
IMPACT OF STAFF DEVELOPMENT ON MANAGEMENT EFFECTIVENESS (A STUDY OF EEDC UMUAHIA, ABIA STATE)

¹**Amobi Maxwell Ubabuike PhD.**

¹Department of Business Administration, College of Management Sciences, Michael Okpara University of Agriculture, Umudike, Abia State, Nigeria

Abstract

This study determined the impact of staff development on management effectiveness of EEDC Umuahia, Abia State. Having analysed the distributed 104 questionnaire to staff of EEDC Umuahia, Abia State, descriptive survey approach was adopted and analysed using regressions with the help of SPSS version 22.0. The study found that; on-job training / coaching have significant impact on management effectiveness of EEDC Umuahia, Abia State. Secondly, induction/orientation have significant impact on management effectiveness of EEDC Umuahia, Abia State. The study concludes that, on-job-training/coaching and induction/orientation have impacted significantly and positively on management effectiveness of EEDC Umuahia, Abia state as seen. The study recommends that; 1) The management of EEDC Umuahia under study to make it an official policy to ensure that all their workers are been trained/coached, and this should be carried out alongside with modern method of staff development. 2) The management should ensure that only well inducted, orientated qualified staff are been recruited in the system to avoid wastage of funds in training of staff.

Keywords: Development, Staff Development, Training, Management Effectiveness

INTRODUCTION

Background of the Study

Adefope, (2017) pointed out the electricity occupies a strategic position in the social and industrial development or any country and indeed any company in industrial age, he further affirmed that without electricity, economic and industrial activities might be paralyzed. The Enugu Electricity Distribution Company (EEDC) of Nigeria and the Niger Dams Authority Development and Allocation in Nigeria therefore, constitutes for the purpose of developing the vast Nigeria primary electricity resources as consumers.

The demand for electricity supply is rated higher than the supply provided by EEDC. This has led to the irregular supply of electricity provided by Enugu Electricity Distribution Company (EEDC) in Nigeria especially at Enugu district. The significance of electricity is such better appreciated, when one realizes that all-manufacturing processes on whatever scale requires electric current. In fact, it can be stated that in most cases, other sectors of the economy rely on the available of the electricity for its existence. EEDC was therefore, established to operate with a focus on social, economic and political objective which are expected to be met simultaneously (James and Kwabe, 2019).

A critical examination of those objectives shows that there are conflicts in their simultaneous fulfilment. For example, resource mobilization and revenue generation objectives are pure economic goals, which focus on equity principle a purely social goal. The combination and pursuance of these goals with spurious harmonization and sometimes stifling ministerial comfort especially on pricing investment and administration decision create serious management, operational and organizational problems. These problems have reflected in the poor financial returns to investment in NEPA and also quality of institutional performance in

terms of electricity supply distribution network system, irregular meter reading and billing illegal connection, successive production cost irregular equipment, servicing and maintenance.

Management must actively plan now for change and the effect of change (Karim, Choudhury and Latif, (2019).

New technology, trends in design, new consumer services, fashions in product, changes in labour market, competition among other must have to be planned for to be able to survive technological change of this information and age (Teck-Hua and Catherine, 2015). Manning C. (2015) averred that today, we are replacing the managers as order giver, with the manager as mobilize, sensitize, and a coach. The order giver, manager have all the answer and tell everyone what to do. While the manager, or sensitize know how to draw the answer out of those who know them best or the people doing the job. This is what Mdhlalose, (2020), described as the necessary principles for co-operation, co-production and cross-fertilization of ideas and exchange of formation and expertise. They Further affirmed that the resultant impact of the above necessary principle include: to stimulate workers to embark on change to discover the potentials inherent in their lives as man and apply those potential to become more autonomous, to encourage workers towards action in form of open expression based on critical view of ideas and interest. Olaniyan .D. and Ojo,.L. (2008) noted that there are four reasons why staff training has become more important in the growth and development of the present society.

Wulnye, Aikins and Abdul-Fatawu, (2018), averred that the greatest problem in developing countries is wrong attitude to work both managers and supervisor who feel they are the Boss (alpha and omega) while others are servers to them. Diamantidis and Chatzoglou, (2014), assumed up that staff training and development is face to face leadership that pulls together people with interests, encourage them to step up to responsibility and continued achievement and treats as full scaled partners and contributors. However, there are silt of fraud, moral Laxity, found in Electricity Corporation of Nigeria (ECN) and the Niger Dams Authority (NDA). Also, there has been retrenchment and threats to retrenchment. Despite efforts made in staff training and development in EEDC Abia state has gone. This is because of the nature of the job and demand on the staff at any time. It is to find out the relevant of other people views and personal experience on staff training that motivated the research to take to this study.

Statement of the Problem

Management effectiveness is a challenge to many organisations. It is hard to achieve desired levels of performance hence the need to use human resource tools such as motivation, performance appraisal and employee development. Most organizations have employee Development programs in place but despite their presence, the performance of the same organizations has never been up to the company's desired level. There is low level of management effectiveness due to variation in staff development.

