EVALUATION OF THE EFFECT OF MANPOWER TRAINING AND DEVELOPMENT IN SERVICE ORGANIZATION

A STUDY OF POWER HOLDING COMPANY, ZARIA ZONE

BY

Monday Enemona ALFA
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Ahmadu Bello University,
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DECLARATION

I declare that this thesis entitled "Evaluation of the Effect of Manpower Training and Development in Service Organization. A study of Power Holding Company of Nigeria, Zaria Zone 2007- 2011" was performed by me in the Department of Public Administration

The information derived from the literature has been duly acknowledged in the test and a list of references provided. No part of this thesis has been presented for another degree or diploma at this or any other institution.

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Alfa, Enemona Monday ***Date***
(Msc/ADMIN/0795/2010-2011)

CERTIFICATION

This thesis entitled, **"Evaluation** of the Effect of Manpower Training and Development in Service Organization. A study of Power Holding Company of Nigeria, Zaria Zone **2007-2011**, meets the regulations governing the award of the degree Masters of Science (MSc) of the Ahmadu Bello University, and is approved for its contribution to knowledge and literary presentation.

_____ _____

Dr. J. D. Ndan ***Date***
Chairman, Supervisory committee

_____ _____

Dr Musa Idris ***Date***
Member, Supervisory committee

_____ _____

Dr. H.A.Yusuf ***Date***
Head of Department

_____ _____

Prof. A.Z Hassan ***Date***
Dean, School of Postgraduate studies

DEDICATION

This thesis is entirely dedicated to ALMIGHTY GOD, who made it possible for me to end and complete this course. This thesis is also a special dedication to all who stand for transparency and accountability in the utilization of public funds for development.

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ABSTRACT

Most service organization in Nigeria, in recent years are facing the challenges of labour turn over due to lack of job training of their employees. More so, most service organization keep downsizing their employees and recruiting new ones as a result of changes in their services and work processes driven by technological trends and competitive environment. Therefore, it is logical for employees to keep changing their methodologies, thus giving room for continuous training and development. The objective of this study was to examine whether employees' training and development enhances work efficiency in the service organization and aimed at finding out the adequacy of training and development programme provided to the staff of Power Holding Company of Nigeria (PHCN) in Zaria. Primary data were used for the study, which were generated through the use of questionnaires. The study is a descriptive research method and adopted the system theory. To guide the study, three research questions and hypotheses were posed. The study took a sample of 154 respondents from a population of 250 from the total population of staff in the Power Holding Company of Nigeria(PHCN) Zaria used as case study. Simple random technique was used to select the respondents. The statistical instruments used in testing the validity of the hypotheses were analyzed using chi-square. Major findings indicated that there is a positive correlation among all the variables. Result of model summary shows that the independent variables account for 39.1% of the variation in organizational performance. The study also reveals that inadequate skilled personnel, equipment and gross corruption especially on the part of health workers gravely affect the performance of the PHCN.The study therefore concluded that for training and development to have significant impact on organizational performance, employees need to be motivated during training programs. It wasrecommended that organization should introduce reward system for outstanding performance so as to motivate employees to always put in their best during each training session. And organization should be effective in integration of resources, physically and human will to yield high output or performance both internally and externally.

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ABBREVIATION

PHCN= Power Holding Company of Nigeria

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In a developing country like Nigeria, training and development of manpower resources is highly needed in virtually all business organizations for its effectiveness. It is hard for any business organization to exist without adequate manpower hence it is an indispensable tool for any business organization. For Managers to perform their functions effectively there must be well designed training and development programs to enable them enhance their performance. These training programmes may range from on-the-job training scheme aimed at exposing managers to new techniques adopted in modern office environments.

Manpower training and development must be based on a need analysis derived from a comparison of "actual performance'' and behavior with "required performance'' and behavior. Manpower training and development is one of the major ways organization invests in the workforce for greater return today and even in the foreseeable future.

Organizations are facing increased competition due to globalization, changes in technology, political and economic environments (Evans, Pucik & Barsoux 2002, 32) and therefore prompting these organizations to train their employees as one of the ways to prepare them to adjust to the increases above and thus enhance their performance. It is important to not ignore the prevailing evidence on growth of knowledge in the business corporate world in the last decade. This growth has not only been brought about by

improvements in technology nor a combination of factors of production but increased efforts towards development of organizational human resources.

It is, therefore, in every organizations responsibility to enhance the job performance of the employees and certainly implementation of training and development is one of the major steps that most companies need to achieve this. As is evident that employees are a crucial resource, it is important to optimize the contribution of employees to the company aims and goals as a means of sustaining effective performance. This therefore calls for managers to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments or management positions (Afshan, Sobia, Kamran & Nasir 2012, 646).

The question that may arise in many instances is why human resources are important. Bearing in mind that human resources are the intellectual property of the firm, employees prove to be a good source of gaining competitive advantage (Houger 2006), and training is the only way of developing organizational intellectual property through building employees competencies.

In order to succeed. Organizations have to obtain and utilize human resources effectively. Organizations, therefore, need to design its human resource management in ways that fit into the organization's structure as this it will make the organizations achieve their goals and objectives. Moreover, it is also important for organizations to assist their workforce in obtaining the necessary skills needed and, increase commitment.

The management of human resources in Nigeria in general and Power Holding Company of Nigeria (PHCN) in particular is rather challenging as most organizations have difficulties finding proper human resources.

This may partly be a result of the different kinds of problems, for example, political instability, corruption, bureaucracy, poor infrastructure, low levels of education and purchasing power, diseases and famine known to prevail in the African business context (Kamoche 2002, 994 – 995).

Training as the crucial area of human management, is the fastest growing segment of personnel activities. Training which is referred to as a course of diet and exercise for developing the employees' affective, cognitive and psychomotor skills assist the organizations to have a crucial method of developing the employee towards enhancing his productivity. At times, some companies go beyond establishing their own schools for training and retraining their staff at no cost expense to the trainee.

The main aim of training and development programmes in service organizations is to enable employee's increase their productivity, productivity on the other hand is the end product of training and development as well as a measure of the output of the result from a given input. Managers plays a very vital role in the service organization in the realization of the organizational goal, he therefore needs to be constantly exposed to regular training programmes to increase his skills to enable him adapt to technologically world of business.

The primary task of Power Holding Company of Nigeria is to prepare her staff for advancement in their fields and is to support and promote manpower development

and training programmes that are relevant to employee's career development, improve employees morale and competitive on the job.

1.2 Statement of the Problem

This research as it deals with the training and development of employees in service organizations is intended to find out the efficiency and effectiveness of training and development programme in service organization with reference to Power Holding Company of Nigeria (PHCN) Zaria zone. Since Power Holding Company of Nigeria (PHCN) is an organization governing the use of electricity in Nigeria serves as a source of electricity supply, distribution and maintenance round the Nation

Most of the employers have reported the inefficiency of some staff in business organization in Nigeria, though this efficiency could be attributed to their non possession of the requisite skills and competencies. The adverse effect of (Iwuoha, 2009) nepotism, god fatherism and favoritism during recruitment exercise has effects on productivity. The resultant effect of this is that such employees employed without due employment procedures find it extremely difficult to cope with the ever improving technologically business environment, the problem of the study put in a question form is, what type of training should the employees be exposed to enable them move with the demands of the ever-changing business world?

1.3 Research Questions

The following research questions guided the study

i. What type of training programmes is available to employees in selected service organization in Zaria?

ii. How often is development programmes mounted for employees in selected service organization in Zaria?

iii. What are the impacts of training and development programmes on the productivity of the employees in service organization?

1.4 Objectives of the study

The main objective of this is to find out the adequacy of training and development programme provided to the employees in selected service organization in Zaria, Kaduna State of Nigeria. Specifically, the study intends to:

i. Identify the type of training schemes available to the employees in selected service organizations in Zaria.

ii. Ascertain how often the development programmes are mounted for employees in this service organization.

iii. Determine the impact of training and development programmes on the employee's performance in the selected service organization.

1.5 Statement of Hypotheses

The under listed null hypotheses were tested in this study at 0.05 level of significance.

H01: There is no significance difference between the mean ratings of senior and junior employers regarding the type of training schemes available to employees in service organization in Zaria.

H02: There is no significance difference between the mean ratings of experience and inexperience employers in respect of how often the development programmes are mounted for employees in selected service organization in Zaria.

H03: There is no significance difference between the mean ratings of senior and junior employers as to the impact of training and development programmes on the performance of employees in the service organization.

1.6 Significance of the Study

In Nigeria today, the desire of rapid economic development and technological advancement make this study a subject of significance. To this end, various debates, researches, Conferences and Seminars have been conducted by workers.

This study will be of invaluable assistance to Management Development Institutes, employers of labour, the government, policy makers, politician, administrators, human resources personnel, researchers, students and future administrative leaders.

It is expected that the study will inform the heads of organizations that to increase workers performance, there is the need to have and retain well trained and motivated employees.

It is also to help develop and maintain a quality work life, which will provide an opportunity for employee's " job satisfaction and self- actualization".

Nonetheless, it will help managers of various organizations to generate ideas and solution to problems based on the best way to run training in their organization in order to achieve desired goals and objectives. Finally, the study will aid management to introduce modern schemes for training and development; to be able to meet the challenges of change in the future.

1.7 Scope and Limitation of the Study

The study centers on the staff of Power Holding Company of Nigeria (PHCN) Zaria who have at one time or the other been a part of the training conducted by the PHCN training school. This study is limited to PHCN Zaria because; it cannot cover all the national districts across Nigeria. The scope of this study covers the period of 2007 – 2011

It is a national district with a considerable staff strength that could facilitate adequate reliability and validity of the study. Moreover, accessibility and/or availability of data to the researcher coupled with time and financial constraints can limit the scope.

1.8 Definition of Concepts

Effects were made at defining the following terminologies used in this study to avoid ambiguity and elicit proper understanding.

Human resource management: This is the way organizations manage their staff and help them to develop (McCourt & Eldridge 2003, 2) in order to be able to execute organizations' missions and goals successfully.

Human resource development: This is the integration of individual, career and organization development roles in order to achieve maximum productivity, quality, opportunity and fulfillment of organizations members as they work to accomplish the goals of the organization (Pace, Smith & Mills 1991, 6).

