

# Training and Development as Correlate of Effectiveness and Loyalty of Employees: *A Case of Transmission Company of Nigeria*

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**Abstract:** *The study aims to examine the impact of training and development on effectiveness and loyalty among workers of Transmission Company of Nigeria, Osogbo, Osun State. The study adopted a descriptive survey research design. The study collected data through a structured questionnaire which contained three sections for demographic variables, Employee Training and Development Scale, and Employees' Effectiveness and Loyalty Scale respectively. 80 respondents were selected through the use of random sampling techniques across the establishment. Descriptive and inferential statistics were used to analyse the data. The hypotheses were tested with Pearson Product Moment Correlation and regression analysis. Hypothesis one revealed a positive correlation between employee training & development and employees' effectiveness. The result of the second hypothesis indicated a positive correlation between training & development and employees loyalty. The study recommended regular intensive training to achieve the company's objectives through staff effectiveness. Management should also focus on innovative developmental programmes and policies for employees to be more loyal*

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**Keyword:** Effectiveness, Employee, Loyalty, Training and Development

## I. INTRODUCTION

Human resource is the most critical assets in the organization. Organizational goals cannot be accomplished without human resources, making human resources a vital tool.

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Organizational can increase their efficiency and effectiveness If their employee were well trained and developed. The achievement of an employee's effectiveness and loyalty depends on the training and development of the employee. Therefore, companies that want to compete through human resources must focus on the employee's continuous training and development. However, employee training and development are critical for employees and organizations to enhance the effectiveness and loyalty of the employee (Samuel & Chipunza, 2013).

Hiregoudar and Patil (2021) defined training and development as "an educational process which concerned with shaping of skills, knowledge, attitude in enhancing with performance of the employees" training and development of workers is an essential factor of employee effectiveness and efficiency in the business. It goes a long way to help an organization stay competitive and relevant in today's changing and technological commercial world. Training is viewed as a means through which an organization assesses the inefficient part of employee work conduct. The value of training on workers in businesses of today is quickly growing such that it is continuously necessary for employees to be productive and driven to work effectively in the organization (Samuel & Chipunza, 2013). It indicates that continuous training and development of workers have steadily become the primary means of survival in organizations owing to the Most company activities are now carried out in a technologically advanced period have been converted to digital format.

Additionally, people have always debated the effectiveness of businesses regardless of their short- or long-term consequences. So management of an organization on the horizon is a long-term objective. It is because an employee's effectiveness is based on their ability to several factors in the organization impact the organization.

Staff retention, employee satisfaction, and employee attrition are all factors to consider which influence the company's performance, profitability, and long-term existence of a corporation (Tetty, 2010). It demonstrates the importance of education and training. Developing workers to improve the effectiveness and loyalty of employees decide whether or not the company will prosper. According to Nyokabi (2014), employee effectiveness is a grading method used in many businesses to determine an employee's talents and output. Nyokabi (2014) found that improved employee effectiveness might also improve organizational performance. Employee loyalty also helps to cut down on turnover (Borzaga & Tortia, 2006). Employee loyalty is defined as a person's commitment to a company, although it does not always equate to emotional attachment (Niehoff, Moremann, Blakely, & Fuller, 2001). Loyalty entails taking pride in one's organization and being prepared to defend it in the face of criticism. Loyalty also entails not criticizing the organization (Niehoff et al., 2001). According to Eskildsen & Nussler (2000), employee loyalty measures how much employees accept personal responsibility for their work and how likely they will leave.

Transmission Company of Nigeria (TCN) is a limited liability company incorporated under the Companies and Allied Matters Act, Cap C20 of the Federal Republic of Nigeria in 2004, is responsible for carrying out high voltage electricity transmission undertakings in

Nigeria. This issue of training and development is critical from the view of all stakeholders in the organization. However, it was discovered that little or no research had been carried out on training and development in the Transmission Company in Nigeria, especially among employees in Transmission company in Nigeria, Osun State. This gap or lacuna has motivated the researchers to undertake the current study. Specifically, the study explores how training and development can contribute to the effectiveness and loyalty of employees at the Transmission Company of Nigeria.

