Employees' Training Programmes and Organizational Effectiveness of Nigerian Television Authority Mgbuoba, Port Harcourt, Nigeria 2012- 2023

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Abstract

The study investigated employees' training programmes and organizational effectiveness in Nigerian Television Authority (NTA) Mgbuoba, Port Harcourt, Nigeria, 2012- 2023. Four research objectives, four research questions and four research hypotheses guided the study. Theoretically, the study adopted human capital theory and performance improvement theory. The study adopted a descriptive survey design. A sample size of 115 representing 82% was drawn from a total population of 141 employee's using Taro Yamani sampling technique. A 20 items validated instrument titled Employees' Training Programmes and Organizational Effectiveness of Nigerian Television Authority Mgbuoba, Port Harcourt, Nigeria 2012- 2023 whose reliability index was established at 0.75% using the Pearson Product moment correlation coefficient facilitated the data generation. The research questions were answered using percentage, mean(x) and standard deviation, while the hypotheses were tested at 0.05 significant level using chi –square statistics. The findings inter-alia revealed that news broadcasting training programmes have a positive impact on organizational effectiveness. And that the leadership human relations training programme at NTA-Mgbuoba, Port Harcourt, is perceived as highly effective in enhancing overall organizational effectiveness by improving interpersonal relationships, influencing organizational culture positively, and equipping employees with necessary leadership and management skills. The study concluded that there are significant positive impact of various training programmes, including news broadcasting, social media current affairs, leadership human relations, technical operations, and investigative journalism, on organizational effectiveness at NTA-Mgbuoba, Port Harcourt. The following recommendations were therefore made; continuous Investment in Training Programmes, Tailoring Training with Contents, promotion of cross-training opportunities and integration of training with organizational goals

INTRODUCTION

In an era characterized by dynamic challenges and evolving societal expectations, public contemporary governance demand a workforce equipped not only with academic qualifications but also with a capacity for continuous development and learning. Understanding this evolving landscape provides the context for examining the relationship between employee's qualifications, capacity development, and organizational effectiveness. Numerous studies (OECD, 2019; Moynihan, 2021) have underscored the direct correlation between the qualifications and capacity development of public employees and the effectiveness of the organizations they serve. The ramifications extend across various dimensions, including operational efficiency, service delivery, and the ability to navigate complex policy challenges. A workforce with a high degree of

qualification and capacity development emerges as a catalyst for achieving organizational goals. Well-qualified employees bring expertise, while capacity-developed individuals contribute creativity and adaptability, fostering an environment conducive to policy innovation (Moynihan, 2021).

However, the presence of poorly trained employees stands as a formidable challenge, wielding implications that transcend individual roles to profoundly impact the overall efficiency and effectiveness of public organizations. Poorly trained employees are those who lack the necessary skills, knowledge, and competencies required to fulfill their roles effectively within a public organization. This deficiency can stem from a variety of factors, including inadequate training programs, outdated methodologies, and insufficient investment in continuous learning initiatives. Therefore, the ramifications of poorly trained employees reverberate through the daily operations of public organizations. Yang and Konrad (2011) highlighted that inadequately trained personnel contribute to operational inefficiencies, bureaucratic bottlenecks, and a heightened likelihood of errors in service delivery. These challenges collectively erode the capacity of public organizations to meet the needs of citizens effectively. Incompetence resulting from insufficient training can compromise decision-making processes within public organizations.

Public organizations are navigating a shifting landscape marked by technological advancements, demographic changes, and evolving public expectations. Government Accountability Office (GAO, 2020) highlight the necessity for public servants to possess adaptable skills, making employee training a strategic imperative to equip them with the competencies required in this dynamic environment. The implementation of comprehensive training programs within public organizations acts as a catalyst for enhancing individual and collective effectiveness, ultimately leading to improved public service delivery. The importance of employee training in public organizations cannot be overstated. As the public sector grapples with the demands of a changing landscape, investing in employee development emerges as a strategic imperative for optimizing inputs, fostering growth, and ensuring the continued delivery of high-quality public services. it is worthy to note that the Nigeria Television Authority (NTA) managed and controlled by Nigeria government is a huge public sector, employing numerous human resources with Varied skills. NTA is a service organization statutorily saddled with the responsibility of Sourcing for information, gathering information either by interviews, eye witnesses, and surfing the internet and disseminating information.