Training: This is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively (Gordon 1992).

Development: This is a broad ongoing multi-faceted set of activities (training activities among them) aimed at bringing someone or an organization up to another threshold of performance, often to perform some job or a new role in the future (McNamara 2008).

Manpower: Total supply of personnel available or engaged for a specific job or task (Business Dictionary)

Planning: This is an act of formulating a program for a definite course of action (Financial Dictionary)

Employee performance: This is defined as the outcome or contribution of employees to make them attain goals (Herbert, John & Lee 2000) while performance may be used to

define what an organization has accomplished with respect to the process, results, relevance and success Uganda National Development Program (1995). Afshan et al. (2012) define performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

This chapter deals with the review of related literature on the topic of the study. The review embraces information in journals, magazines, text books, internet, etc. Specifically, the review covers the following sub-headings: Empirical and Academic Review, Types of Training Scheme Available for Employees, Impact of Training on the Productivity of Employees and Theoretical Framework

2.2 Literature Review

Until recently there has been a general resistance to investment of training in the public service because of the believe that "Employees hired under a meut system must be presumed to be qualified, that they were already trained for their jobs and that if this was not so it was evidence that initial selection of personal was at fault.''(Stahl, 1976). This assumption has been jettisoned as the need for training became obvious both in the private and the public sectors.

Many organizations have come to recognize that training offers a way of developing skills, enhancing productivity and quality of work, and building worker loyalty to the firm (http://www.bls.gov/oco/ocos 021.htm). They have seen for themselves that training is where skills are developed, attitudes are changed, ideas evolve and the organization is reinvented. In the course of learning the skills that will increase sales, build effective teams, improve quality standards or meet a wide range of other objectives, employees create a new organizational culture (Babaita, 2010).

Training means investing in people to enable them to perform better and to empower them to make the best use of their natural abilities for overall effectiveness and efficiency of an organization. An organization is seen to be effective and efficient if there is demonstrable increase in productivity (Goldstem and Gillian, 1990; Ranft and Lord, 2000; Daniels, 2003; Babaita, 2010). There is need for continual training and retraining especially with the impact of rapid technological changes on existing skills and jobs. From the literature review, the employees are seen as an indispensable group in the entire office in the labor markets; hence the training given to them is such that assists an individual to be occupationally competent by providing him with learning experiences that will help him develop skills and ability for making sound decisions.

There are numerous problems (funding, lack of training facilities, lack of manpower, etc.) which have continued to affect the training of employees thereby hampering their optimal productivity (Iwuoha, 2009). Despite the recognition of importance of training by management experts and government in white papers on various reforms in Nigeria, the experience of manpower (staff) training and development (Okotoni and Erero, 2005) in the Nigerian public service has been more of ruse and waste.

A study carried out by Okotoni and Erero (2005), on the topic titled "Manpower Training and Development in the Nigerian Public Service" aimed at identifying the experience of Nigerian public services on manpower training and development with view to understanding the problems being faced. The researchers found out that training and development helps to ensure that organizational members possess the

knowledge and skills they needed to perform their job effectively, taken on new responsibilities, and adapt to changing conditions. They also found that the experience of manpower training and development in the Nigerian public service has been more of ruse and waste. They recommended that the government should avoid the use of quack consultants in training the public servants.

In another study carried out by Iwuoha (2009) on the topic titled "Impact of Training and Development Programmes on Secretaries Productivity in selected Business Organization in Owerri" aimed at identifying the adequacy of development programme provided to the secretaries in the selected business organizations in Owerri. The researcher employed a survey research design. The population of the study was 50 respondents using simple random sampling technique, while questionnaire was used for data collection and mean scores for data analysis. It was found that development programmes were adequately provided for the secretaries by the management of these organizations in such areas as seminar, conferences, workshops, etc. The researcher recommended that the secretaries should be given periodic leave with full pay to fully acquaint them with the latest skills.

Also, Igwegbe (2009) carried out a study titled "The Role of Management (Employers) in Human Capital Development" focused on the role of management as employers of labor in the development of human capital. Igwegbe found that human capital development is inevitable and the need for the entire work force to be at home with modern information and technology (ICT) in line with global trends if organizations must remain relevant in the world today.

Babaita (2010) in a study titled "Productivity as a driving force for investment in training and management development in the banking industry" sought to determine if productivity is a driving force for investment in training and management development in the banking industry in Nigeria. The population was made up of 320 old and new generation banks. Simple random sampling techniques were used. The study relied on both qualitative and quantitative analysis of data. Babaita found that productivity is really one of the driving forces for investment in training and management development. He recommended that it is vital that managers, senior executive, as well as all employees receive training.

The researcher observed from the above studies that none of the scholars (researchers) looked at the impacts of training and development on the programmes of employees rather they concentrated their studies on the management and development of human resources in an organization. This is the essence of this study.

In a study carried out by Iwuoha (2009), the respondents were limited in scope in terms of sample size thus underscoring the need for a more comprehensive research on the subject. For instance, instead of using a total number of reasonable respondents say 100 respondents, the researcher used fewer sample size of 50 which was not up to 60% of the entire population.

Furthermore, Okotoni and Erero (2005) found that training and development assists to ensure that organizational members possess knowledge and skills they needed to perform their job effectively, take on new responsibilities, and adapt to business challenges. They, however, recommended that government should avoid the

use of quack consultants in training the public servants. On the other hand, they did not recommend the ways of avoiding ruse and waste in the Nigerian Public Service. It did not occur to them that actions are in words but not in implantations. Looking critically at the general guiding principles they appear excellent in theory, but the practice side is problem.

Finally, all the studies reviewed were contaminated in one way or the other. Therefore, no known scholar to the researcher has related implications of training and development on the programmes of employees. Hence, this is essence of this research work.

2.2.1 HUMAN RESOURCE TRAINING AND DEVELOPMENT

Training and development falls under HRD function which has been argued to be an important function of HRM (Weil & Woodall 2005).

A. Training

As one of the major functions within HRM, training has for long been recognized and thus attracted great research attention by academic writers (see e.g. Gordon 1992, Beardwell, Holden&Claydon 2004). This has yielded into a variety of definitions of training. For example, Gordon (1992, 235) defines training as the planned and systematic modification of behavior through learning events, activities and programs which result in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively.

It is worth nothing that, as researchers continue with their quest into the training research area, they also continue their arguments into its importance. Some of these

researchers argue that the recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized (Beardwell et al. 2004). Related to the above, Beardwell et al. (2004) add that technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, thus a need for considerable and continuous investment in training and development.

B. **Benefits of training**

The main purpose of training is to acquire and improve knowledge, skills and attitudes towards work related tasks. It is one of the most important potential motivators which can lead to both short-term and long-term benefits for individuals and organizations. There are so many benefits associated with training. Cole (2001) summarizes these benefits as below:

1) High morale – employees who receive training have increased confidence and motivations;

2) Lower cost of production – training eliminates risks because trained personnel are able to make better and economic use of material and equipment thereby reducing and avoiding waste;

3) Lower turnover – training brings a sense of security at the workplace which in turn reduces labor turnover and absenteeism is avoided;

4) Change management – training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations;

5) Provide recognition, enhanced responsibility and the possibility of increased pay and promotion;

6) Help to improve the availability and quality of staff.

C. **Human Resource training needs**

According to Wognum (2001, 408), training and development needs may occur at three organizational levels namely; (1) strategic level where needs are determined by top management while considering organizations goals, mission, strategy and problems, which need to be resolved or fixed (2) tactical level where needs are determined with middle management while considering developments needs to the coordination and cooperation between organization units and (3) operational level where needs are determined with lower executive management and other employees while considering problems related to operations such as performance problems of individual workers and departments in subject. In order to enable an organization formulate human resource training and development goals that will enable both formal and informal human resource training and development methods and programmes create a workforce that enables effectiveness and competitiveness, it is worth giving consideration to, providing proper coordination as well as proper incorporation of the needs within the three levels The first issue is to identify the needs relevant to the organizations objectives. According to Wognum (2001) and Torrington et al. (2005),

there are three categories of identifying training and development needs. These include: resolving problems, this focuses on workers' performance, improving certain working practices, this focuses on improvement regardless of the performance problems and changing or renewing the organization situation, which may arise because of innovations or changes in strategy. The above are summarized in Table 1 below. It is worth putting in mind that during the identification of training needs, there is need to create, develop, maintain and improve any systems relevant in contributing to the availability of people with required skills. Moreover, training programmes should be designed to carter for the different needs. Further still, the training programme, content and the trainees' chosen depend on the objectives of the training programme (Milkovic& Bordereau 2003).

A number of approaches have been highlighted in previous literature for identifying needs (Edmond & Noon 2001; Torrington et al. 2005). These are the problem-centred (performance gap) and profile comparison (changes and skills) approaches. Similarly, a number of approaches for analyzing training needs depending or either new or current employees have been pointed out by earlier studies (see e.g. Torrington et al. 2005, 390 – 392). The two most traditional approaches being the problem centered approach and the profile comparison approach. The problem centred approach focuses on any performance difficulties and the corporation analyses if the problems are due to insufficient skills, which then need to be developed if the problem is to be solved. Profile comparison approach on the other hand focuses on matching the

competencies with the job filled, whether new position or existing position. Some changes in strategy and technology may also bring the need for new or additional skills.

D. Types of Training

There are various methods of training which can be used to effect training. The particular training method used depends on time, cost, effort instructor's preference, number of trainees, depth of knowledge needed, background of the trainees, etc (Igwegbe, 2009). There are many approaches to training, but the researcher will concentrate more on the types of training commonly used in today's organization. Such as on-the-job, skills, retraining, cross functional, team, creativity, literacy, diversity, crisis and customer services training. Others according to Okotoni (1997) are; orientation/induction course, in-house-training, workshops, seminars, conferences (off-the-job-training) off-the-job pupilage training.

