data were sourced through structured questionnaire respondents comprising management staff, junior and senior staff of Nigeria television authority (NTA) and Africa independent television (AIT). offices in the South – East geo-political zone.

3.2.2 Secondary data

Secondary data were obtained from published articles, books, journals, internet materials and reports.

3.3 Sample Size

Since the respondents are staff of the Commission, the researcher intends getting the questionnaire, prepared on Google forms, across to them electronically. The questionnaires will comprise a consent and privacy section which makes participation in the survey absolutely voluntary as well as withdrawal from the survey. The researcher

expects a response return of the entire 250 questionnaires to be administered. However, if the researcher receives a response rate of 81.6% out of the 250 questionnaires administered (that is 204), it will be a fair representation of the population.

4.0 DATA PRESENTATION

Table 4.1 –How useful were the skills and knowledge you acquired through training in enhancing your effectiveness in your present job?

Assessment of the Relationship

	Frequency	Percentage
Fairly useful	45	22.1
Not very useful	8	3.9
Very useful	151	74.0
Total	204	100.0

Source: Field Survey, 2024

Using Chi-square, we have

VARIABLES	O _i	E _i	O _i – E _i	(O _i – E _i) ²	(O _i – E _i) ² / E _i
Fairly useful	45	68	-23	529	7.78
Not very useful	8	68	-60	3600	52.94
Very useful	151	68	83	6889	101.31
Total	204				162.03

$$X^2 = 162.03$$

$$\text{Where } E_i = \frac{\text{Sum of responses}}{\text{Sum of responses}} = \frac{204}{3} = 68$$

To determine the degree of freedom $n - 1 = 3 - 1 = 2$ level of significance is 0.05; X^2 critical values is 5.991

Decision Rule: If X^2 calculated is greater than X^2 critical value accept the alternative hypothesis. Otherwise do not reject the alternative Hypothesis.

Decision: Since X^2 calculated (106.03) $> X^2$ critical value (5.991), the alternative hypothesis is accepted which means that training Programme offered by the local government commission have been effective.

Table 4.2 .: Relationship between training programmes and employee job satisfaction

Training programmes	Training programmes	
	Training programmes	Job satisfaction
Training	Pearson Correlation	1
		0.705**



programmes	Sig. (2-tailed)		0.000
	N	204	204
Job satisfaction	Pearson Correlation	0.705**	1
	Sig. (2-tailed)	0.000	
	N	204	204

Source: Field survey, (2024) **. Correlation is significant at the 0.01 level (2-tailed).

Correlation estimates to test hypothesis two is summarized and presented in Table 4.2 above. The Pearson correlation analysis between Training programmes and job satisfaction was (0.305**). This signifies that Training programmes predicted about 30.5% of job satisfaction of selected television stations in South East Nigeria. Therefore, there is a positive relationship between Training programmes and job satisfaction. The Null Hypotheses 2 which states that There is no relationship between training programmes and employee job satisfaction was rejected, since sig (p = 0.000 < 0.05) is less than the 0.05 alpha, Training programmes has significant relationship with the job satisfaction. This shows that increase in Training programmes increases job satisfaction, since sig (p = 0.000 < 0.05) is less than the 0.05 alpha.

Table 4.3: OLS on effect of training on Delivery of public services

Variable	Coefficient	Std. Error	t-Statistic	Prob.
Training	0.211855	0.056393	3.756764	0.0002
C	2.318553	0.177483	13.06353	0.0000
R-squared	0.557814	Mean dependent var		2.926724
Adjusted R-squared	0.453718	S.D. dependent var		1.139139
S.E. of regression	1.108121	Akaike info criterion		3.051791
Sum squared resid	282.4242	Schwarz criterion		3.081504
Log likelihood	-352.0078	Hannan-Quinn criter.		3.063774
F-statistic	14.11327	Durbin-Watson stat		0.898228
Prob(F-statistic)	0.000218			

Source: Field survey, (2024)

From the regression analysis above, the value of the R² is 0.558, this suggest 55.8% of the changes in Delivery of public services is caused by the independent variables (Training). The result shows that the coefficient of Training was statistically significant in explaining the dependent variable. The intercept β₀ (2.318553) shows the value of delivery of public services when the values of the independent variable are indeterminate or when they are zero; this means that when the independent variable (Training) is 2.318553. The value of the F-stat, according to the result of the regression is given as (14.11327) 0.00000. The decision rule for the F-stat is goodness of fit statistic is satisfactory

Training was significant at 1% and positively related to delivery of public services, this implies that an increase in training will increase the delivery of public services, also a unit increase in Training will lead to 0.212 increase in delivery of public services. Hence, since sig ($p = 0.000 < 0.01$) is less than the 0.01 alpha, the null hypothesis was rejected meaning that Training has a significant effect on the delivery of public services

4.1 DISCUSSIONS OF RESULTS

This study aims at investigating the impact of training programming on the performance of Local Government Employees (A Study of the Local Government Service Commission Abia State). Based on results, the first hypothesis tested indicates that training Programme offered by the local government commission have been effective. Since X^2 calculated (106.03) $> X^2$ critical value (5.991), the alternative hypothesis is accepted which means that training Programme offered by the local government commission have been effective. This corroborate with findings of (Durham, 2017).

Hypotheses two which states that which states that there is no relationship between training programmes and employee job satisfaction was significant at 1% and positively related to Training hours, this implies that an increase in training programmes will increase job satisfaction. Tabassi *et al.* (2011) posited that on-the-job training is probably the most common method of employee development employed at various levels, particularly in the public sector. In addition, increasing attention should be drawn to internal training and the use of onthe-job training rather than off-the-job training. Tabassi *et al.* (2011) further affirmed that conducting on-the-job training is cost-effective. Hence, relevant on-the-job training like coaching and mentoring can be offered to municipal employees.

The result from hypothesis three also shows that an increase in Training will increase the Delivery of public services, also a unit increase in Training will lead to 0.212 increase in Delivery of public services. Hence, since sig ($p = 0.000 < 0.01$) is less than the 0.01 alpha, the null hypothesis was rejected meaning that Training has a significant effect on the delivery of public services. This confirms apriori expectation. As a human resource development mechanism, training and development initiatives are used to improve employee skills and knowledge (Heathfield, 2020); (Hassan, Rymbai, & Bhat) (Asfaw, Argaw, & Bayissa, 2015) postulated that training and development enhance employee capabilities, with the goal that organizations can expand delivery of public services.

5.0 CONCLUSION AND RECOMMENDATION

5.1 CONCLUSION

From the above findings, the researcher now concluded training programming has significant impact on the performance of Local Government Employees, they study



therefore draws credence that training programme offered by the local government commission have been effective, there is a relationship between training programmes and employee job satisfaction and well trained employee are more proficient in the delivery of public services .

5.2 RECOMMENDATIONS

- i. Those in charge of the local government area should be knowledgeable about the training and staff development activities being provided to their employees, as well as as prepare workers to attend training or education events.
- ii. After training, participants should be given the opportunity to review the developmental experience and determine how it should be put into practice on the jobs.
- iii. There should be an assessment Quarterly to review effectiveness of training and staff development programme efforts in developing the needed skills, knowledge, and expertise, and in improving the quality of job performance.

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