## II. STATEMENT OF THE PROBLEM

Findings have shown that Transmission Company employees are uninterested in their work, their task performance is unsatisfactory, and they show a lack of attention and fidelity to duty (Amusa et al., 2013). Furthermore, according to reports, employee loyalty in transmission companies in Nigeria is low (Madawaki & Badia, 2017). There is a low level of loyalty among employees at Transmission Companies in Nigeria, and numerous causes could be blamed. Employees in transmission companies, for example, have few opportunities to expand their knowledge, skills, and talent, which would enable them to provide better services to users. Nonetheless, the Transmission Company of Nigeria's (TCN) high degree of employee loyalty and organizational effectiveness may be contingent on the provision of chances for employees to gain knowledge, skills, talent, and competence to be effective in their role. As a result, there is a knowledge gap that the current study aims to fill. The study's objective is to explore the relationship between training and development, employee effectiveness, and employee loyalty among Transmission Company of Nigeria (TCN) employees in Osogbo, Osun State.

### *Objectives of the study*

The broad objective of this study is to examine the influence of training and development on the effectiveness and loyalty of employees in the transmission company of Nigeria. The specific objectives of the study are to;

- Determine the influence of training and development on employees' effectiveness in Transmission Company of Nigeria (TCN), National Control Centre, Osogbo Osun State, and,
- Ascertain the influence of training and development on employees' loyalty in Transmission Company of Nigeria (TCN), National Control Centre, Osogbo Osun State

### *Research hypotheses*

The following null hypotheses were formulated for the study

- Training and Development (T&D) has no significant influence on the employees' effectiveness among Transmission Company of Nigeria (TCN), Osogbo Osun State.
- Training and Development (T&D) has no significant influence on the employees' loyalty among Transmission Company of Nigeria (TCN), Osogbo Osun State.

### III. REVIEW OF RELEVANT LITERATURE

Training and development are primarily concerned with the acquisition of knowledge, skills, and technical knowledge. Training and development are critical aspects of human resource management since they can improve employee performance, leading to higher overall organizational performance. Nicole (2015) believes that training and development are beneficial to the organization and employees. Training and development frequently result in increased profit levels and assist employees in developing optimistic attitudes toward profit orientation, increasing employee determination and assisting them in identifying with organizational goals. Training and development benefits employees by assisting them in making better decisions and solving problems more effectively, by raising and realizing self-confidence and self-development, and by assisting employees in dealing with dissatisfaction, tension, and stress. Training is essential to improve workers' capability, competency, and reasoning faculties, positively influencing company performance (Aborampah & Darkwa, 2016). It is critical to emphasize that firms must understand training and development's relevance, select appropriate strategies to adopt in employee training and development, and then focus on implementing them and assessing the results (Ejiofor & Mbachu, 2001).

Loyalty has emerged as one of the most critical problems for businesses, particularly in light of the economic difficulties surrounding the 'psychological contract' between employers and employees (Naus, van Iterson, & Roe, 2007; Sverke & Goslinga, 2003). Loyalty is described as "a strong tie that binds an employee to his or her company even when staying there is not economically viable" (Logan, 1984). Employee loyalty is defined as "a deliberate commitment to further one's employer's best interests, even if doing so may require sacrificing some aspect of one's self-interest beyond what would be required by one's legal and other moral duties" (Elegido, 2013). "Relation of trust, resistance to the adoption of opportunistic behaviour in the face of an outside job offer" (Dutot, 2004); "significant length of service in the company, less inclination to search for outside job offers, and a strong sense of belonging" (Peretti & Igalens, 2015); or "a feeling of belonging" combined with staying in the company (Colle, 2006). It has been found that employee commitment, emotional investment, and consistency significantly impact an organization's longevity and effectiveness (Bakker & Schaufeli, 2008).

Employees are valuable assets to businesses, and managers must assist employees in balancing work and personal lives since a lack of balance can negatively impact employee performance, contentment, health, and employee effectiveness (Khan and Khurshid, 2017). Employees are a company's most valuable asset and are critical to its operation and success. In the context of an employee, effectiveness refers to how well individuals contribute to the achievement of the organization's goals and objectives (Rahman, Uddin, & Miah, 2013; Zhang, 2012). According to Nyokabi (2014), employee effectiveness is a grading method used in many businesses to determine an employee's talents and output. Macky and Johnson (2000) found that improved employee effectiveness might also improve organizational performance. Personnel, particularly

frontline employees, may help organizations achieve a competitive advantage by making initial impressions on consumers and potential customers about the company and its brand (Alo, 1999).