On the other hand, Halim and Ali (1988) categorized training into two types; preserving and in-service training. To them, pre service training is more academic in nature and is offered by formal institutions following definite curricula and syllabuses for a certain duration to offer a formal degree or diploma. While in-service training, on the other hand, is offered by the organization from time to time for the development of skills and knowledge of the incumbents. The researcher will concentrate on the in-service training hence the study centered on this subject. In service training include; induction/orientation, foundation, maintenance or refresher, career or development training.

1. Off-The-Pupilage Training Programmes: These are for officers in administration, accounts, co-operatives, engineering departments who are trained in recognized higher institutions of higher learning. They are long-term training programmes.

2 Induction/Orientation Training: Is given immediately after employment to introduce the new extension staff members to their position. Foundation Training: is appropriate for newly recruited personnel, every staff member needs some professional knowledge about various rules and regulations of the government, financial transaction, administrative capability, communication skills, report writing, leadership ability, etc.

3 Maintenance/Refresher Training: this keeps specialists, administrators, accountants, supervisors and frontline workers updated and enables them add to the knowledge and skills they have already.

4 Career or Development Training: is designed to upgrade the knowledge, skills and ability of employees to help them assumed greater responsibility in higher positions. This is departmentally arranged. On-the-Job-training: is ad hoc or regularly scheduled training such as fortnightly training under the training and visit (T&V) system of extension for superior officer or the subject-matter specialists to the subordinate field staff.

5 Off-the-Job Training Programmes:- are refresher's courses involving officers in the management cadre such as administrative officers, accountants and professionals. The training is usually a short term programme like 3-5 days. No matter the type of training involved, the fundamental aim of training is to assist the organization achieves its purpose by adding value to its key resource such as people it employs.

6 Formal training courses and development programmes:- These are a number of methods which may be used to develop the skills required within an organization. These course and programmes are usually a set of defined and known programmes where the contents, durations and all the details about the training are clear to both the organization and the personnel to be trained. Unlike informal trainings and programmes, formal training and programmes can be planned earlier and also plan for their evaluation. Employees may undertake these courses and programmes while completely off work for a certain duration of time or alternatively be present for work on a part-time basis. These programmes can be held within the organization (in-house) or off the job. Off the job is argued to be more effective since employees are away from work place and their concentration is fully at training. Depending on the knowledge needed, organization's structure and policies, the trainers too may be coming within the corporation or outside the organization.

7. Conditions for Achieving Training and Development:- The success of any training and management development program is not determined by modern facilities, huge expenditure on equipment, abundant administrators on the ground and the fat budget for the program but rather on its outcome and the building of a team of competent, well-motivated work force that is able to cope with current and future organizational challenges and achieve their desired goal. The designers and implementers of the program should be familiar with basic adult training principles and other conditions for achieving success for learning and its transfer. Specifically, the following conditions should be complied with;

i) Conducive environment: This should be created for the mangers to transfer their new skills and techniques acquired from the development program to their job. The development cannot be effective if the new ideas and techniques conflict with existing norms, values, beliefs and customs (Fleishman, 1967).

ii) Support of top management: The progam should receive the support of top management with adequate budget for it.

iii) Repetition: Training should be arranged frequently and repeatedly for employees requiring crucial skills and techniques.

iv) Participation trainees: Could be inspired through their active participation in the process. Very lengthy lectures that could get trainees bored should be avoided.

v) Emphasis on objectives and needs: The developmental needs of the organization must be clearly stated in the objective and the program should reflect the needs spelling out the skills required to fulfill job responsibilities.

vi) Organization: Training should be properly arranged so that the material presentation of segments is in sequence, building on one another. This eliminates gaps, contradictions or ambiguities in the program.

vii) Motivation prospective: Trainees may not want to participate in a training proposed for them. They may see it as waste of time. They should be motivated by letting them know the personal and organizational benefits like promotion and improved performance they stand to gain from the training.

viii) Feedback: There should be close communication between trainer and trainee because it helps the feedback process and employees/learners would want to

know their progress vis- a-vis the objectives of the training course they went through.

ix) Co-operation between the three main stakeholders: There should be co-operation among the organization, the supervisor and the manager for the management development exercise to succeed. The organization provides the resources and the environment, including paid courses and seminars, and the supervisor creates the awareness and the encouragement for the managers to take advantage of the development. The managers on their part feel sufficiently motivated by the expected goals.

x) Inclusive of all managers: Management development should not be restricted to only the supervisory personnel but to include all managers in the organization to strengthen the managerial skills of or for management and executive professionals.

2.2.2 Employee performance

Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Armstrong 2000). Kenney et al. (1992) stated that employee's performance is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance for example using of productivity, efficiency, effectiveness, quality and profitability measures (Ahuja 1992) as briefly explained hereafter. Profitability is the ability to earn profits consistently over a period of time. It

is expressed as the ratio of gross profit to sales or return on capital employed (Wood &Stangster 2002).

1.Efficiency and effectiveness - efficiency is the ability to produce the desired outcomes by using as minimal resources as possible while effectiveness is the ability of employees to meet the desired objectives or target (Stoner 1996). Productivity is expressed as a ratio of output to that of input (Stoner, Freeman and Gilbert Jr 1995). It is a measure of how the individual, organization and industry converts input resources into goods and services. The measure of how much output is produced per unit of resources employed (Lipsey 1989). Quality is the characteristic of products or services that bear an ability to satisfy the stated or implied needs (Kotler& Armstrong 2002). It is increasingly achieving better products and services at a progressively more competitive price (Stoner 1996).

As noted by Draft (1988), it is the responsibility of the company managers to ensure that the organizations strive to and thus achieve high performance levels. This therefore implies that managers have to set the desired levels of performance for any periods in question. This they can do by for example setting goals and standards against which individual performance can be measured. Companies ensure that their employees are contributing to producing high quality products and/or services through the process of employee performance management.

This management process encourages employees to get involved in planning for the company, and therefore participates by having a role in the entire process thus creating motivation for high performance levels. It is important to note that

performance management includes activities that ensure that organizational goals are being consistently met in an effective and efficient manner.

Performance management can focus on performance of the employees, a department, processes to build a service, etc. Earlier research on productivity of workers has showed that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs (Landy 1985). Further still, Kinicki&Kreitner (2007) document that employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets.

2.2.3 Effect of Training on performance

In the real world, organizational growth and development is affected by a number of factors. In light with the present research during the development of organizations, employee training plays a vital role in improving performance as well as increasing productivity. An organization is seen to be effective and efficient if there is demonstrable increase in productivity.

Productivity can be seen as the raison d'etre of management since it provides how efficiently production inputs are used in an economy (Bartel, 1994). As the development is focusing more in the employee's personal growth, successful employees prepared for positions of greater responsibility must have analytical, human, conceptual, and specified skills. For this reason, corporate management globally is concerned with productivity because it is regarded as a main indicator of efficiency

when comparisons are made with competitors in the labor markets (UK.NOP Business., 2001).

In one way or another, the two are related in the sense that employee performance is a function of organizational performance since employee performance influences general organizational performance. In relation to the above, Wright &Geroy (2001) note that employee competencies change through effective training programs. It therefore not only improves the overall performance of the employees to effectively perform their current jobs but also enhances the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organizational performance.

Through training the employee competencies are developed and enable them to implement the job related work efficiently, and achieve firm objectives in a competitive manner. Further still, dissatisfaction complaints, absentism and turnover can be greatly reduced when employees are so well trained that can experience the direct satisfaction associated with the sense of achievement and knowledge that they are developing their inherent capabilities (Pigors& Myers 1989).

The importance of productivity in any organization can hardly be overstated, that is why the organization exposed their employees including managers for maximum productivity. Productivity is often seen as total output/total input. That is effectiveness of the use of the factors of production to produce goods and services. When an organization integrates resources, physical and human will, this will result a better output. Babaita (2010) recommended that organization should monitor their

firm's performance using the following tools: employment costs per unit of output and costs as a ratio of sales value; add value per employee; labor costs as a percentage of added value, sales vale per employee, etc.

Most of the benefits derived from training are easily attained when training is planned. This means that the organization, trainers and trainees are prepared for the training well in advance. According to Kenney & Reid (1986) planned training is the deliberate intervention aimed at achieving the learning necessary for improved job performance. Planned training according to Kenney and Reid consists of the following steps:

- Identify and define training needs
- Define the learning required in terms of what skills and knowledge have to be learnt and what attitudes need to be changed.
- Define the objectives of the training
- Plan training programs to meet the needs and objectives by using right combination for training techniques and locations.
- Decide who provides the training
- Evaluate training.
- Amend and extend training as necessary.

2.2.4 The other factors affecting employee performance

1. Management – Subordinate relationship

As organizations strive for flexibility, speed and constant innovation, planning with the people and not for the people ensures a positive relationship to performance

improvement When employees are given freedom to participate in organizational decision making for example, there is are high chances of having mutual trust between management and employees. Mutual trust and cooperation help to break the barriers between the two parties. The employees will not resort to strikes and work stoppages without exhausting all the available channels of resolving the dispute. Employees will be motivated because management considers them as partners in contributing to organizational success instead of being seen as mere subordinates and therefore will avoid engaging into counterproductive behaviors hence improved performance through timely achievement of organizational goals and objectives (Carrel, Kuzmits & Elbert 1989). Additionally, (Ichnniowski 1997) argues that innovative human resource management practices improve performance like use of systems related to enhance worker participation and flexibility in the design of work and decentralization of managerial tasks and responsibilities.

2. Working conditions

Although working conditions do not have a direct impact on production or output, they indeed have an indirect performance for example if the manual or mental work involved in certain jobs in a factory is tiresome, it will result into endangering not only the company property but also result into accidents which may further involve such incidents like loss of life. This might have adverse effects on the morale of the entire work force. Therefore organizations should establish working conditions that do not affect the work force negatively by providing among other things noise free environments, adequate lighting systems, adequate temperatures (Hogber 2005).

Organizations can prevent accidents and maintain good safety records through development of a positive safety culture to ensure good working condition hence performance improvement (Newstrom 2002).

3. Reward system

The overall aim of reward systems is to attract and retain quality human resources. When the pay conditions are perceived by the employee as equitable and in relation to their performance improvement. Organizations can use non-financial rewards like transport fee, incentive schemes to increase performance (Armstrong 2006). Additionally, organizations should adopt reward systems that are similar to the industry in which they operate or organizations can develop performance based pay systems in order to reward employees according to the set performance standards and profitability goals. Therefore for performance to improve, organizations need to create and maintain a sense of fairness equity and consistence in their pay structures (Davar 2006). Employees expect that the employers will purchase their labor at a certain price.