Many studies have been conducted on workers training and development and their effects on organizational performance of which management effectiveness is no exclusive. These studies were conducted in hospitals (Sung S. and Choi J.; 2014), service organizations (Onuka & Ajayi, 2012), electricity distribution companies (Voegtlin, Boehm and Bruch, 2015) .The dearth of similar studies in both public and private sector settings motivated the researchers to consider investigating the impact of staff development on management effectiveness and optimal productivity in the power sector in Abia state of Nigeria. This is against the backdrop that there is a popular belief in Nigeria that public workers tend to be less concerned with effective management in as much as their salaries are paid at the end of the month.

More so, a company's employee development actions should therefore assist it realise its corporate strategy hence improve its performance. Despite the widely applauded effect that staff development has on employee and management effectiveness, not much literature exists on the same in EEDC Abia state. The opportunities and challenges in the electricity industry of the nation can be grouped together under a common slogan "competitiveness in cost and quality" as pointed out by Khan S. and Abdullah N. (2019), Jayakumur G. and Sultan A. (2014) state that the limiting factor of management effectiveness is inadequate training. Sometimes employees are provided with all utilities and equipped with right skills but they may still underperform. According to Adenji (2012) he noted that the missing ingredient to performance is knowledge and skill which ensure that the employee is developed.

The literature provided a rather general workers training focus creating a gap. This study will provide contribution on human resource knowledge that can be incorporated to staff development for it to be an effective tool in improving effectiveness in general and in particular the EEDC Abia state.

Objectives of the Study

The major objective of this study is to determine the impact of staff development on management effectiveness of EEDC Umuahia, Abia State. Other specific objectives are to;

- i. examine the impact of On-job-training/coaching on management effectiveness of EEDC Umuahia, Abia State
- ii. access the impact of induction/orientation on management effectiveness of EEDC Umuahia, Abia State

Research Questions

For the purpose of this study, the following questions are stated thus;

- i. What is the impact of On-job-training/coaching on management effectiveness of EEDC Umuahia, Abia State?
- ii. What is the impact of induction/orientation on management effectiveness of EEDC Umuahia, Abia State?

Research Hypotheses

The following hypotheses are formulated as follows;

H₀₁: On-job-training/coaching has no significant impact on management effectiveness of EEDC Umuahia, Abia State.

H₀₂: Induction/orientation has no significant impact on management effectiveness of EEDC Umuahia, Abia State.

REVIEW OF RELATED LITERATURE

Conceptual Framework

Development

Development is about incorporating new ideas, beliefs, or values (Mishra V. and Smyth R., 2015), increasing the capacity to operate at higher levels of task complexity or complexity of reasoning (Naman A, 2006), bringing someone to another threshold of performance, or a new role in the future (Manning C. (2015), an unfolding process that enables people to progress from a present state of understanding and capability to a future state in which higher-level skills, knowledge and competencies are required (James.E. and K wabe C., 2019).

Development happens within an individual, between people and as an increase ability to deal with complexity (Sung S. and Choi J. 2014). Development takes the form of learning activities that prepares people to exercise wide or increased responsibilities. It does not concentrate on improving performance in the present job. Successful development of capable and highly motivated employees is a prerequisite for organizational innovation (Igbal N. Ahmad and Javid, 2014).

Staff Development

Staff development is the term used to include all activities which are undertaken for staff in order to maintain, update and enhance their work related knowledge, skills and capabilities.

Staff development, which includes all aspects of training, is one of the elements in the enabling objectives which support the company to achieve the objective and aspirations which are detailed in the Company's Strategic Plan. The industry aims to support a diverse population of high quality staff and is committed to providing all members of the organization with the opportunity to develop and enhance their careers. A key aim is to create a working environment in which staff are able to optimize their performance, commitment and contribution to the aims of effective management.

It is recognized that the success of the organization is dependent on the contribution of its staff at all levels and is dependent on the knowledge, skills and competence of staff to enhance the effectiveness and efficiency of both the management and the organization.

One of the most important functions of Human Resource Management is staff development. Adefope (2017) defines staff development as a means to develop the abilities of an individual employee and organization as a whole. In every organization the success is tremendously relayed on its staff.

Reasons for carrying out staff development

Katcher and Snyder (2013) identify some of the reasons why employers need their employees to continuously learn new skills, and they include the following:

- i. **Capital improvement:** Staff are asset to the organization but staff are more concerned about reaching deadlines and profit maximization rather than employees' skills development, without which staff performance could be hampered. Although the organization still achieves productivity, the focus should also be on the dedication, commitment and loyalty of staff. If employees do not receive ongoing training, up-to-date equipment will not be used optimally.
- ii. **Morale improvement:** Staff who continuously upgrade their job skills will also improve their productivity. Developing staff skills not only plays a role in the workplace, but in the external world as well. It contributes to the full personal development of each employee and the socio-economic development of the nation at large; therefore, happy staff may be productive, but more productive staff are happier.
- iii. **Ability to adapt to change:** The more skilled the workforce is, the easier it will be for the entire organization to adapt to changes that may arise in the domestic and global market place in the demand of its products and services.

Why is employee development important?