As federal government owned organization, it is confronted with stiff competition with states government and privately owned television stations. It is often faced with stringent challenges one of such challenges is in the area of fund and equipment's required for improved effective and efficient functioning. With funding a vital construct in the quest for improved performances, fund is also described as grease in the wheel of activities that are directed towards achieving organizational goals and objectives. But the issues of funds over time have affected NTA'S training programmes and activities especially in this period of recession; hence, and this affects its competitiveness with other local and foreign television stations. This has also affected customers' strength. The business environment today has shifted to customer-focused. hence, customer can no longer accept or tolerate shabby and inefficient service delivery. This indeed calls for training and equipping of employees to meet business challenges. These challenges can be ameliorated or

overcome by ensuring the opportunities of training-human capacity development are extended to enhance the workforce experience (Muzfler, 2012).

It is pertinent to state that for the nation (Nigeria) and Nigeria Television Authority to successfully migrate to digital broadcasting and transmission after years of delay, it is very important for the organization (NTA) to engage in broad range training and constantly improving the skills of its workforce as well as the technical know-how of the workforce to keep abreast with rapidly changing trends in management, engineering and technology which digital transmission demands. Hence, under increasingly stiff-necked competitive condition and rapid change in socio-political environment, the world of work. progression in technology. Among other things have made employees' training inevitable in any organization and especially in NTA, if they really want to stay in a competitive world. As acknowledged by scholars, the need for training comes to the fore as a pivotal remedy in the presence of speculative or observable fall in performance expectations (Okanya, 2008). therefore, training and dynamic development become more acute for organizational survival in the fight for greater market shares and industry dominance. The worth of human resources obviously becomes a determining factor if the organization (NTA) is to expand its range of products and services and ultimately achieve future growth targets such as digital transmission, and compete favorably with Sahara television, BBC, CNN, etc. Employees in an organization could possess the ability: determination, appropriate equipment and adequate managerial support and their performance and role expectation, and indeed organizational performance at large are below standard. This is an indication that something is missing, which could be inadequate skill and knowledge acquired through human capacity development initiative.

Therefore, NTA staff are expected to possess the ability to perform maximally and creditably in consonant with the organization's set plans within a given time frame to meet targets with the aid of such acquired knowledge. Beside this, the organization's (NTA's) quest to migrate to digital broadcasting and transmission, and sustain itself in the new system will once again become a mirage. Thus, this research argues that if appropriate, adequate and effective employees training is not embarked on, the nation could be at the verge of missing the target of digital migration again, or even when achieved, may not be sustainably productive. The study wrought to X-ray training as a major measure in remedying organizations challenges regarding shortfall in performance as well as accomplishment of organizational goals or performance targets. Thus, the cardinal research objective was to ascertain the effect of employees training NTAs effectiveness with special emphasis on how organization should take training to improve performance. The specific objectives of the study are to;

1. investigate the extent to which employees' news broadcasting training programme enhances the organizational effectiveness of NTA-Mgbuoba, Port Harcourt.

2. evaluate the extent to which employees' technical operations training programme enhances the effectiveness of NTA- Mgbuoba, Port Harcourt 2012-2023

1.4   Research Questions

The following research questions guided the study;

1. What is the extent to which employees' news broadcasting training programmes enhance the organizational effectiveness of NTA-Mgbuoba, Port Harcourt?
2. How effective are the existing technical operations training programmes in NTA- Mgbuoba, Port Harcourt 2012-2023?

1.4 Research Hypotheses

The following hypotheses tested at 0.05 significant level guided the study

HO₁: there is no significant relationship between employees' news broadcasting training programme and organizational effectiveness in NTA-Mgbuoba, Port Harcourt.

HO2: there is no significant relationship between the existing training programmes and the organizational effectiveness in NTA -Mgbuoba, Port Harcourt.