4. Health unionization

In creating a healthy work climate, both management and workers unions should have a united hand and in the well-being of the organizational employees. Unionizations improve the industrial relations in instances where the management allows free participation of employees in trade unions. Management and trade unions will negotiate through collective bargaining processes the conditions of workers employment. Nilsen (2002) argued that industrial peace is a very important aspect for

performance and growth of organizations. If the organization is plagued by industrial disputes and strikes, performance is bound to decrease.

In other words, for overall productivity to improve health unionization should be considered and industrial disputes prevented through negotiations, conciliation rather than confrontation (Daft 1997).

5. Team work

This is when two or more people interact and coordinate to accomplish a specific goal and objective. When organizational members work together in teams, coordination of organizational goals and objectives becomes easier. This will lead to the teams sharing performance goals and thus lead to improving the morale of the employees which will later lead to improvements in productivity. Team works encourages open communication between employees and have compliment skills which enable them to achieve more in a specified period of time as compared to when the individual is working alone hence creating synergy (Daft 1997). Additionally, Stoner (1996) argues that employees in teams often unleash enormous energy and creativity reduces boredom because teams create a sense of belonging and affiliation hence increase in employee's feeling of dignity and self-work. However, teams have the potential to be productive but the degree of performance depends on the relationship between management and the working team. Therefore support from management enhances performance of teams and performance improved in general.

2.3 Theoretical Framework

Manpower development can be described as a system involving a circle of input, through put and output. It equally involves the man, the job and the environment. There is a relationship and interdependence between these tripartite. While training and development needs constitute the input and through put, the results of training and development make up the output.

The system theory thus, provides the theoretical framework upon which manpower planning and development in Power Holdings Company of Nigeria (PHCN) is being evaluated.

The system theory was propounded by Easton (1961). The systems perspective assumed a system as a set of interrelated and independent parts arranged in manner that produces a unified whole. From a system perspective, an organization is seen as being made up of interdependent factors, including individuals (managers, employees, supervisors, etc), groups, attitudes, motives, formal structure, interactions, goals, status and authority Owojor and Asaolu (2010).

The system approach believes that system is made up of parts which are differentiated in some ways but are connected to make up the whole though the interaction between its component parts and with the external environment. The organization as an open system cannot exist in isolation. It must exchange energy and information/competencies with its environments. Every system is loosely connected with many other sub-system or sub-units. For example, organizational system is loosely

coupled by the following elements; raw materials, equipment, administrative personnel, working tools, managers, employees, supervisors and other employees.

The organization is environments within the larger environment. It is important for the organization to expand its functions in order to bring it into closer relations with the surrounding environment. For example, managers, employees, supervisors are recruited from outside the organization; while funds may be internally or externally generated. The system theory gives the mangers a way of looking at an organization as a whole and as part of the larger external environments. In doing so, systems theory is of the view that activity of any of the organization affects activity of every other part. The job of a manager is to ensure that all parts of the organization are coordinated internally so that the organization's goal can be achieved.

With this, the manager has to ensure that the activities of both human resources and materials are well coordinated and represented in terms of motivation and training of staff- including employees to enable them fit in the environment of work.

Training and development is a mixture of activities aimed at improving the performance of personnel in organization for the attainment of continuous improvement in productivity. An organization does not exist in a vacuum; hence it is dependent on its external environment. Organization invests in people to enable them to perform better and to empower them to make the best use of their natural abilities for overall effectiveness and efficiency of an organization.

An organization is seen to be effective and efficient if there is demonstrable increase in productivity. The employees are expected to meet the needs and

expectations of the organization by performing their responsibilities to the organization. The Job of an organization manager, supervisor etc, is to assume that all parts of the organization are coordinated internally so that the organization are not self-contained. They rely on their environment for life sustaining inputs.

One possible explanation of the system theory is that it is based on the interrelated and interdependent parts arranged in a manner that produces a unified whole. An organization as being made up of interdependent factors such as individuals (Managers, supervisors, employeess, etc), groups, attitudes, motives, status and authority (Ibeaja, 2009), are connected to make up the whole through the interaction between its components parts and with the external environment.

The organization as an open system cannot exist in isolation; rather it exchanges energy, information and training with its environment. Application of system theory on the implication of training and development on the employees productivity programmes in Okotoni and Erero (2005), personnel in any organization as part of the entire organization remain the most invariable asset for growth and development. Training and re-training are essential components of manpower development. Manpower development and training play a major role, if not decisive in promoting economic growth with equity, they benefit individuals, enterprise, and the economy and society at large, and the can make labor markets function better.

The implications of this theory is that organizations and trainers should watch changes and demands of the labor market so that they could rethink, reposition repackage and re-engineer their missions, messages and methods in line with the

changing requirements of the labor market and those of the labor market continue. (Usoro, 2010).

The relevance of system theory to this study is based on ideal manpower training and development, hence this will no doubt produce economic, social and political growth. It is unfortunate, however, that most training programmes that have been embarked upon at various levels of government in Nigeria have not produced the desire results mainly due to attitudinal problems on the part of government, organization and the trainees.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introductions.

A combined approach comprising both quantitative and qualitative techniques is used to conduct this research. To gather the data, we employed both the primary and secondary sources. The researcher administered questionnaires to respondents as well as carried out keen observations targeted at understanding the operations of the Power Holding Company of Nigeria, both at its policy formulation stage and its implementation levels. Furthermore, a Traditional Probability Sampling Technique was used to collate the required sample group.

3.2 Research Design

In defining design, Odo (1992:43), stated that designing implies out lining the name of equipment and other materials the research intends using, applying some to successfully execute the practical aspect of the research study.

According to Kinnear (1989:133) "a research design is the basic plan which guides the data collection and analysis phases of a research project. It is the framework which specifies the type of information to be collected and source of data collection procedure.

According to Babbie (1985), this method also allows for the use of multiple/diverse questions in surveys. It can also be used to study people's attitude, feelings and opinions.

A descriptive survey method was used for this study. It is important to determine the method and procedure adopted in this research report since it gives the reader background information on how to evaluate the findings and conclusion.

3.3 Population of the Study

According to silver throne,(1980:12) "population is the totality of any group, person or objects which is defined by some unique attributes". This is to say that population is any group of being the researcher has focused attention on and chosen as approved topic of study.

Since it is usually not possible to study the entire larger population of Power Holding Company of Nigeria (PHCN),the researcher has chosen the power holding company of Nigeria Zaria zone as the studied population in order to find a possible solution to which involve a total of 250 employees including top and junior staff.

3.4 Sample Size and Sampling Techniques

Sampling is a process of selecting a given number or any portion of that population for the purpose of obtaining information for generalization about the large population Nwabuokei(1986:47). Sampling population is used to avoid possible errors in dealing with population. The population size was narrowed down to determine the sample size. A statistical formula was used in determining the sample size.

Yaro Yamani formula as quoted in Nwabuokei (1986 : 471) was applied and it is stated as follows:

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

Where n=sample size

N=total population size

1 is constant

e = the assume error margin or tolerable error which is taken as 5%(0.05)

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

Where N=250

$e = (0.05)^2 \quad 0.0025$

$$n = \frac{250}{1 + 250(0.0025)}$$

$$= \frac{250}{1 + 0.625}$$

$$= \frac{250}{1.625}$$

$= 153.846$

$n = \underline{154}$

Using Bourley's proportion allocation formula

$$n_1 = \frac{n_1(n)}{N}$$

Where n_1 = Element within the sample frame i.e Number allocated to each class of employee (department)

n = Sample or the proportion of the universe used for the study.(Total sample size)

N = Population of the study i.e overall employee.

Departments:

1) Administrative and Service Dept ---- 62
2) Technical/Service Dept ----- 80
3) Customer service Dept ---- 35
4) Finance and Account Dept ---- 40
5) Maintenance & logistic ---- 33

Population for the study 250

Administrative and Service Dept

$$n_1 = \frac{62 \times 154}{250} = \frac{9548}{250} = 38.19$$

$$= \underline{38}$$

Technical/Service Dept

$n_1 = \frac{80 \times 154}{250} = \frac{12320}{250} = 49.28$

$= \underline{\underline{49}}$

Customer service Dept

$n_1 = \frac{35 \times 154}{250} = \frac{5390}{250} = 21.56$

$= \underline{\underline{22}}$

Finance and Account Dept

$n_1 = \frac{40 \times 154}{250} = \frac{6160}{250} = 24.64$

$= \underline{\underline{25}}$

Maintenance & logistic Dept

$n_1 = \frac{33 \times 154}{250} = \frac{5082}{250} = 20.32$

$= \underline{\underline{20}}$

To cross check:

38 + 49 + 22 + 25 + 20

$= \underline{\underline{154}}$ (sample size)

3.5 Sources of Data

The data for this research work was collected from both primary and secondary sources of data.

3.5.1 Primary Sources of Data

Primary data is data collected directly from first-hand experience. The only primary source of data employed in this study is a structured questionnaire conducted by the researcher within the office and premise of the Power holding company of Nigeria (PHCN) Zaria administered to relevant staffs of PHCN. The purpose was to get their personal views on a number of issues.

3.5.2 Secondary Sources of Data

Secondary data is collected from available books, publications, research studies, articles and internet, websites and annual data from various statistical sources such as the Federal Office of Statistics, Power holding company of Nigeria (PHCN) and Energy Commission of Nigeria.

3.6 Method of Data Presentation and Analysis.

To present the collated data and analyze it empirically, the descriptive statistics is employed. This shall be briefly discussed below.

3.6.1 Method of Data Presentation.

Descriptive statistical tools such as Tables, Charts and percentages are used in presenting the collected information or raw data. Where applicable, items in the four point questionnaire with positive responses were ranked 4, 3, 2, 1, with 4 standing for strongly agree (SA), 3 for agree (A), 2 for disagree (D), 1 for strongly disagree (SD).