Employee development is something that most people imagine as intrusive all-day group training sessions. Unfortunately, this dreaded approach to employee development is just the opposite of how employee development should occur and feel to employees. Employee

development can manifest itself in many forms of training, evaluation, educational programmes, and even feedback. If executed correctly, the effects of training on employee performance can often encourage growth within the worker and the organisation itself (Treven S. Treven U. and Zizek S., 2015).

Method of Development

- a) *Under-study*: - This is good for succession planning. This allows for smooth transition of work when one officer leaves a schedule or organization.
- b) *Job-rotation*: - It is necessary for all workers to move from one schedule to the other within the same organization, to allow for competence on all spheres of work.
- c) *Self-development/Self-assessment*: - Self-development means a personal desire to improve through an individual's attempt to embark on study and practical explosive that are independent of an organization's role and contribution. Self-assessment personal identification of strengths, opportunities, weaknesses and challenges and an attempt to improve and build on current efforts for a more fulfilling corporate movement.

Objectives of Training and Development

The main objectives of staff training and development are to improve the qualities of the trainee, formulation of objectives for different needs and ways of achieving it. The training objective is very important because it determines the designed and content of the training programmes. Contents of the training remain the same no matter the type of training involved. It is to increase personnel efficiency, professional growth, smooth and more effective organization's operations.

Methods of Staff Development

- a. ***On the job training/coaching***: This relates to formal training on the job. A worker becomes experienced on the job over time due to modification of job behaviors at the point of training or acquisition of skills.
- b. ***Induction/orientation***: This is carried out for new entrants on the job to make them familiar with the total corporate requirements like norms, ethics, values, rules and regulations.
- c. ***Apprenticeship***: A method of training where an unskilled person understudies a skilled person.
- d. ***Demonstration***: Teaching by example, whereby the skilled worker performs the job and the unskilled closely observes so as to understand the job.
- e. ***Vestibule***: This is done through industrial attachment for the purpose of skills and technology transfer. It is therefore achieved through placement of an individual within another area of relevant work or organization. The effect is the acquisition of practical and specialized skills.
- f. ***Formal Training***: A practical and theoretical teaching process which could be done within or outside an organization. When training is carried out inside an organization, it is called an in-house training. Off-house training is carried out in professionalized training areas like universities, polytechnics and professional institutes.

Approaches to Development

The considerations for training vary in organizations. Some of these considerations are not necessarily based on need. The various influences of training are summed up as follows:

1. *Administrative approach*: - This is based on establishment of Budget and policies. Officers are therefore sent for training based on the availability of funds.

2. *Welfare approach*: - This is based on extraneous considerations. Some organizations send staff on training abroad with a view to improving their financial wellbeing or their skills to enable them secure employment elsewhere.
3. *Political approach*: - Within the ranks of organization are pressure groups, loyalist and favourites of managers, who use their privileged positions to secure training opportunities over and above their colleagues who in most cases merit the training programmes available.
4. *Organizational development approach*: - This approach uses departmental training needs as consideration for selection.
5. *Systematic or need – based training*: - This selection process here is based on Identification of training needs. It is used by organizations for growth and development.

Management Effectiveness

The term 'managerial effectiveness' could mean achievement of organisational goals, increase in productivity, profit, workers' satisfaction, growth, diversification etc. Managerial effectiveness aims at optimum allocation and utilisation of scarce organisational resources in order to achieve the goals at minimum cost. It aims at deriving maximum output out of minimum input.

Successful managers keep the organisation going in the present and future. An organisation must be capable of performance, growth and change in the future. An organisation that doesn't account for the future has a destroyed capital, that is, capital not enough to produce wealth for its survival. Managerial effectiveness aims at survival, growth and adaptability of organisations to the external environment.

Management effectiveness was succinctly defined by Manning C. (2015) as "the degree to which an organization realized its goals". However, Numan A. (2006) defined it aptly as "the degree to which an organization produce the intended output" As Daft rightly argued. Organizations pursue multiple goals, and such goals must be achieved in the face of competition limited resources, and disagreement among interest groups.

Elements of Managerial Effectiveness:

Much of what an organisation achieves depends upon managerial effectiveness. Manager does not just perform the functions of management. He is also an administrator and an entrepreneur. As an administrator, he administers what already exists and as an entrepreneur, he redirects resources from areas of low returns to high returns.

He examines the present and creates a bright future. Managerial effectiveness implies that managers should optimise the results by choosing the right products, markets, technologies, services, facilities etc. It attempts to change the scenario of business areas and maximise efficiency in terms of input-output ratio. Effective managers mediate between the organisation and its environment. They enable the organisation to adapt the changing environment.

Staff Development versus Management Effectiveness

This final aspect of the paper will examine how staff training and development would enhance management effectiveness. The objectives of training and development are the same. Both enhance the individual's capacity to contribute optimally to the development of the organization. The components of organization and nations revolve around training and development. However, staff development meets management expansion due to environmental changes and technological innovations. Opportunities for framing are used as responses to managerial expansion and change.