### *Human capital theory*

Since Mincer (1962; Schultz, 1961; Becker, 1962; Ben-Porath, 1967) laid the groundwork for human capital theories, they have evolved rapidly. Since training is considered an investment, it entails costs and benefits that can be quantified using financial metrics such as present value and internal rate of return. Becker (1962) initially examined the effect on wage levels of two distinct types of human capital operating in an idealized labour market devoid of imperfections or distortions. One type of human capital can be transferred to other organizations, incentivizing employees to cover the costs and reap the full benefits of training. The second type of human capital is considered to be company-specific. As a result, it cannot be transferred to other businesses, which incentivizes employers and employees to share training costs and benefits (Becker, 1962).

The human capital theory is founded on the neoclassical labour market, education, and economic growth theories. It presupposes that employees are productive resources and investigates whether highly trained personnel are more productive than untrained personnel (Simon, 2008). Garcia (2005) asserts that if employees do not receive significant pay increases due to increased productivity from attending specific training sessions, they will be unmotivated to fund their training requirements. On the other hand, businesses will be eager to cover these training costs, as they will reap almost all of the benefits associated with the increased productivity generated by the new skills (Garcia, 2005).

The relevance of this theory is that it demonstrates the critical nature of employee training and development, which can increase employee loyalty and effectiveness. As a result, the study's theoretical framework will evaluate training and development to reach a logical conclusion.

### *Expectancy theory*

Expectancy theory was propounded by Grant (1996). The theory assumes that employees can eventually accomplish the expected loyalty level demanded after undergoing training. This theory states that there is always a valence or value involved in remuneration. The belief that the employee will receive remuneration upon reaching a certain level of efficiency and effectiveness is definite. Grant (1996) revealed that training and development practices motivate high skills and abilities, e.g., the careful selection and high investment in training and development can be specified to establish the link between employee training and development and institutional performance. The idea says that expectations of institutional performance are influenced by employee performance because the organization's human resource capital is crucial to its success. Employees are taught company expectations and objectives during the training session. They are

told how to climb the ladder to achieve their own goals. As a result, goal congruence emerges, and everyone pulls in the same direction, making coordination simple. The theory is relevant to this study because skills or employee development make a significant difference to the effectiveness, and ordinary skills obtained through training enhance the workforce's effectiveness.

### *Empirical review*

Van, Tran, Van, & Lim (2018) examined the influence of training and development had on employee loyalty using Beton 6 Corporation in Veintunm. The study adopted descriptive statistics, and data were collected via a questionnaire. The finding reported that training and development significantly influence employee loyalty. The result reported by Van, Tran, Van, & Lim (2018) study points to the impact of training have on employee loyalty and cognitive behaviour.

Anwar and Shukur (2015) carried out a study on the impact of training and development on job satisfaction in the selected banks in Erbil, Iraq. The study reported that training and development have a positive influence on job satisfaction. The findings of this study also supported the relevance of training and established a connection between training and development on employee job satisfaction in the selected banks in Erbil, Iraq.

Nawroz (2018) surveyed 209 employees of banks in Iraq. Results from the study indicated that employee performance is highly influenced by training and development. The study uses multiple regression analysis. Kum, Cowden, & Karodia (2014) study was in South Africa among employees in ESCON consulting. The findings reported that working conditions and lack of resources affect employee training and development.

Costen and Salazer (2011) investigated the effect of training and development on employee job satisfaction, loyalty and intention to stay. The study was carried out in the hospitality industry in the United States of America. The findings reported that employees who can train and develop are more satisfied, loyal, and intend to stay with the organization. In addition, Obisi (2011) reported that "training and development is the tonic employees need to enhance their performance and potentials that will in turn enhance organization effectiveness".

Obi-Anike and Ekwe (2014) conducted a study in Nigeria on the importance of training and development on organizational effectiveness using public sector organizations. The hypotheses were analysed using Pearson Moment Correlation. Findings showed that organizational effectiveness is strongly correlated with training and development. Baek and Kim (2014) conducted a study on the impact of training and development on employee loyalty. The study sampled 100 employees from five Ethiopian district councils. They discovered that training and development impacted employee loyalty through linear regression and Pearson correlation analysis.

Sthapit and Ghale (2018) carried out a study on the impact of training and development programmes on perceived employee performance in Agriculture Development Bank

Limited in Nepal. The study was conducted among 112 employees drawn from 185 employees through random and stratified sampling techniques. The study reported that training and development had a statistically significant impact on the perceived employee performance. However, Sthapit (2014) also reported that training and development delivery modes are significant in training and development.