On the other hand, items that shows dislike were ranked from 1 to 4, with 4 standing for strongly disagree (SD), 3 for disagree (D) 2 for agree (A) and 1 for strongly agree (SA). These are depicted in the ensuing Tables

The socio-demographic or bio-data of respondents is presented firstly in tables 1-4. The ensuing tables would vividly display the information or responses to various questions contained in the distributed questionnaires as they relates to the hypotheses.

3.6.2 Method of Data Analysis

Haven presented the data in tables and ranked by percentages according to number of responses; the interpretations of the data are thereafter done, usually beneath each table. The study employs simple description to analyze the data based on presented facts. A general analysis and a decision rule are made based on the value of the information used. The socio-demographic information of respondents is analyzed, thereafter; their responses to each of the questions asked are also discussed and chi – square was used as the statistical tools used for testing more than two population using data base on two independent random samples.

The test statistical thus becomes

$$X^2 = \frac{\sum(o_1 - e_1)^2}{e_1}$$

Where o_1 = observed frequency

e_1= expected frequency

This test is based strictly on the primary data gotten from the use of questionnaire.

Decision Rule: Reject Null Hypothesis if calculated value of (X^2) is greater than the critical value and accept Null Hypothesis if calculated value of (X^2) is less than the critical value.

The Degree of freedom = (n - 1) (k - 1)

Where Df =Degree of freedom

n = Number of rows

k = Number of column

3.6.3 Administration of Questionnaires

The study collected primary information from respondents via structured questionnaires, interviews and by keen observation by the researcher. The questionnaires werepersonally administered by the researcher. The questionnaires are divided into two sections. Section A is the demographic variables of respondents. Section B accords the study the needed topical data on the Power Holding Company of Nigeria Zaria zone (PHCN) and its perceived effect on the entire service delivery system in Kaduna state.

As mentioned, total of 18 structured questionnaires were administered to a randomly selected sample size of 154 persons. Among this sample is contained both the managerial and administrative staff of the PHCN.

Out of the 154 questionnaires distributed, 120of them were duly completed and returned representing 77.92%, and the researcher discovered that, 34 questionnaires were either not completed, poor filled or inconclusive representing 22.08%.

The researcher thus makes use of 120, this makes a 91% of the total questionnaires distributed.

In summary,

- Questionnaires Served 154.
- Questionnaires Returned 120.

Number of questionnaires to be analyzed 120.

CHAPTER FOUR

AN OVERVIEW OF THE POWER HOLDING COMPANY OF NIGERIA AND ORGANIZATIONAL STRUCTURE

4.1 Introduction

The **Power Holding Company of Nigeria** (abbreviated PHC or PHCN), formerly the **National Electric Power Authority** (abbreviated NEPA) was an organisation governing the use of electricity in Nigeria. The company runs a football team, NEPA Lagos. It represents Nigeria in the West African Power Pool.

The history of electricity development in Nigeria can be traced back to the end of the 19th century when the first generating power plant was installed in the city of Lagos in 1898. From then until 1950, the pattern of electricity development was in the form of individual electricity power undertaking scattered all over the towns. Some of the few undertaking were Federal Government bodies under the Public Works Dept, some by the Native Authorities and others by the Municipal Authorities.

4.1.1 Electricity Corporation of Nigeria (ECN)

By 1950, in order to integrate electricity power development and make it effective, the then-colonial government passed the ECN ordinance No. 15 of 1950. With this ordinance in place, the electricity department and all those undertakings which were controlled came under one body. The ECN and the Niger Dam Authority (NDA) were merged to become the National Electric Power Authority (NEPA) with effect from 1 April 1972. The actual merger did not take place until 6 January 1973 when the first general manager was appointed.

Despite the problems faced by NEPA, the authority has played an effective role in the nation's socio-economic development thereby steering Nigeria into a greater industrial society. The success story is a result of careful planning and hard work. The statutory function of the authority is to develop and maintain an efficient co-ordinate and economical system of electricity supply throughout the Federation. The decree further states that the monopoly of all commercial electric supply shall be enjoyed by NEPA to the exclusion of all other organisations. This however, does not prevent privy individuals who wish to buy and run thermal plants for domestic use from doing so.

NEPA, from 1989, has since gained another status-that of quasi-commercialisation. By this, NEPA has been granted partial autonomy and by implication, it is to feed itself. The total generating capacity of the six major power stations is 3,450 megawatts.

In spite of considerable achievements of recent times with regards to its generating capability, additional power plants would need to be committed to cover expected future loads. At present, efforts would be made to complete the on-going power plant projects. Plans are already nearing completion for the extension and reinforcement of the existing transmission system to ensure adequate and reliable power supply to all parts of the country.

By 1970, the military government appointed a Canadian Consultant firm "Showment Ltd" to look into the technical details of the merger. The report was submitted to the government in November 1971. By Decree No. 24 the ECN were merged to become the NEPA with effect from 1 April 1972. The actual merger did not

take place until 6 January 1973 when the first general manager was appointed. The day-to-day running of the authority is the responsibility of the managing director.

In the early 1960s, the Niger Dam Authorities (NDA) and Electricity Corporation amalgamated to form the Electricity Corporation of Nigeria (ECN). Then, immediately after the Nigerian civil war, the management of ECN changed its nomenclature to NEPA. What is currently referred to as the Power Holding Company of Nigeria was formally known as National Electric Power Authority. For several years, despite consistent perceived cash investment by the federal government, power outages have been the standard for the Nigerian populace, however citizens of the country still do not see this as normal. Because of such outages, NEPA has been humorously nicknamed "Never Expect Power Always".

Generally, the tariff has been criticised as being too low compared to the cost of generating power. The federal government of Nigeria has increased the tariff to attract foreign investors since 1 July 2010 in order to meet the growing concern for foreign investors into the electricity sector.

4.2 Objectives of PHCN

The major objectives of the PHCN include:

i. To ensure the development of the nation's energy resources, with diversified energy resources option, for the achievement of national energy security and an efficient energy delivery system with an optimal energy resources mix.

ii. To guarantee increased contribution of energy productive activities and to national income.

iii. To guarantee adequate, reliable and sustainable supply of energy at appropriate costs and in an environmentally friendly manner, to the various sectors of the economy, for national development.

iv. To guarantee an efficient and cost effective consumption pattern of energy resources.

v. To accelerate the process of acquisition and diffusion of technology and managerial expertise in the energy sector and indigenous participation in energy sector industries, for stability and self-reliance.

vi. To promote increased investments and development of the energy sector industries with substantial private sector participation.

vii. To ensure a comprehensive, integrated and well informed energy sector plans and programmes for effective development.

viii. To foster international co-operation in energy trade and projects development in both the African region and the world at large.

ix. To successfully use the nation's abundant energy resources to promote international co-operation.

4.3 PHCN Policy

It has been stated elsewhere that since 2002, when the Federal Government of Nigeria adopted the National Electric Power Policy, the comprehensive reform and reengineering of the electricity supply industry has been central to the thinking of government. That Policy outlined, among others, the following key objectives:-

(i) To ensure that the Power Sector attracts private investment;

(ii) To embark on a holistic principle of privatization in the Sector;

(iii) To establish an effective regulatory framework for the Power Sector;

(iv) To review and update electricity laws in line with international best practice, etc.

4.3.1 Electricity policy and decision making process

The major power utility in the country, the National Electric Power Authority (NEPA), now known as the Power Holding Company of Nigeria (PHCN) is owned by the Federal Government. Until recently, it has been the main electric power monopoly for the generation, transmission and distribution of centralized grid power. In order to engender greater efficiency and sustainability in the system, a process of reforms has been started to remove government's monopoly on generation, transmission and distribution. Thus, in 2005, the Electric Power Sector Reform Act (EPSRA) was enacted. The law is aimed at liberalizing the power sector. A component of the power reform law, was the creation of the Nigerian Electricity Regulatory Commission (NERC), which is mandated to regulate the electricity sector based on free market economic principles and thereby create a level playing field for all interested stakeholders to participate in the sub-sector.

As a consequence of the reform process, the generation and distribution areas of the electricity market are being deregulated. The PHCN is being unbundled into six separate generation companies and eleven distribution companies for the various parts of the country. These would be individually licensed, while only the transmission area

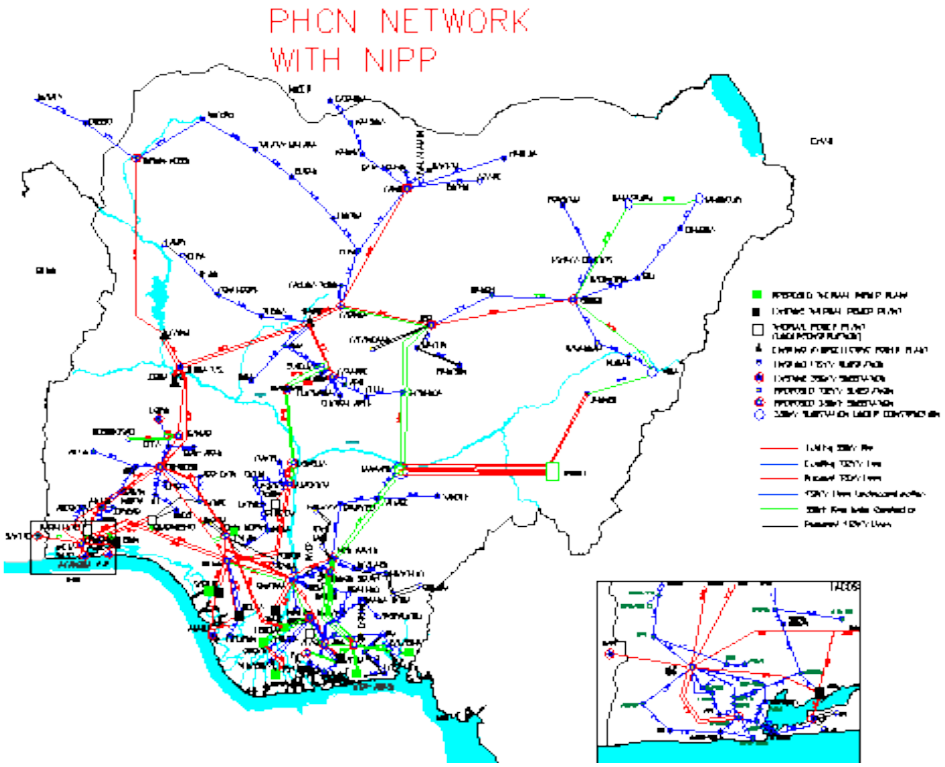
would remain under government control in the Transmission Company of Nigeria (TCN).