Human Capital Theory

The concept of human capital theory has been significantly influenced by the work of economist Gary S. Becker. Becker is often considered the "father" of human capital theory, and his contributions have been influential in shaping the understanding of human capital as an economic asset. Gary S. Becker introduced the concept of human capital in his seminal work, "Human Capital: A Theoretical and Empirical Analysis, with Special Reference to Education" (1964). This book laid the foundation for the economic analysis of human capital, treating education and training as investments in human beings. Human capital theory views individuals as "capital" that can be invested in through education, training, and health, resulting in increased productivity and earning potential. Becker defines human capital as "the knowledge, skills, and health that people accumulate" (Becker, 1964). Becker's theory emphasizes that individuals and societies make investments in education and training to enhance human capital. These investments are expected to yield returns in the form of increased productivity and higher earnings over time.

Becker's work suggests that investments in human capital contribute to economic growth. A more skilled and educated workforce is seen as a key driver of increased productivity, innovation, and overall economic development. human capital theory applies economic principles to decision-making regarding education, training, and health. Individuals are viewed as rational actors who make choices based on the expected returns and costs associated with investments in human capital. Human capital theory posits a positive relationship between an individual's level of education, skills, and training and their earnings. Becker's work explores the factors influencing the determination of wages and the role of human capital in this process. Becker expanded the concept of human capital to include health as an important component. Investments in health, such as preventive measures and medical care, are seen as enhancing overall human capital.

Application of the Human Capital Theory

Applying human capital theory to the study of employees' training and organizational performance at Nigerian Television Authority (NTA) Mgbuoba involves examining how investments in employees' education, skills, and health contribute to enhanced productivity and overall organizational success. According to Human Capital Theory, organizations like NTA invest Mgbuoba in training programs to enhance the skills and knowledge of their employees, viewing these investments as crucial for increasing human capital. The study would investigate the

correlation between the level of training provided to NTA Mgbuoba employees and the subsequent improvement in their skills and knowledge.

Human Capital Theory suggests that investments in employees lead to increased productivity. In the context of NTA Mgbuoba, this could mean that well-trained employees are more productive in their roles. The research would examine how the skills acquired through training contribute to the efficiency and effectiveness of employees in producing and delivering content, thereby positively impacting organizational performance. Human Capital Theory posits that training and education are akin to investments, with the expectation of economic returns. This can be applied to NTA Mgbuoba by evaluating the impact of training on employees' earnings potential and career advancement. The study might explore how employees who undergo training programs at NTA Mgbuoba experience improvements in their career trajectories and financial well-being. Human Capital Theory suggests that a skilled and educated workforce contributes to organizational growth. In the case of NTA Mgbuoba, this could involve exploring how investments in employee training lead to innovative content creation and improved broadcasting capabilities. The research could investigate instances where training has resulted in the development of new skills or the adoption of innovative technologies, subsequently enhancing the organization's competitiveness.

Expanding the concept of human capital to include health, the study might consider how NTA Mgbuoba investment in employee health and well-being programs contributes to overall organizational performance. This aspect of the study could assess the impact of health-related initiatives on employee attendance, job satisfaction, and overall work performance. Human Capital Theory encourages a cost-benefit analysis of investments in human capital. In the context of NTA Mgbuoba, this involves evaluating the costs of training programs against the anticipated benefits in terms of improved organizational performance. The research could analyze the financial implications of training initiatives and assess their effectiveness in achieving organizational goals. In applying Human Capital Theory to the study of employees' training and organizational performance at NTA Mgbuoba, the emphasis is on understanding how investments in human capital, through training and development, contribute to the overall success and competitiveness of the organization.

Performance Improvement Theory
The Performance improvement theory does not have a single identifiable "father" or originator. Instead, it has been influenced by contributions from various scholars and practitioners in the fields of organizational development and human performance. One prominent figure associated with the development of performance improvement concepts is Thomas F. Gilbert. While Gilbert is not universally recognized as the sole "father" of Performance Improvement Theory, his work has been influential in shaping its principles. Performance improvement theory takes a holistic view of performance, considering various factors that influence individual and organizational effectiveness. The theory emphasizes a systematic analysis of performance issues, aiming to identify root causes rather than merely addressing symptoms.

Gilbert's work suggests that performance is not solely dependent on the capabilities of individuals but is significantly influenced by the work environment and organizational support. Performance

improvement theory involves the identification of performance gaps—discrepancies between current and desired performance levels. The theory focuses on designing targeted interventions to bridge performance gaps, considering factors such as training, feedback, incentives, and environmental modifications. Performance Improvement Theory encourages a shift from blaming individuals for performance problems to addressing systemic issues within the organization. The theory promotes a continuous improvement mindset, emphasizing the importance of ongoing feedback and adjustments to optimize performance. It's important to note that while Thomas F. Gilbert's work is foundational to Performance Improvement Theory, other scholars and practitioners have contributed to its development over time.