*Research gaps*

The issue of employee loyalty and effectiveness is a significant one. Previous studies have contributed theoretical and practical additions to the literature, yet they all have their flaws. In Africa, particularly in Nigeria, there are insufficient studies on training and employee loyalty and effectiveness. As a result, this research was conducted to fill in the gaps in the literature. In addition, many Nigerian academics have related human resources training and development to organizational success, turnover intentions, employee satisfaction, and dedication. However, the focus of this study was on the effect of training and development on employee loyalty and effectiveness. Finally, earlier research on training and development was undertaken in the private sector, such as banking. As a result, to close the gap, this study was conducted in the public sector among employees in Transmission Company Nigeria (TCN) in Osun State.

According to Jeni and Al-Amin (2021), a study was carried out among 70 employees of a private bank in the Noakhali region of Bangladesh. The study examined the impact of training and development on employee performance, motivation, and job satisfaction. The research questions were analysed using descriptive statistics. In the study, training and development significantly impacted the employees' performance and job satisfaction in the Noakhali district, Bangladesh.

*Conceptual Framework*

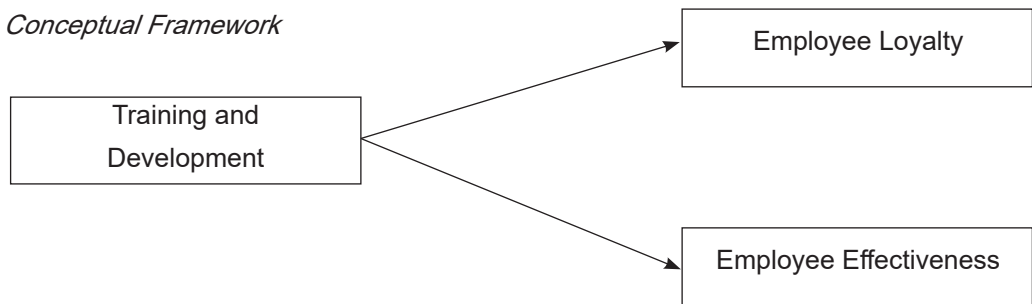


Figure 1. Study framework and variables

Note. Olonade and Omotoye (2021)

*Methodology*

This study employed a descriptive survey research design. This is with a view to establish the range and distribution of the characteristics at one point in time. The mode of data collection was through structured questionnaire among the respondents. The

target population for study comprised of all male and female employees of Transmission Company Nigeria (TCN), National Control Centre, Osogbo, Osun State; the total number of which is One-hundred and seventy-four (174) as at the time of the study. The study used convenient sampling technique to select 80 respondents (representing 45.98% of the population) as the sample size. This sample size is far above the general rule of thumb of the Large Enough Sample Condition that is  $n \geq 30$ . The Independent Variable (IV) is Training and Development (T&D) while the Dependent Variables (DV) in this study are Employee Loyalty (EL) and Employee Effectiveness (EE).

The instrument used for data collection is a structured questionnaire. The questionnaire was divided into three sections. Section A, which was self-designed, comprised of demographic variables. Section B was adapted from the Training and Development Scale (TDS) developed by Iqbal and Khan (2011). It contained 10 items relating to Training and Development. The respondents were asked to rate training and development statements on Likert-type scale from 1=Strongly Disagree to 5=Strongly Agree. The Cronbach alpha for the scale is 0.81. Section C, contained a self-designed Employees' Efficiency and Loyalty Scale (EELS), using five-point Likert scales ranging from Strongly Disagree to Strongly Agree to elicit information on Employee Efficiency and Loyalty. For the EELS scale, the Cronbach Alpha coefficient of reliability when computed using SPSS is 0.73

The data generated were checked and analysed using the Statistical Package for Social Science (SPSS). Data collected in the study was subjected to inferential and descriptive statistics. Specifically, the data were analysed using the simple percentage, and frequency counts for the socio- demographic information, while Correlation and regression analyses were carried out to test the hypotheses of the study.

#### **IV. RESULTS AND DISCUSSION**

##### *Analysis of demographic information*

The frequency distribution of the socio-demographic characteristics of respondents is presented in this section below.