In light of the current pathetic power situation in the country, and in spite of the current liberalization process, the Federal Government is still increasing investments in the sector to increase the generation capacity to 10,000MW by 2011 and to 20,000MW by 2015 through the National Integrated Power Projects being implemented across the country. Most of the additional capacity would be thermal (Gas) plants with renewable such as solar, biomass and wind contributing a minimal amount. Nuclear power has been factored into the energy mix, and it is expected that the first nuclear power plant of 1,000MW capacity is expected to be commissioned not later than 2020.

4.4 Structure of Electric Power Sector

The electric power sector is currently dominated by a government company, namely, the Power Holding Company of Nigeria (PHCN). It currently owns all the power generation stations, the transmission network and the distribution system. It has an installed capacity of 6000MWe through a number of hydro (Kainji, Jebba, Shiroro), and thermal stations (Egbin, Ughelli, Afam, Sapele). The Power Holding Company of Nigeria (PHCN) Generation and Transmission System and its geographical distribution is graphically depicted in Figure 2. The transmission voltage levels are 330KV for the grid transmission; 132KV for the sub-transmission lines, whilst the 33kV, 11KV and lower voltages constitute the distribution networks. The System normal frequency is 50Hz.

With the expected full implementation of the Electric Power Sector Reform Act of 2005, and the unbundling of the PHCN into the proposed generation and distribution companies under a functional regulatory regime, the electricity market will be liberalized. However, a large number of manufacturing companies currently generate their own power, which further leads to increased cost of production.



The Electric Power System in Nigeria

Source: PHCN, Abuja 2010.

4.4.1 Main indicators

ELECTRICITY PRODUCTION, CONSUMPTION AND CAPACITY

							Average annual growth rate (%)
	1970	**1980**	**1990**	**2000**	**2005**	**2007****	**2000 to 2007**
Capacity of electrical plants (GWe)							
- Thermal			4.094	3.91981	4.718	6.163	6.37%
- Hydro			1.9384	1.73787	1.9384	1.9384	
- Nuclear	0.00	0.00	0.00	0.00	0.00	0.00	
- Wind	0.00	0.00	0.00	0.00	0.00	0.00	
- Geothermal	0.00	0.00	0.00	0.00	0.00	0.00	
- other renewable	0.00	0.00	0.00	0.00	0.00	0.00	
- Total			6.03246	5.88788	6.6564	8.1014	
Electricity production (TW.h)							
- Thermal	0.23	3.283	8.512	8.217	19.506	15.711	
- Hydro	0.928	3.237	4.950	6.441	13.070	10.527	
- Nuclear	0.00	0.00	0.00	0.00	0.00	0.00	

- Wind	0.00	0.00	0.00	0.00	0.00	0.00	
- Geothermal	0.00	0.00	0.00	0.00	0.00	0.00	
- other renewable	0.00	0.00	0.00	0.00	0.00	0.00	
- Total (1)	1.547	7.140	13.462	14.659	32.576	26.238	
Total Electricity consumption (TW.h)							

(1) Electricity transmission losses are not deducted.

* Latest available data ** Includes some NIPP plants which are yet to be fully commissioned.

Source: Energy Commission of Nigeria, Abuja 2009.

4.4.2 ENERGY RELATED RATIOS

	1970	1980	1990	2000	2005	2007
Energy consumption per capita (GJ/capita)	13.90	26.32	32.94	26.56	52.59	24.78
Electricity consumption per capita (kW.h/capita)	38.62	73.11	91.50	73.79	146.4	68.83
Electricity production/Energy production (%)						
Nuclear/Total electricity (%)	0.00	0.00	0.00	0.00	0.00	0.00
Ratio of external dependency (%) (1)						

(1) Net import / Total energy consumption.

* Latest available data

Source: Energy Commission of Nigeria, Abuja 2009.

4.4.3 Local distribution companies

The government has divided the current PHCN distribution sector into separate companies or entities that will be called Local Electric Distribution Companies or Local Distribution Companies (LDC) among the regions.

As of April-2014 there are 11 Distribution Companies:

- Abuja Distribution Company
- Benin Distribution Company
- Eko Distribution Company
- Enugu Distribution Company
- Ibadan Distribution Company
- Ikeja Distribution Company
- Jos Distribution Company
- Kaduna Distribution Company
- kano Distribution Company
- Portharcourt Distribution Company
- Yola Distribution Company

4.4.4 Payment of bills

The sample consists of the procedures enrolled in payment of bills by way of banks. The Power Holding Company of Nigeria, PHCN, has made settling customers monthly electricity bills easier, hence the introduction of the bank revenue collection system to complement the operations of the cash offices in PHCN premises. This program is to facilitate prompt and regular settlement of the PHCN's monthly bills, as

customers are no longer expected to travel far outside their immediate neighbourhoods to settle PHCN Bills.

4.5 Privatization

Major issues within the Nigerian power sector, principally concerning power outages and unreliable service, compelled the Nigerian government to take radical action. It enacted the 2005 Electric Power Sector Reform Act (EPSR Act), which called for unbundling the national power utility company into a series of 18 successor companies: six generation companies, 11 distribution companies covering all 36 Nigerian states, and a national power transmission company. The act stipulated that ownership of these companies be granted to the Bureau of Public Enterprises (the privatization arm of the federal government) and the Ministry of Finance Incorporated. This unbundling paved the way for an ambitious privatization program to be carried out by the Bureau of Public Enterprises in Nigeria.

In 2007, the Bureau of Public Enterprises hired CPCS Transcom Limited, an international consulting firm based in Ottawa, Ontario, to provide advice about the best ways to move forward with the privatization of the country's 11 distribution companies and the 6 generation companies. In 2010, CPCS was consulted again in order to provide advice on the Nigerian government's privatization program. PHCN ceased to exist from 30 September 2013 following a privatization process by the Goodluck Jonathan government.

This privatization exercise is an important step towards achieving the structural reforms intended by the government. It is expected that once the successor companies

have finally been handed over to the respective preferred bidders/purchasers and are fully operated by them, the ensuing competition between these investors will lead to improved and more efficient electricity generation and supply throughout the country. However, at present, the delay in the handover of these companies appears largely to be due to the failure of the preferred bidders to complete payment for the purchase of these companies, and to the disagreements between PHCN's former employees and the government. On June 17 2013 the government agreed to pay a N384 billion (in excess of $2 billion) severance package to the disengaged PHCN employees. It is hoped that once these entitlements have been paid and the preferred bidders complete payment of the outstanding 75% purchase price, the handover of the successor companies will be relatively seamless.

4.5.1 Constraints of PHCN

Caven and some other authors have carried out detailed studies of the problems that militate against the smooth supply of electricity by PHCN. Some identified points include:-

(i) Delayed rehabilitation of plants and power supply equipment

(ii) Lack of spare parts; and

(iii) Obsolete equipment, (Caven, 1998)

Consequently, enormous amount of foreign exchange is required to rehabilitate and repair plants as well as provide running spares for scheduled maintenance. Rising inflation and scarcity of FOREX (largely as a result of stiff foreign exchange policy) constituted nightmare to PHCN (caven, 1998)

CHAPTER FIVE

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

5.1 Introduction.

In this chapter, effort shall be made to present, analyze and discuss/interprets the collated information. These shall be done using the earlier discussed techniques for data presentation and analysis. Descriptive statistical tools including tables and percentages shall be utilized to present the data collected. Thereafter, analyses of the data and interpretation are made using qualitative/descriptive statistical techniques.

The purpose of testing these hypotheses is to be able to effectively answer the various research questions as well as to be able to bring out further objective findings. Haven collated the information using the various sources of data collection,this information are hereby presented, beginning with the demographic data of the respondents. Thereafter, the information pertaining to respondents' view of the PHCN shall also be presented and subsequently analyzed.

5.1.1 Bio-Data of Respondents

The presentation of data shall begin with the demographic variables of respondents as depicted in table 4.1 to table 4.4.

Table 5.1: Information on Gender of respondents

Status	Frequency	Percentage %
Males	69	57.5%
Females	59	42.5%
Total	**120**	**100**

***Source**: Research survey 2013.*

As depicted in Table 4.1 above, majority of the participants are males with a frequency of 69, (57.5%). The Female respondents were 59 i.e. (42.5%). Three questionnaires were left unanswered gender-wise. These form an insignificant 1% as shown in Table 4.1.

Table 5.2: Age of respondents.

Age	Frequency	Percentage %
18-25	29	24.2
26-35	48	40
36-45	31	25.8
46-55	8	6.7
56and above	4	3.33
Total	**120**	**100%**

***Source**: Research survey*2013.

The data obtained from the questionnaire, shown in Table 4. 2, reveals that 48 respondents between 26 to 35 years of age representing 40% ,formed the majority. 31

respondents, each between 36 to 45 years of age representing 25.8% and 29 respondents each between 18 to 25 years of age representing 24.2% respectively. 8 respondents each between 46 to 55 years representing 6.7% and 4 respondents each between 56 to 59 years representing 3.3% respectively. The results reveal that the case companies employ mainly young people.

Table 5.3: Marital Status of PHCN participants.

Status	**Frequency**	**Percentage %**
Single	35	29
Married	80	67
Separated	5	4
Total	**120**	**100**

Source: *Research survey* 2013.

From the above table 4.3, 35(29%) respondents are single; 80(67%) respondents are married while 5(4%) respondents are divorced. This shows that majority of the respondents are married.This implies that most of the respondents have people who depend on them for sustenance. Obviously they understand the value of obtaining improved and timely training at affordable cost to their families and for the community at large. It should be noted also that this majority are experienced people who by nature of their dynamic trainings also understand the subject matter of this study. These facts have undoubtedly lent weight to this study.

Table 5.4: Grade levels of respondents.