Application of the Performance Improvement Theory

Applying performance improvement theory to the study of employees' training and organizational performance at Nigerian Television Authority (NTA) Mgbuoba involves systematically analyzing performance issues, identifying gaps, and designing targeted interventions to enhance overall effectiveness. Performance Improvement Theory encourages a systematic analysis of performance issues. In the context of NTA Mgbuoba, this involves assessing the current state of employee performance through methods such as performance evaluations, feedback sessions, and surveys. The research would systematically analyze various aspects of employee performance, including content creation, broadcasting skills, teamwork, and adaptability to technology.

Following Gilbert's principles, the study aims to identify specific performance gaps by comparing current performance levels with desired outcomes. This might include gaps in content quality, adherence to broadcasting standards, or efficiency in workflow processes. The research would pinpoint areas where employees' current performance falls short of organizational expectations and industry standards. Performance improvement theory emphasizes designing targeted interventions to address identified performance gaps. For NTA Mgbuoba, interventions might include tailored training programs, skill development workshops, and the implementation of new technologies to enhance broadcasting capabilities. The research would assess the effectiveness of designed interventions in improving specific aspects of employee performance.

Performance improvement theory discourages blaming individuals for performance issues and instead focuses on systemic improvements. In the study, the emphasis would be on identifying and addressing organizational factors that contribute to performance gaps, such as outdated equipment, unclear processes, or inadequate training resources. The research would explore how the organizational system influences employee performance and how changes to the system contribute to overall improvement. Performance improvement theory promotes a continuous improvement mindset. In the study, there would be a focus on continuous feedback mechanisms, performance monitoring, and iterative adjustments to interventions based on real-time data. The research would assess the sustainability of performance improvements over time and the responsiveness of the organization to changing needs and challenges. Performance improvement theory encourages involving employees in the improvement process. The study would explore mechanisms for employee input, participation in decision-making regarding training programs, and opportunities for self-directed learning. The research would investigate the impact of employee involvement on the effectiveness of performance improvement initiatives. Performance Improvement Theory suggests the use of metrics to measure organizational performance. The study would identify key

performance indicators (KPIs) relevant to NTA Mgbuoba, such as audience ratings, viewer satisfaction, and operational efficiency. The research would evaluate the correlation between employee training initiatives and improvements in organizational performance metrics.

By applying Performance Improvement Theory to the study of employees' training and organizational performance at NTA Mgbuoba, the research aims to enhance the overall efficiency, effectiveness, and adaptability of the organization through targeted interventions and a systemic approach to performance enhancement.

Concept of Employees
The concept of employees is a pivotal element in the intricate tapestry of organizational dynamics, representing individuals who formally commit their skills, time, and efforts to the pursuit of organizational goals. This multifaceted concept is characterized by a complex interplay of legal, social, and economic dimensions, influencing the fundamental structure of contemporary workplaces. An in-depth examination of this concept reveals various characteristics, legal frameworks, economic perspectives, and nuanced organizational dynamics, providing a holistic understanding of the integral role employees play in organizational success. Employees are individuals who, through formalized agreements often encapsulated in meticulously crafted employment contracts, establish a structured relationship with organizations. The employment relationship is marked by formality and structure, with contracts serving as essential legal documents that detail critical aspects, including job roles, responsibilities, compensation structures, and the temporal parameters of the employment commitment (Armstrong, 2006). Within the organizational framework, employees undertake diverse roles spanning operational tasks, managerial responsibilities, and specialized functions. This collective contribution forms the backbone of an organization's operational efficiency (Cascio, 2011).

The concept of employees transcends a one-size-fits-all paradigm, encompassing a spectrum of employment arrangements. This includes full-time, part-time, temporary, or contract-based engagements, reflecting the dynamic nature of the modern workforce (Gomez-Mejia, 2016). Legal frameworks, epitomized in employment laws, intricately govern the rights and obligations of both employees and employers. These laws cover critical facets such as minimum wage, working hours, workplace safety, and safeguards against discrimination (Noe, 2017). Employment contracts stand as indispensable legal instruments, providing a structured framework for the employment relationship. They not only articulate the terms of engagement but also serve as essential documents in dispute resolution (Noe, 2017).