The majority of the respondents, 55.0%, were male, and 45.0% were female. The finding of this study implies that transmission companies in Nigeria are sensitive to gender parity, which will influence the level of employee effectiveness and loyalty. In addition, the study obtained the age of the respondents' based on group classification. The study found out that 2.5% of the respondents were within the age bracket 20-30 years; 31.3% were within the age bracket 31-40 years; 40.0% of the respondents were within the age bracket 41-50 years; while 26.3% of the respondents were within the age bracket 51 years and above. Therefore, it indicates that most of the respondents belonged to generations X, Y, and Z. Employees are more likely to be loyal and compelling at first when employed and become ineffective as they spend more years on the job.



Table 1  
Descriptive analysis of the demographic information of the respondents

		Frequency	Percentage
Gender	Male	44	55.0
	Female	36	45.0
	Total	80	100.0
Age	20-30 years	2	2.5
	31-40 years	25	31.3
	41-50 years	32	40.0
	51 years and above	21	26.3
	Total	80	100.0
Marital Status	Single	2	2.5
	Married	69	86.3
	Divorced	5	6.3
	Separated	4	5.0
	Total	80	100.0
Educational Qualification	SSCE	4	5.0
	OND/NCE	22	27.5
	HND/BSC	52	65.0
	MSC/PHD	2	2.6
	Total	80	100.0
Working Experience	0-5 years	2	2.5
	6-10 years	14	17.5
	11-15 years	9	11.3
	16-20 years	22	27.5
	21-25 years	14	17.5
	26 years and above	19	23.8
	Total	80	100.0

*Note. From researchers' survey, 2021*

The respondents who participated in the study had different marital statuses. However, based on the findings, most respondents (86.3%) were married compared to 2.5% single and 5.0% who did not live together. Furthermore, only 5.0% of the respondents were divorcees. Therefore, it can be concluded that the majority of the employees in transmission companies in Nigeria were married, and this factor will influence their level of loyalty and effectiveness.

The study sought to establish the highest educational qualification of the respondents, and their responses were presented above. It clearly shows that 65.0% of the respondents for this study had a first degree or Higher National Diploma, indicating that employees in transmission company in Nigeria are educated. The level of education is fundamental in transmission company and, therefore, could determine their effectiveness and loyalty. The majority, 27.5%, had between 16-20 years of working experience from the table. It implies that generations Y and X are taking over the organization.

*Correlation analysis*

Table 3

Correlations showing the relationship between training & development, employee loyalty and effectiveness

	T&D	EL	EE
Training & Development	1		
Employee Loyalty	.412** (.000)	1	
Employee Effectiveness	.148** (.001)	.148 (.191)	1

\*\* Correlation is significant at the 0.01 level (2-tailed).

Note. Figures within parenthesis indicate significant values

Note. Calculations based on researchers' survey, 2021

A Pearson Moment Correlations were conducted to determine if training and development correlate with the effectiveness and loyalty of employees. A two-tailed test of significance reported that there was a significant positive relationship between training and Development (T&D) and employee effectiveness ( $r(80) = .412^{**}$ ,  $p < .01$ ). It implies that the more the training and development employee undergo, the better their skills and knowledge, which enhance their effectiveness at work.

Also, a similar two-tailed test of significance indicated that training and development (T&D) had a significant positive relationship with employee loyalty ( $r(80) = .148^{**}$ ,  $p < .01$ ). It means that the more training and development, the more loyal the employee become. Therefore, it was concluded that training and development correlate or link with the effectiveness and loyalty of employees in the transmission company of Nigeria (TCN), Osun State.

Table 4

Multicollinearity test

Model		Collinearity Statistics	
		Tolerance	VIF
1	Employee Loyalty	.978	1.352
	Employee Effectiveness	.834	1.022

a. Dependent variable: Training and development

Note. Calculations based on researchers' survey, 2021

The study adopted a common value of VIF =4.0. The tolerance value ranged from .834 to .979, while the VIF ranged between 1.033 and 1.352. Employees loyally had a VIF of 1.35, and employee effectiveness had 1.022. It implies that the predictors' VIF values passed the test because they were less than the accepted standard value of 4.0. Meanwhile, the tolerance values were above 0.1, and VIF were below 4.0. Therefore, it is concluded that there is no problem of multicollinearity with the data. It implies that no multicollinearity with the data collected. Thus, it is suitable for further analysis.