Grade levels	Frequency	Percentage %
Primary	18	15.0
Secondary	57	47.5
Diploma	36	30.0
Degree	9	7.5
Above degree level	0	0
Total	**120**	**100**

Source: field Survey 2013.

From the table 4.4 above, it is evidenced that the respondents from the PHCN Zaria hold a range of educational qualifications falling between primary level and degree level. Of the respondents from the PHCN, 15% had on education from the primary level, 47.5% had on education from the secondary level, 30% had on education from the diploma level and only 7.5% had education from the degree level. The majority of the respondents (47.5) were secondary level diploma holders, indicating that there is not much skill amongst the employees in these companies and hence training may be a very important requirement in these companies to improve employee skills so as to improve their performance at work.

Table 5.5 Job position of respondents

Years	Frequency	Percentage %
Admin & Service	65	54.2
Technical	21	17.5
Customer	12	10.0
Finance & Account	9	7.5
Maintenance & Logistic	13	10.8
Total	**120**	**100**

Source: field Survey 2013.

Table 4.5 presents the various job positions held by the employees who participated in the questionnaire. The results in the table reveal that respondents from Admin & service formed the majority with 65, representing 54.2%, 21 from the Technical category representing 17.5%, 13 from the Maintenance category representing 10.8%, 12 from customer representing 10%, and 9 from Finance & Account representing 7.5%. These results show that the case company consists of organizational structures consisting of various departments and/or position settings which implies that different levels of training may be required to improve employee performance.

Table 5.6Period of employment with PHCN

Years	Frequency	Percentage %
1-15	61	50.8
16-25	38	31.7
26-36	15	12.5
Above 37	6	0.5
Total	**120**	**100**

Source: Field Survey 2013.

As illustrated in Table 4.6 above, it is evident that over 50% of the respondents have worked for the companies for 1, to 15 years, 31% of the entire population have worked for the case PHCN Company for 16 to 25 years of age, 12.5% have worked for 26 to 36 years of age and the remaining 5% have worked for these company for over 37 years. These results indicate that the case company PHCN has good employee retention systems. The results also imply that these employees require constant training and development programs to keep them updated with their skills as well as the company developments, for example, technological and customer related developments so as to improve their performance.

Table 5.7 Respondent's participation in training

Response	Frequency	Percentage %
Yes	87	72.5
No	33	27.5
Total	**120**	**100**

Source: field Survey 2013.

The results in the table above show that 87 respondents representing a 72.5%, have undergone training with the respective case companies. The remaining 33, representing a 27.5%, indicate that they have not gone through any sort of training by the company for which they work for. This implies that the case company do not target training for all PHCN employees but probably for specific employees. Alternatively, it could be so that training is targeted for specific employees from specific job levels or task-related job training.

Table 5.8 Selection for training

Criteria	Frequency	Percentage %
On joining the PHCN	40	33.3
Supervisors recommendation	16	13.3
Compulsory for all employees	34	28.3
Upon employee request	6	5
Performance appraisal	4	3.3
Don't know	20	16.7
Total	**120**	**100**

Source: Field Survey 2013.

Table 4.1.9 above illustrates the results from the question about how the respondents were selected for training in their companies of work. The results indicate surprisingly that a large number of these respondents were selected to participate and, thus, receive training on joining the company. This proportion of respondents is represented by 33.3%. As would be expected in many cases, 34 respondents were selected for training under the criteria of all employees going through the training and this is represents by a 28.3%. It is however surprising that although other employees were selected based on their supervisors recommendation (16 respondents representing a 13.3%), upon their own request to receive training (6 respondents representing 5%), a

big number of the response rate came from the respondents who were not aware of why they were selected for training. This implies that the training approach employed is only understood by the superiors leaving the trainees unaware of the entire training process.

Table 5.9 Training schedule

Criteria	Frequency	Percentage %
Training schedule	3	2.5
Quarterly	9	7.5
Once a year	21	17.5
Every two years	30	25
No specific schedule	57	47.5
Total	**120**	**100**

Source: Field Survey 2013.

The schedule of employee training at the case PHCN Zaria, as reported in the results above indicates that the majority of respondents represented by 47.5% were under no specific training schedule. This means that they had no particular training schedule whereby they would be required to participate in training anytime as planned by the HRM team of the company. The other 25% of the respondents were seen to participate in training every two years, 17.5% participated once a year, 7.5% every six

months and the rest of the respondents indicated that they were scheduled for training on a quarterly basis.

Table 5.10 Methods of facilitation at the training

Facilitation method	Frequency	Percentage %
Lecture	4	3.3
Demonstration	21	17.5
Discussion	40	33.3
Presentation	40	33.3
Seminar	15	12.5
Total	**120**	**100**

Source: Field Survey 2013.

A number of methods of facilitation that are comely employed during training are presented in Table 4.10 above. These are important in understanding the different ways trainees receive training under the both the on-the-job and off-the-job training method classifications. As revealed above, the most common methods of facilitation identified by the respondents as prevailing during their trainings are discussions (representing 33.3%) and presentations (representing 33.3%). The other methods demonstrations, seminars and lectures represent the remaining 17.5%, 12.5% and 3.3% respectively. These results indicate that the case company strongly emphasis discussions and presentations. This could be partly explained by the nature of the

business of these district offices (being more customer oriented for example calls for a need to take on facilitation methods that seem more customer focused).

Table 5.11 Impact of training methods on skill

Response	Frequency	Percentage %
Yes	104	86.7
No	16	13.3
Total	**120**	**100**

Source: Field Survey 2013.

In analyzing the responses obtained from the respondents on the impact of training methods on their skills, the findings showed that the majority of the respondents, 86.7%, believed that the training methods used during training had an impact on their skills. However, a small percentage (13.3) believed otherwise. This result indicates that the training methods used during training in the case companies clearly focus on particular skills and, thus, skill development is emphasized.

Table 5.12 Training programme quality

Response	Frequency	Percentage %
Very poor	0	0
Poor	7	5.8
Average	16	13.3
Good	35	29.2
Very good	61	50.8
Excellent	1	0.8
Total	**120**	**100**

Source: Field Survey 2013.

Table 12 above presents the responses given by the respondents on the quality of the training programmes for which they participated. The findings indicate that the majority of the respondents (61 respondents representing a 50.8%) were contented with the quality of the training programmes for which they participated. This result indicates clear deliverance of training content and/or substance to the trainees during the training programme. On the other hand, the 7 respondents representing a 5.8% indicated otherwise.

Table 5.13 Relevance of training to respondents work

Response	Frequency	Percentage %
Not relevant at all	0	0
Not relevant	0	0
Not sure	16	13.3
Effective	83	69.2
Very effective	21	17.5
Total	**120**	**100**

Source: Field Survey 2013.

The above table reports results from the relevance of the trainings received by the respondents to their work. Majority of the respondents (83 representing 69.2%) reported clear effectiveness of these trainings on their work. This result is in line with the result earlier reported on the selection of respondents for training which revealed that most of these respondents were selected on joining the PHCN they work for and compulsory training for all employees. This indicates that HRM puts a lot of emphasis on training that will add value to and thus relevant to the current work for those selected for training.

Table 5.14 Impact of training on the performance of the respondents

Response	Frequency	Percentage %
Yes	111	92.5
No	9	7.5
Total	**120**	**100**

Source: Field Survey 2013.

The responses in table 4.14 above were collected on the impact of training on the performance of the respondents from the case company PHCN Zaria. The relationship is considered relevant as it is the center of this thesis. The results clearly indicate that over 110 respondents representing a great percentage of 92.5% link training to their improved performance. This result is in line with prior literature which presents that training impacts employee performance partly through improving employee skills which enables them know and perform their jobs better (Wright & Geroy 2001; Swart et al. 2005; Harrison 2000; Appiah 2010).

Table 5.15 Need for further training

Response	Frequency	Percentage %
Yes	99	82.5
No	21	17.5
Total	120	100

Source: Field Survey 2013.

It was relevant to find out whether the respondents felt the need for further training. Based on the responses above, 99 respondents representing 82.5% of entire sample revealed a need for further training. Majority of these indicated that based on the nature of their jobs in particular and company businesses in general, there is ever changing technology which presents ever changing customer demands for which they have to cope with. This in their opinion calls for frequent training so as to keep up-to-date in all situations.

5.2 Test of Hypotheses

The hypotheses which were stated earlier in chapter one would be stated in this chapter for acceptance or rejection.

Hypotheses can either be null hypotheses (ho), that which is tested or the alternative hypothesis (hi), that which is available to be accepted when the null hypothesis has to be rejected. If we cannot reject the null hypotheses, we do not conclude that the null hypotheses is true but merely that it may be true.

5.2.1 Hypotheses One (H01)

There is no significance difference between the mean ratings of male and female employers regarding the type of training schemes available to staff in service organization.

The above hypothesis was tested using questionnaire items 1–10. The results of the t–test statistical tools used shown on table 4.

Result of t–test difference between the mean ratings of male and female employers regarding the type of training schemes available to staff in service organization

Table 5.1

Options	Frequency	Percentage %
Yes	100	83
No	20	17
Total	**120**	**100**

Source: Field, Survey 2013

Using X^2

$$X^2 = \frac{\sum (o_1 - e_1)^2}{e_1}$$

$$= \frac{120}{2} = 60$$

$$= \frac{(100 - 60)^2 + (20 - 60)^2}{60}$$

$$= \frac{1600 + 1600}{60}$$

$$= \frac{3200}{60}$$

$$= \underline{53.33}$$

Therefore, the calculated $X^2 = 53.33$

Degree of freedom = (n-1) (k-1)

= (2-1) (2-1)

= 1

Decision

From the chi-square for 1 degree of freedom at 5% level of significance, the tabulated X^2 value is 3.84. This shows that the computed value of 53.33 is greater than the tabulated value of 3.84 i.e 53.33 > 3.84.

Conclusion

Based on the above analysis, the researcher rejects null hypothesis (HO) and accept the alternative hypothesis (HI). There is no significance difference between the mean ratings of senior and junior employers regarding the type of training schemes available to employees in service organization in Zaria.