In a complex organization, such as educational institutions which comprise basically of human being the level of staff training and development will go a long way in determining the staff effectiveness and improve productivity. It must be emphasized that most of most of the staff have left the organization (EEDC) for a long time and have not been given the opportunity for re-training. Staff should be encouraged to go for in-service training. This will brighten-up their ideas and it will enable them to know more about the recent development in their in their field of work. In other organizations or ministries, post-qualification examination is mandatory for their up liftmen in their areas of specialization.

Managerial effectiveness consists of the following elements:

1. **Manager:** Manager is the key pin of a successful organisation. Well-defined objectives and strategies are required to effectively transform inputs into outputs. Managerial effectiveness is governed by managerial skills, competence, intelligence, knowledge, sincerity and creativity. It is judged by not what the managers do but by how well they do. Effective managers enable the business to grow in the dynamic environment.
2. **Organisation:** Managerial effectiveness is also judged by the organisation itself. Highly innovative and creative managers may not perform well if the organisation structure does not permit them to do so. The structure, value system, design, culture, size and the work environment largely determine the way managers manage the organisation. A highly bureaucratic and formal organisation structure may not have committed and effective managers.
3. **Entrepreneurship:** Success cannot be ensured unless managers have the quality of entrepreneurship. Managerial effectiveness ensures that business in future is different from business today. It requires hard work, intelligence, creativity and innovativeness to keep the business successful in future.
4. **Environment:** Business operates in the dynamic and turbulent environment with ever changing factors (economic, political, legal, social etc.). Managers adapt the organisations according to demands of the environment. Successful and effective managers not only respond to environment; they also influence the environment and become market leaders in the industry. Managerial effectiveness is not an end. It is a means to the end, that is, efficient attainment of organisational goals. In order to accomplish the tasks effectively, managerial effectiveness deals with managerial jobs, skills of managers and the organisation as a whole.

Theoretical Framework

Theoretical literature discusses the theories that guided the study. Three theories were used to underpin the study namely: Raymond Miles' human resource management theory, Resource Based Theory by Penrose and Human relations theory.

Human resource Management Theory

The theory of human resource management was developed by Raymond Miles in 1965. It directs that labor force has untapped resources. Miles argued that every employee come into a firm with several different resources that can be tapped by the management to increase overall production. This includes physical energy and skills self-direction, capabilities and creativity to enable the organization to maximize employee performance. The main purpose of the manager is to focus on controlling and directing employees and make major decision based on the human resource skills and capabilities in the organization. Communication was treaded to be crucial and bidirectional between the employee and the employer. It also should provide inclusiveness in decision making and encourage participation. It explained further that most

firms have untapped human resource and encouraged participation in order to achieve organizational performance and productivity (Olaniyan D. A. and Ojo L.)

This theory is relevant to the study as the organization needs to appreciate the fact that the employees which are human resources are reservoirs of untapped resources and therefore the need to invest heavily on their development using a variety of strategies in order to tap out the resources contained in them and thus improve the performance of the organization. It also supports one of the independent variable, participation.

Resource-Based Theory

RBV Theory combines the views of organization economics and strategic management by Khan S. & Abdullah N. N. (2019). Competitive advantage was achievable if the resources of the organization are costly, rare and valuable. RBV enable firms to gain competitive advantage by utilizing all resource available which includes human resource to be able to highly perform. It is then important to develop major resources to counter futuristic fulfilment of market competition. This gives the organization a super position in order to solve the dynamics of the market and resources available in the organization.

The above theory is applicable to the study as it highlights the need for the organization to enable its resources meet two of the outlined characteristics. For an organization to remain competitive and thus improve its performance, its employees must undergo employee development so as to become valuable and costly to imitate. There is a need therefore for an organization to enable its employees which is the most important resource that they have, to meet the criteria. This can only be achieved through employing of effective employee development so as to make them different and unique from the employees of other organizations.

Human Relations Theory

Human relation theory was established in 1920's in United State of America to solve social issues and provide policies in labour issues. Human Relations theory developed was to counter the issues of Taylorism that was more scientific management system by introducing socio-psychological technic of solving issues within human resource.

As the basis of its new methods of intensifying and increasing labour productivity, theory proposed that human psychological and ethical characteristic like motivation, goals and values were taken into account. According to Human Relations and management theory, it found that there are positive management actions used in improving performance through motivation. These are widely stated in motivation theory that provide employee to play or rest, share vision and mission of the organization and empowerment of the employees through innovation and independency of decision making. It advocates for the training and developing of workforce provides inner synergy of capabilities and high performance. Lastly it advocates for the provision of suitable acknowledgement and incentive when they achieve company objective.

Empirical Review

Adelere, (2017), study examined the effect of staff training and development on organizational performance with reference to Nigeria Bottling Company. Survey research design was adopted in gathering data with the use of the questionnaire. Population of this study was the entire staff of Nigerian Bottling Company Plc. The. A sample size of 120 was taken from the population, in which 116 (96.7%) questionnaires were retrieved for the study, using regression analyses, three hypotheses were tested. The research findings from research hypothesis one shows that staff training and development has a significant positive and strong relationship with Organizational Productivity, ($r = .843$; $P < 0.05$). The findings indicate that Organizational Productivity is subject to staff training and development and equally, that prompt payment of

staff salary has significant impact on staff performance. Also, staff job security has no significant impact on organizational performance, with the value of R in the model it shows that there is significant relationship between dependent variable and independent variables at 0.05 level of significant ($r = .960$, sig. 0.000 $p < 0.05$). It was concluded that majority of the organization do not pay their staff salary as at when due; and some of the organizations do not take cognizant of the impact of the existence of job security to the performance of staff.