*Regression Analysis*

Table 5

Linear regression analysis showing the influence of training and development (t&d) on the effectiveness and loyalty of employees.

R = .816 <sup>a</sup>	Unstandardized		Standardized		
R Square = .667	Coefficients		Coefficients		
Adjusted R Square = .629					
F = 7.915					
Sig =. (oo1)	$\beta$	Std. Error	Beta	t	Sig.
(Constant)	3.681	3.376		4.845	(.004)
Employee Loyalty	.487	.125	.410	3.903	(.000)
Employee Effectiveness	.738	.141	.220	4.187	(.002)

[The numbers in the parentheses are the p-values]. \*\*p<0.05

a. Dependent Variable: Training and development (T&D)

b. Predictors: (Constant), Employee loyalty, Employee effectiveness.

Note. Calculations based on researchers' survey, 2021

This study also used linear regression to analyze if training and development significantly predict the effectiveness and loyalty of an employee. The results show that training and development can explain 81.6% of employee effectiveness and loyalty variation. However, with  $F(2,77) = 7.915, P > .05$ , with an  $R^2$  of .826. it was concluded that training and development had a significant influence on employee effectiveness and loyalty in Transmission Company in Nigeria (TCN), Osun State. Also, the coefficients of independent variables were presented in the table above. The results show that employee loyalty had coefficients  $\beta = 0.487, t = 3.0903, p = 0.000 < \alpha = 0.05$ , indicating a significant influence of training and development on employee loyalty. Employee effectiveness also showed a significant influence by training and development  $\beta = 0.738, t = 4.187, p = 0.002 < \alpha = 0.05$ , which indicated positive influence of training and development on employee effectiveness.

*Discussion of findings*

The model used indicates that training and development correlate with Transmission Company of Nigeria (TCN), National Control Centre Osogbo, Osun State. The findings showed that there is a significant influence of training and Development (T&D) on employee effectiveness. The findings reveal that training and development for employees will enhance their effectiveness at the workplace.

From prior empirical studies, the findings of this study agreed with the findings of various researchers who have investigated the influence of training and development on employee effectiveness (Van, Tran, Van, & Lim, 2018; Anwar & Shukur, 2015; Nawroz, 2018). Previous studies have revealed that training and development are correlated with employee effectiveness. Van, Tran, Van, & Lim (2018) reported that training and development influenced employee effectiveness and loyalty. Anwar and Shukur (2015) supported the relevance of training and established a connection between training and development on employee job satisfaction in the selected banks in Erbil, Iraq. The

study of Nawroz (2018) indicated that employee performance mediates the relationship between training and development. Also, Obi-Anike and Ekwe (2014) agreed with the findings of this study that training and development have a significant relationship with organizational effectiveness. This result established the links between training and development on employee effectiveness.

Furthermore, the findings of the study reported that training and development (T&D) had a significant positive relationship with employee loyalty ( $r(80) = .148^{**}$ ,  $p < .01$ ). It means that the more training and development, the more loyal the employee become. The result is supported by the submissions of Baek and Kim (2014), who discovered that training and development impacted employee loyalty. In addition, Obisi (2011) reported that "training and development are the tonic employees need to enhance their performance and potentials which will, in turn, enhance organization effectiveness". The findings also agree with Jeni and Al-Amin (2021), who reported that employee training and development significantly influenced organizational productivity. In addition, the findings concurred with the findings of Sthapit and Ghale (2018), who reported that training and development are statistically significant on the perceived employee performance. However, Sthapit (2014) also reported that training and development delivery modes are significant in training and development.

## V. CONCLUSION

Based on the findings of the study, it is concluded that Training and Development is a major determinant of employee effectiveness and loyalty. Staff training and development programmes need be increased for all categories of workers in Transmission Company of Nigeria (TCN). This will significantly increase the effectiveness and loyalty of the workers. This in turn, is likely to enhance employees' performance and productivity individually and collectively.

### *Recommendations*

The study recommended that Intensive training be offered to staff members regularly to achieve the organization's objectives. In addition, management should focus more on innovative training and development programmes for employees to perform better. Furthermore, management must ensure that the organization identifies the knowledge and skills required to meet its goals and hire qualified trainers with requisite skills to take employees through the training programs for better understanding. Finally, it is recommended that the Management of Transmission Company of Nigeria and similar extension organizations organize local and international training programmes for all workforce categories.

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