5.2.2 Hypothesis Two (H02)

There is no significance difference between the mean ratings of experience and inexperience employers in respect of how often the development programs are mounted for staff in selected service organizations in Zaria. The above hypothesis was

tested using questionnaire items 11-18. The results of the t-test statistical tools used shown on table 5.

Result of t-test difference between the mean ratings of experience and inexperience employers as to the regularity of the development programmes mounted for staff

Table 5.2.

Options	**Frequency**	**Percentage %**
Yes	110	92
No	10	8
Total	120	100

Source: Field, Survey 2012

Using X^2

$$X^2 = \frac{\sum (o_1 - e_1)^2}{e_1}$$

$$X^2 = \frac{(110 - 60)^2 + (10 - 60)^2}{60}$$

$$= \frac{2500 + 2500}{60}$$

$$= \frac{5000}{60} = \underline{83.33}$$

Therefore, the calculated $X^2 = 83.33$

Degree of freedom $= (n - 1)(k - 1)$

$= (2 - 1)(2 - 1)$

$= 1$

Decision

From the chi – square for 1 degree of freedom at 5% level of significance, the tabulated x^2 value is 3.84. This shows that the computed value of 83.33 is greater than the tabulated value 3.84 i.e83.33> 3.84.

Conclusion

Based on the above analysis, the researcher rejects the null hypothesis (HO) and accepts the alternative hypothesis (HI). That is, there is no significance difference between the mean ratings of male and female employers in respect of how often the development programmes are mounted for employees in selected service organization in Zaria.

5.3 Major Findings

From the analysis and interpretation done so far in the course of this study, the researcher shall herewith elaborate on some major findings.

i. Firstly, the finding of the study revealed the situation of training and development in Pakistan and showed that majority of the employees satisfied with the strategic T&D of the firm. There are very few organizations which fulfilled the demand with reference to the requirements of strategic Training &Development. This leads towards widening the gaps between the required skills and the attained skills of the employees. These circumstances are disturbing the balance and equilibrium of better performance in HRM and

development via T&D. Therefore, to fulfill this gap companies are giving attention on the training and implementing a high level roadmap for strategic T&D.

ii. Secondly, it is found that – development programmes were mounted for staff in service organization.The table shows that with a grand mean of 3.84, the employers agreed that the development programmes were regularly mounted for staff in Zaria. This programmes ranges from half-yearly and bi-annually. We can therefore conclude that the scheme is relevant and its performance is indeed significant to the people of Kaduna state and Nigerian by extension.

iii. The findings reported in this study suggest that training and development have a great effect on the performance of employees with regards to their jobs. This result is broadly consistent with prior management literature on training and development. In order to gain more specific knowledge of training and development from the sample company, different questions are presented to the respondents and thus examined.

iv. The results from the questions on employee participation in training and selection for training indicate that this company have good and perhaps clear policies regarding training and development as most of the respondents indicated that they have participated in training and that most of them were provided with opportunities to train under the compulsory practice of the company for all employees and/or on joining the company. In examining the question relating to the training programme quality, the results indicate that the

programmes undertaken by the sample company are relevant as considered by the respondents` opinions.

v. With respect to the major challenges/obstacles to implementations of the scheme, the study found that widespread corruption especially as it relates to selling of some PHCN provided equipment and collecting of bribes by participant are some of the factors responsible for the below average performance of the PHCN. Sometimes, Funds meant to acquire new training facilities in some service organization or stations are siphoned.

However, some employees sent or sponsored by the organization usually do not go back to their work rather they find other fertile areas.

vi. The researcher discovered that most of the employees are not worth being trained either due to old age, inability nature of the work or the reluctant on the part of the employee.

Eventually, as widely believed by a wide range of the respondents in study, the performance of the PHCN will improve and consequently advance the overall state towards service delivery in the Nigeria.

CHAPTER SIX

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.1 Summary

The aim of this study is to determine whether motivation is effective in achieving higher productivity among workers in Power Holdings Company of Nigeria, other relevant areas which the study highlighted are: the reaction of the workers towards their duties when motivation is employed by the employer and how the managers can apply motivational theories of management in their attempt to direct the job behaviour of employees towards the goals of their establishment.

The general description of the area of study, which depicted the inevitability of motivation in achieving higher productivity in an organization, was stated. In the course of the study, statement of problem such as; workers leaving the organization due to poor motivation, their unwillingness to perform their duties well and how to motivate them to achieving desired productivity level were pointed out. To ascertain the application of the motivational techniques by the organization concerned and to know the problem inhibiting the success of the employees' motivation in the organization forms essential part of the objectives of the study. Questions relating to the objectives and problems were also looked at.

The study looked into some review literatures that covered different models and theories on motivation by different scholars, various definitions given by several management scholars, different means of motivating workers or simply type of motivation and the importance of motivation. Various textbooks, journals, articles and

other scholarly materials were used to get terms, ideas, concepts and academic as well as professional viewpoints.

The management team of Power Holdings Company of Nigeria, together with important officers of the organization were selected as the study population with the use of simple random sampling. Both primary and secondary data were also used for this research work. The primary data was based on questionnaire while the secondary data was based on published and unpublished works. The data collected were processed and analyzed through the use of t-test statistics.

6.2 Conclusion

Human resources (personnel) in any organization remain the most invaluable asset for growth and development, hence training and retraining is essential components of manpower development. Training and personnel development is a mixture of activities aimed at improving the performance of personnel in organizations for the attainment of continuous improvement in productivity. Training and human development assists employees to learn how to use the resources in an approve way that allows organization to meet its desired output. Staff are required to perform varied competences in their profession that will make then saleable in the labor market. It is the possession of these skills needed by the labour market that will enable them contribute maximally to service organizations and national development of the Nigerian nation. However, for the organization and government to make training and personnel development to become effective in the service cycle, they have to tackle the

challenges of introducing new orientations on training contents, training evaluation, attitudes to training and training utilization.

6.3 Recommendations

The essence of training and development in service organization cannot be over emphasized. It has been observed that training is very important in every aspect of an organization. It enhances the efficiency of staff, increases output and motivates employees for better performance.

It has been discovered that training and human development are not isolated from human resources. Even in the advanced countries and in most computerized organization, training and development cannot be overlooked because; human are the ones to operate this equipment.

From the findings, the following recommendations were made:

Organization is seen to be effective and efficient if there is demonstrable increase in productivity, therefore, any training and personnel development must be based on proper analysis of its contribution to the effectiveness and efficiency of an organization. Staff should be expose to regular professional training areas such as foundation, career or development, preservice and off-the-job-pupilage training as to enhance their productivity in the organization. It is also necessary for the staff to be exposed to seminars, conferences and workshops to enable them keep abreast with the challenges posed by modern business offices.

The development programmes of managers should be done on yearly or regular basis; hence training involves systematic, professional and development of skills,

knowledge and attitude necessary for performing specific schedule of duties. There should be free flow of information to enable all the staff aware of the training and development programme available both internally and externally.

There should be effective utilization of integration of resources, physical and human will to yield high output or performance. Also, on-the-job and in-house methods of training should be used extensively by organizations and government, especially in the training of junior staff as they tend to be cheaper and more effective.

PHCN should also introduce reward system for outstanding performance so as to motivateemployees to always put in their best during each training period. This will assist them in identifying those staff that has special skills and talents. PHCN should expose all their staff to training at least once in every year. This will make the employees to meet up with the changes in their services and work processes as may be driven by the competitive environment.

Instead of downsizing those employees with years of experience and recruiting new ones, service organization should rather invest in (committed to) training and development of their experiencedstaff. This will help them to reduce the cost of frequent recruitment and selection.

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Appendix 1.1

QUESTIONNAIRE

Dear Respondent,

I am an MSc student of the department of public administration, ABU, Zaria. I am carrying out a research project titled: evaluation of the effect of manpower training and development in service organization a study of PHCN Zaria Zone in Kaduna state, 2007-2011. I thereby seek your cooperation in response to the questions below. Your response will serve as essential inputs for this study. Be assured that any information generated shall remain confidential and strictly for the purpose of this study.

Thanks, in anticipation of your cooperation.

Alfa, Enemona Monday

MSC/ADMIN/0795/2010-11

January 2013.

APPENDIX 2 Questionnaire for evaluation of the effect of manpower training and development in service organization of Nigeria

INSTRUCTION: please tick ( ) inside chosen box

A: Background of Staff

1. Gender

a) Female ( )

b) Male ( )

2. Age

a) 18 – 25 ( )

b) 26 – 35 ( )

c) 36 – 45 ( )

d) 46 – 55 ( )

e) 56 – 59 ( )

3. Marital status

a) Single ( )

b) Married ( )

c) Divorced ( )

d) Widowed ( )

e) Separated ( )

4. Department: …….

5. Rank: ……..……

6. Educational background: ……

7. How long have you worked for the organization? …… Years´

8. Have you had any form of training since you joined the organization?

a) Yes ( ) b) No ( )

If "yes" to the question above, please continue with the questions below.

9. How were you selected for training?

a) On joining the company

b) Supervisors recommendation

c) Compulsary for all employees

d) Upon employee request

e) Performance appraisal

f) Don't know

10. How often do you undergo training?

a) Quarterly ( )

b) Every six months ( )

c) Once a year ( )

d) Every two years ( )

e) No specific schedule ……..……

11. What are the methods of facilitation at the training you have attended?

a) Lecture

b) Demonstrations

c) Discussions

d) Presentation

e) Seminar

12. Do the methods used during training have any impact on your skill?

a) Yes ( ) b) No ( )

13. How will you rate the quality of the training programme/s for which you have participated?

a) Very poor ( )

b) Poor ( )

c) Average ( )

d) Good ( )

e) Very good ( )

f) Excellent ( )

14. How relevant were the trainings you received to your work?

a) Not relevant at all

b) Not relevant

c) Not sure

d) Effective

e) Very effective

15. In your opinion, do you think training has helped improve your job performance?

a) Yes b) No

16. Would you require further training for motivation towards performance improvement to enable you contribute to increased productivity?

a) yes ( ) b) No ( )

If "yes" to the question above, please provide reasons as to why below.

……

……

17. What problems do you face with regard to training and development within your organization?

……

……

18. Please specify any ways you think training and development in your organization can be improved.

……

……

Thank you for your response.