Khan and Abdullah, (2019), investigated the impact of staff training and development on their productivity and performance in classroom teaching and in their administrative work as well. It can also be viewed as on their overall productivity. The data collected was through structured questionnaire. 58 teachers were interviewed through the questionnaire. Statistical Software (SPSS Version 16) was used for analysing the data. The study concludes that there exist positive and strong relations between training and development and productivity of the teachers of Kurdistan. The study further concluded stating positive correlation between productivity and other independent factors like Skills, Expertise, Morale, Enhancement, Potential, Job Knowledge and Proficiency. Technical/Technology training is the most suitable training program for the teachers of this region.

Kum, Cowden & Karodia, (2014), in their study focused on the impact of training and development on employee performance at ESCON. Training and development is a critical process, which seeks to improve the performance of workers in the organisation. A random sampling method was used to select participants for this study, which adopted a quantitative approach. Accordingly, data was collected using a questionnaire. The study was limited to employees of ESCON. Subsequently, the findings revealed that working conditions and a lack of resources affect the training and development of employees.

Jehanzeb & Bashir, (2013), research work established on the employee training and development program and its benefits. This paper will inspect the structure and elements of employee training and development program and later the study present what are the positive outcomes for employees and organizations. Organizations find it difficult to stay competitive in recent global economy. Importance of employee development program is growing for the organizations those pursuing to receive an advantage among competitors. Employees are esteemed resource of the organization and success or failure of the organization relay on the performance of employees.

Wulnye, Aikins & Abdul-Fatawu, (2018), work investigated the effect of training and development on employee performance at Ghana Health Service (GHS), Upper West Regional Health Directorate. The approach in terms of data collection involved the use of questionnaires. A total of 200 questionnaires were administered by the researcher out of which 160 valid questionnaires were retrieved from respondents. These responses were analyzed using Microsoft Excel. The study revealed that training and development have positive impact on employees' performance.

Adefope, (2017), assessed the training and development process of Radisson Blu Anchorage Hotel and whether training has improved employee performance. A questionnaire was designed using structured questions to collect primary data from employees of Radisson Blu Anchorage Hotel. The findings of this research indicated that the various training undergone in Radisson Blu Anchorage Hotel has impact on employee performance but the management needs to look into the training package.

Fejoh and Faniran, (2016), investigated the impact of in-service training and staff development on workers' job performance and optimal productivity in public secondary schools in Osun State, Nigeria. The study used the ex-post-facto research design.

Olusanya, Awotungase, & Ohadebere, (2012), study examine the impact of staff training and development on Organizational Effectiveness and to also examine whether through Staff

training and development of employees in Sterling bank Nigeria Plc. However, the study make use of primary data and questionnaire were distributed to one hundred Staff of Sterling bank Nigeria Plc and Spearman's rank Correlation coefficient was adopted as the estimation techniques. Moreover, the bank's performance has been enhanced. Moreover, the result of the study reveals that Staff Training and development has a significant effect on organizational effectiveness and that Staff Training and development has enhanced employees performance in Sterling bank Nigeria Plc.

Amie-Ogan & Nda, (2020), research examined influence of staff development programmes on teacher's performance in public primary schools in Gokana and Khana Local Government Areas of Rivers State. Two objectives and two null hypotheses guided the study. The study adopted descriptive research design. The total population was 648 teachers consisting of 239 males and 409 females in 122 public primary schools in Gokana and Khana Local Government Areas. A sample size of 340 teachers consisting of 166 males and 184 females in 50 out of 122 public primary schools was selected through stratified and simple random sampling techniques. The instrument for the study was a 10 item self-structured questionnaire titled "Influence of Staff Development Programmes on Teacher's Performance Questionnaire", structured on a 4 point rating scale of Very High Extent, High Extent, Low Extent, and Very Low Extent. It was validated by experts in the Departments of Measurement and Evaluation and Educational Management. Cronbach Alpha was used to get reliability indexes of 0.94 and 0.87. Statistical mean and standard deviation were employed to answer the research questions while z-test was used in testing the formulated null hypotheses at 0.05 level of significance. It was found that staff development programmes such as conference and workshop to a very high extent influence teacher's performance in public primary schools in Gokana and Khana Local Government Areas of River State.

Imran & Tanveer, (2015), work investigated the impact of Training & Development on Employees' Performance in Banks of Pakistan. Data collection was done taking sample size of 150 employees while receiving 104 valid responses using convenience & referral sampling. Analysis was done through the application of frequency tests & bar charts on the response rates in SPSS.

Mdhlalose, (2020), research evaluated the impact of Training and Development on organizational performance using a case study, literature review and statistics of the Department of Economic Development in the Gauteng Province. This study used a descriptive quantitative research design. Data analysis employed descriptive statistics and inferential statistics and the sample included 131 employees. The main findings of the study are that Training and Development has a positive impact on the performance of the employees in the department. The department provides Training and Development programmes that are not relevant to the tasks of employees. Training evaluation is the most ignored step in the training process and the department does not have a tool to measure the impact of training and development.