Employees are strategic assets for organizations, contributing significantly to productivity, innovation, and the broader economic output. Their collective efforts drive the organization's success (Stone, 2013). Compensation structures, encompassing salaries, bonuses, and benefits, are strategically designed to attract, retain, and motivate employees. This approach aligns individual interests with the overarching goals of the organization. Employees actively participate in the formation and perpetuation of organizational culture. Their values, attitudes, and behaviors contribute to the work environment, influencing the ethos of the organization (Taylor, 2014).

Effective collaboration among employees is essential for organizational success. Teamwork fosters creativity, problem-solving, and the collective achievement of organizational objectives.

Concept of Training

Training is a critical component of organizational development, playing a pivotal role in enhancing employee skills, knowledge, and capabilities. It is an intentional and systematic process designed to improve an individual's performance in their current role and prepare them for future responsibilities. This conceptual review explores the multifaceted nature of training, emphasizing its significance in the context of employee capacity development. Training is a structured and purposeful process aimed at developing specific skills, knowledge, and competencies among employees. It encompasses a broad spectrum, including on-the-job training, workshops, seminars, e-learning programs, and mentorship initiatives. The scope of training extends beyond initial skill acquisition to continuous learning and development throughout an employee's career.

Training to Noe is the "planned effort by an organization to facilitate employees' learning of job-related competencies." (Noe, 2013). Again, Training is the act of increasing the knowledge and skill of an employee for doing a particular job (Flippo,1984). Training is a process that facilitates learning so that job performance is improved (Dreher, 2001). Training is a systematic process to modify attitude, knowledge, skill, or behavior through learning experiences to achieve effective performance in an activity or range of activities (Rao, 2010). Training is a learning experience in that it seeks a relatively permanent change in individuals that will improve their ability to perform on the job" (Dessler, 2011). Training is the planned and systematic modification of behavior through instruction and practice with the purpose of developing or improving an individual's capability" (Armstrong, 2012). Training represents a systematic effort to provide employees Training is a process whereby people acquire capabilities to aid in the achievement of organizational goals. "with the necessary competencies to meet current and future job demands (Cascio, 2018). Training is an organization's planned efforts to help employees learn job-related behaviors, skills, and knowledge, Training is a learning experience that seeks a relatively permanent change in employees by improving their ability to perform on the job. Training is a cornerstone of capacity development, contributing to the overall competence and effectiveness of employees. It aligns individual capabilities with organizational goals, fostering adaptability, innovation, and improved performance. Effective training programs empower employees to meet current job requirements while building a foundation for future growth (Noe, 2013).

Training programs vary in their focus and delivery methods. They can include technical skills training, leadership development, diversity and inclusion workshops, and more. The choice of training modality, whether classroom-based or technology-driven, depends on the nature of the skills being developed and the preferences of the organization (Kirkpatrick, 2006). Before implementing a training program, organizations conduct a needs analysis to identify gaps in employee skills and competencies. This involves assessing current performance, future organizational goals, and the skills required to bridge the gap. The analysis informs the design and delivery of targeted training initiatives (Phillips, 2007). Training contributes to employee job satisfaction, motivation, and career advancement. It provides a sense of professional growth and development, fostering a positive work environment. Employees who receive training are often

more engaged, leading to increased productivity and organizational commitment (Salas, 2012). Effective training positively influences organizational performance. It can lead to improved product and service quality, enhanced customer satisfaction, and a competitive advantage in the market. Organizations that invest in training demonstrate a commitment to continuous improvement and employee well-being (Bhatti, 2018). While training is beneficial, challenges may arise, including resistance to change, budget constraints, and the need for ongoing evaluation. Organizations must consider the cultural context, individual learning styles, and emerging trends in technology to ensure the effectiveness of training initiatives (Baldwin, 1988). Training is a dynamic and indispensable component of organizational strategy for employee capacity development. Its significance extends beyond skill acquisition, influencing employee engagement, organizational performance, and the overall competitiveness of the organization in a rapidly evolving global landscape. A strategic and well-designed training framework contributes not only to individual growth but also to the collective success of the organization.