Gap in Literature

The gap that exists in this study since it only focussed on four variables of staff development (On-job-training/coaching, induction/orientation, performance appraisal and vestibule/under-study). The current research intends to focus on one measures of performance which is; management effectiveness. The research also was conducted in the administrative sector different from the tea sector where the current study is being carried out. EEDC Umuahia, Abia state also is a different setting from other studies. This identified gap, the study intends to fill.

Summary of Reviewed Related Literature

In summary, staff development, which includes all aspects of training, is one of the elements in the enabling objectives which support the company to achieve the objective and aspirations which are detailed in the Company's Strategic Plan. The industry aims to support a diverse population of high quality staff and is committed to providing all members of the organization with the opportunity to develop and enhance their careers. A key aim is to create a working environment in which staff are able to optimize their performance, commitment and contribution to the aims of effective management. It is recognized that the success of the organization is dependent on the contribution of its staff at all levels and is dependent on the knowledge, skills and competence of staff to enhance the effectiveness and efficiency of both the management and the organization.

Conclusively, this supports the work of Manning C. (2015) who studied the effect of employee development on the performance and effectiveness of the employee in Addis Ababa, Ethiopia at District Five Administrative office. Data was collected through systematic technique with a respond rate of ninety four percent indicated that there was correlation and significant relationship between employee development and the performance of employee. This work was anchored on Human resource Management Theory, Resource-based theory, Human Relations Theory and Classical Scientific Theory.

METHODOLOGY

Research Design

Descriptive research design was adopted for this study. Data was collected from a few people or item considered a representation of the entire group population through questionnaire.

Sources of Data

Data collected for this study were sourced from both primary and secondary sources.

Primary Data : Primary data are original data collected basically for the purpose of the research or study. The primary sources of data for this research include questionnaires, etc.

Secondary Data: Secondary data are both published and unpublished works. The published were obtained from library, textbooks, journals, internets, articles publications. The researcher therefore adopted this source of data in order to obtain the information needed.

Population of the Study

A population is made up of all conceivable elements or observations relating to a particular phenomenon of interest of the research subject or element. The population of this study comprised of one hundred and eight (141) staff of EEDC Umuahia, Abia State.

Sample Size Determination

For the purpose of this study, the researcher derived the sample size statically by using Taro Yamani formula as follow;

Using the formula;

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

n = Sample size

N = Population (141)

e = Margin of error (0.05) Thus, the sample size is:

$$n = \frac{141}{1+141(0.05)^2}$$

$$n = \frac{141}{1+141(0.0025)}$$

$$n = \frac{141}{1+0.35}$$

$$n = \frac{141}{1.35}$$

$$= 104.4$$

$$n = 104 \text{ staff}$$

Therefore, the sample size for this study is 104 staff of EEDC Umuahia, Abia State.

Sampling Technique

Simple random sampling technique was used by the researcher in obtaining information for the research. The sampling technique provide employees the same and known chances of being nominated.

Description of the Research Instrument

The researcher extensively used structured format of questionnaire which was formal and standardized. It followed a pattern of questions which the researcher used to obtain the required data. The questionnaire used by the researcher was in line with the research questions as well as research objectives of the study.

Questionnaire

This involves a set of question which relates to the purpose of the study and the hypothesis to be verified. The questionnaire was divided into two sections. Section A and B, Section A contains personal data of the respondent such as sex, marital status, qualification etc. Section B contains questions that requires both direct and indirect answers, which requires the respondent to tick the one that appeals him most and was structured in 5 point Likert scale ranging from Strongly agreed 5, Agreed 4, Undecided 1, Disagreed 3 and Strongly disagreed 2.

Validity of the Research Instrument

To make the instrument valid, the research supervisor and other lecturers in Business Administration department scrutinized the research instrument. They vet through the items of the questionnaire and make their corrections and comments on the relevance of the items to the objectives of the study. More so, they verify wording of the items and clarity of instructions to the subject so as to enable the researcher modify the instrument. Their comments and corrections were finally integrated into the final draft of the instrument for production. This is known as content validity.

Reliability of the Research Instrument

Reliability is the tendency toward consistency found in repeated measurements. The reliability of the instrument was ascertained using the internal consistency method. 50 questionnaires were given to the respondents, and after two weeks of interval, another 54 questionnaire were issued out to the same respondent to check consistency and reliability. This is called the test re-test method.

Methods of Data Analyses

Data for the study were analysed using frequency distribution table, and percentages were used to analyses the data from the questionnaire. Also, hypothesis were tested Pearson Product Moment Correlation Coefficients, ANOVA and Regression models with the aid of Statistical Packages for Social Sciences version 23.0, which was designed to investigate the agreement of a set of observed frequencies expected or an assumption of the theoretical pattern of the phenomena being studied.

DATA PRESENTATION AND ANALYSIS

Table 1: Distribution of questionnaire to staff of EEDC Umuahia, Abia State and response rate

Respondents	Distributed questionnaires	Valid and Returned questionnaires	Invalid and returned	Not Returned	Total
EEDC Umuahia, Abia State	104	98	1	5	104

Source: Field Survey, (2023)

As reflected in Table 3.1, a total of one hundred and four (104) questionnaires were distributed to staff of EEDC Umuahia, Abia State. 98 were valid and returned to the researcher. 1 was returned but invalid. The remaining 5 were not returned. Hence, 98 of the respondents constituted the sample of return completed questionnaires.

Table 2: ANOVA result showing the impact of On-job-training and coaching on management effectiveness of EEDC Umuahia, Abia State

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
acquisition of skills	Between Groups	96.064	4	24.016	235.162	.000
	Within Groups	9.498	93	.102		
	Total	105.561	97			
modification of job behavior	Between Groups	124.472	4	31.118	378.299	.000
	Within Groups	7.650	93	.082		
	Total	132.122	97			
improvement in staff quality	Between Groups	81.371	4	20.343	171.247	.000
	Within Groups	11.048	93	.119		
	Total	92.418	97			

Tested at 95% confidence level

The result on table 3.2 reveals a significant impact of performance appraisal technique on growth of Nigerian Labour Congress Abia State. The high f-statistics value of 235.162, 378.299 and 171.247, with a sig. value of 0.000 is an indication of a good relationship between the variables. The effect of the significant values lower than the 0.05 is acceptable.

Table 3: Regression result showing the impact of induction/orientation on management effectiveness of EEDC Umuahia, Abia State

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.987 ^a	.973	.973	.17273	1.746

a. Predictors: (Constant), Gaining values and ethical conducts, Familiar to the org., Acquitted to the rules and regulations

b. Dependent Variable: Management effectiveness

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.097	.085		-1.136	.259
	Familiar to the org.	.120	.064	.130	1.866	.065
	Acquitted to the rules and regulations	.150	.072	.168	2.083	.040
	Gaining values and ethical conducts	.750	.058	.701	12.988	.000

a. Dependent Variable: Management effectiveness

The regression results showed that the estimated coefficient of the regression parameters have positive sign and thus conform to our a priori expectation. This means that an increase in the independent variables will bring about credibility in the dependent variable.

The coefficient of determination R-square of 0.973 implied that 97.3% of the sample variation in the dependent variable is explained or caused by the explanatory variable while 2.7% is unexplained. This remaining could be caused by other factors or variables not built into the model. The high value of R-square is an indication of a good relationship between the dependent and independent variables.

The value of the adjusted R^2 is 0.973 this shows that the regression line captures more than 97.3% of the total caused by variation in the explanatory variables specified in the equation accounting for the stochastic error term.

Summary of Findings

This study determined the impact of staff development on management effectiveness of EEDC Umuahia, Abia State. Having analysed the distributed 104 questionnaire to staff of EEDC Umuahia, Abia State, descriptive survey approach was adopted and analysed using regressions with the help of SPSS version 22.0. The findings are as follows;

- 1) On-job-training/coaching have significant impact on management effectiveness of EEDC Umuahia, Abia State.
- 2) Induction/orientation has significant impact on management effectiveness of EEDC Umuahia, Abia State.

CONCLUSION

The importance or the essence of staff development is to improve the ability of the workers in the organization. In recent time, staff training and development has been found to be effective tool for organizational effectiveness. Without staff development workers cannot be able to perform well, especially in Water Corporation where machines are used so that the staff can be able to operate it and apply the right chemicals when necessary in other for organization to increase their level of productivity. Once recruitment is achieved it's of great importance for employees to undergo training. Likewise training and development should be a continuous exercise and the management should maintain their training standard to ensure that employees has the same knowledge, skills and qualities that are required to meet with the organizational standard. Human being should come first on the list priorities in the organization. Therefore on-job-training/coaching and Induction/orientation have impacted significantly and positively on management effectiveness of EEDC Umuahia, Abia state as seen.

RECOMMENDATIONS

This study recommends that;

1. The management of EEDC Umuahia under study to make it an official policy to ensure that all their workers are been trained/coached, and this should be carried out alongside with modern method of staff development.
2. The management should ensure that only well inducted, orientated qualified staff are been recruited in the system to avoid wastage of funds in training of staff.

References

Adefope, B. A., (2017). The Impact of Training and Development on Employee Performance in Radisson Blu Anchorage Hotel. *Thesis Written In Partial Fulfillment of the Requirements for the Award of Master of Business Administration (MBA) Redeemers University, Ede Osun State*

- Adelere, M. A., (2017). Effect of Staff Training and Development on Organisational Performance: Evidence from Nigerian Bottling Company. *Arabian Journal of Business and Management Review (Oman Chapter)*, 6(12), 10-24; ISSN: 2223-5833; DOI: 10.12816/0041195
- Amie-Ogan O. T. & Nda, D., (2020). Influence Of Staff Development Programmes On Teachers' Performance In Public Primary Schools In Gokana And Khana Local Government Areas Of Rivers State. *International Journal of Innovative Psychology & Social Development*, 8(4):105-112, ISSN: 2467-8546
- Diamantidis, A., & Chatzoglou, P. (2014). Employee Post-training Behavior and Performance: Evaluating the Results of the Training Process. *International Journal of Training & Development*, 18(3), 149-170.
- Falola, H. O., Osibanjo, A. O. & Ojo, S. I., (2014). Effectiveness of Training and Development on Employees' Performance and Organization Competitiveness in the Nigerian Banking Industry. *Bulletin of the Transilvania University of Braşov Series V: Economic Sciences*, 7(56) 161-170
- Fejoh, J. & Faniran, V. L., (2016). Impact of In-Service Training and Staff Development on Workers' Job Performance and Optimal Productivity in Public Secondary Schools in Osun State, Nigeria. *Journal of Education and Practice* 7(33), 183- ISSN 2222-1735 (Paper) ISSN 2222-288X (Online)
- Imran, M. & Tanveer, A., (2015). Impact of Training & Development on Employees' Performance in Banks of Pakistan. *European Journal of Training and Development Studies*, 3(1), 22-44, (www.eajournals.org)
- Iqbal, N., Ahmad. N. & Javaid, K. (2014). Impact of Training on Employee Performance: A Study of Telecommunication Sector in Pakistan. *International Letters of Social and Humanistic Sciences*. Vol 17. : 60-73.
- James, E. & Kwabe, C. D., (2019). Impact of Training and Development as a Tool for Achieving Organizational Objectives. *International Journal of Research and Innovation in Social Science (IJRISS)*, 3(8), 21-32; ISSN 2454-6186
- Jayakumar, G., & Sulthan, A. (2014). Modelling: Employee Perception on Training and Development. *SCMS Journal of Indian Management*, 11(2), 57-70
- Jehanzeb, K. & Bashir, N. A., (2013). Training and Development Program and its Benefits to Employee and Organization: A Conceptual Study. *European Journal of Business and Management*, 5(2), 243- ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online)
- Karim, M., Choudhury, M. M. & Latif, W. B., (2019). The Impact of Training and Development on Employees' Performance: An Analysis of Quantitative Data. *Noble International Journal of Business and Management Research*, 03(02), 25-33, ISSN(e): 2520-4521 ISSN(p): 2522-6606
- Khan, S., & Abdullah, N. N. (2019). The impact of staff training and development on teachers' productivity. *Economics, Management and Sustainability*, 4(1), 37-45. ISSN 2520-6303; doi:10.14254/jems.2019.4-1.4.
- Kum, F. D., Cowden, R. & Karodia, A. M., (2014). The Impact of Training and Development on Employee Performance: A Case Study of ESCON Consulting. *SINGAPOREAN Journal of Business Economics, and Management studies*, 3(3), 72-105

- Manning, C. (2015). The Construction of Personal Learning Networks to Support Non-Formal Workplace Learning of Training Professionals. *International Journal of Advanced Corporate Learning*, 8(2), 4-12.
- Mdhlalose, D. (2020). An Evaluation of the Impact of Training and Development on Organizational Performance: A Case Study of the Gauteng Provincial Department of Economic Development. *Journal of Human Resource and Sustainability Studies*, 8, 48-74. <https://doi.org/10.4236/jhrss.2020.81004>
- Mishra, V., & Smyth, R. (2015). Workplace Policies and Training in China: Evidence from Matched Employee-Employer Data. *International Journal of Manpower*, 36(7), 986-1011.
- Nu'man, A. (2006). The Relationship between Training and Performance of Middle Management at Taiz University in Yemen. A Thesis, Middle East University.
- Olaniyan, D. A. & Ojo, L. B., (2008), Staff Training and Development: A Vital Tool for Organizational Effectiveness. *European Journal of Scientific Research*, 24(3), 326-331; ISSN 1450-216X
- Olusanya, S. O., Awotungase, S. A. & Ohadebere, E. C., (2012). Training and Development, a Vital Tool for Organizational Effectiveness. (A Case Study of Sterling Bank Nigeria Plc.). *IOSR Journal of Business and Management (IOSR-JBM)*, 6(2), 48-57; ISSN: 2278-487X.
- Sung, S., & Choi, J. (2014). Do Organizations Spend Wisely on Employees? Effects of Training and Development Investments on Learning and Innovation in Organizations. *Journal of Organizational Behavior*, 35(3), 393-412.
- Teck-Hua, H., & Catherine, Y. (2015). How a One-Time Incentive Can Induce Long-Term Commitment to Training. *California Management Review*, 57(2), 113-128.
- Treven, S., Treven, U., & Žižek, S. (2015). Training Programs for Managing Well-being in Companies. *Our Economy (Nase Gospodarstvo)*, 61(4), 23-31
- Voegtlin, C., Boehm, S., & Bruch, H. (2015). How to Empower Employees: Using Training to Enhance Work Units' Collective Empowerment. *International Journal of Manpower*, 36(3), 354-373.
- Wulnye, R. B., Aikins, E. & Abdul-Fatawu, I., (2018). Training and Development: An Effective Management Tool for Increased Performance. *International Journal of Economics, Commerce and Management United Kingdom*, 6(5), 745- <http://ijecm.co.uk/> ISSN 2348 0386