Concept of Organization

The term "organization" is multifaceted, encompassing various dimensions in both everyday language and academic discourse. In general, an organization refers to a group of people working together to achieve common goals. It serves as a fundamental concept in sociology, management, and organizational theory. The term "organization" has diverse meanings depending on the context in which it is used. At its core, organization refers to the structuring of individuals and resources to pursue specific objectives. In a business context, for instance, an organization can be a formal structure with defined roles, responsibilities, and a hierarchical framework. In sociology, organization may be seen as a social entity that facilitates collective action. According to Robbins and Coulter (2017), an organization is "a consciously coordinated social entity, with a relatively identifiable boundary, that functions on a relatively continuous basis to achieve a common goal or set of goals."

This definition underscores the conscious coordination and shared purpose that characterize organizations. Additionally, Mintzberg (1983) provides insights into the diverse configurations that organizations may adopt, highlighting the importance of structure and design in achieving their objectives.

Features of Organizations:

Organizations exhibit several features that distinguish them from random groupings of individuals. Understanding these features is crucial for comprehending their functioning and impact. Organizations are purpose-driven entities with specific objectives. The goals may vary, ranging from profit maximization in business organizations to social welfare in non-profits. As Scott (2003) notes, organizations exist to achieve outcomes that individuals, acting alone, cannot accomplish. Structure and Formality: Most organizations have a formal structure that outlines roles, responsibilities, and reporting relationships. This structure provides a framework for coordination and helps manage complexity. Robbins and Coulter (2017) emphasize the importance of organizational structure in clarifying expectations and facilitating efficient operations.

Coordination and Cooperation: Effective organizations rely on coordination and cooperation among members. This involves aligning individual efforts toward common goals. Thompson

(1967) introduces the concept of "task interdependence," highlighting the need for individuals to work together to achieve organizational objectives.

Hierarchy and Authority: Organizational structures often include hierarchies and authority lines. This helps in decision-making and ensures a clear chain of command. Weber's (1947) theory of bureaucracy emphasizes the role of hierarchy and authority in achieving organizational efficiency.

Continuity: Organizations are designed for continuity, operating over an extended period. This feature distinguishes them from ad-hoc groups. Scott (2003) notes that organizations have mechanisms in place to ensure their persistence over time.

Adaptability: Successful organizations demonstrate adaptability to changing environments. They evolve in response to internal and external factors. Lawrence and Lorsch's (1967) contingency theory underscores the importance of organizational adaptation for survival and growth. The term "organization" encapsulates the intentional coordination of individuals and resources to achieve common goals. Its features, including goal orientation, formal structure, coordination, hierarchy, continuity, and adaptability, contribute to its significance in diverse fields. Understanding the meaning and features of organizations provides a foundational framework for analyzing their behavior, effectiveness, and impact on society.

Concept of Effectiveness

Effectiveness is a term used to describe the attributes of a new health care intervention that are necessary for its acceptance, in addition to its efficacy and efficiency. These attributes include cost, user-friendliness, and compliance with local standards. In the field of document evaluation, effectiveness is determined by the correlation between a document's citation rate and its presentation elements such as style and layout. In a pilot study comparing semantic relevance and pragmatic relevance in information retrieval, using both methods together increased recall rates, while the intersection of common items improved precision. The computerized evaluation of publication effectiveness involves analyzing publication activity using citation bases and APIs, such as Elsevier and Clarivate Analytics, to develop effective research policies. Research into the evaluation of reference effectiveness has compared different methods for evaluating traditional in-person reference services.

Peter Drucker, a renowned management theorist, emphasizes effectiveness in his book "The Effective Executive" (1966). He argues that effectiveness is about doing the right things, focusing on activities that contribute most to the organization's objectives. Drucker suggests that effectiveness is not just about efficiency but about making the right decisions and prioritizing tasks that align with the organization's mission. In organizational theory, Richard L. Daft discusses effectiveness as a key measure of organizational success. In "Organization Theory and Design" (2016), he suggests that effectiveness is achieved when an organization's structure, processes, and culture align with its goals. This alignment allows organizations to adapt to their environment and fulfill their purpose.

Stephen R. Covey, in "The 7 Habits of Highly Effective People" (1989), focuses on personal effectiveness. Covey introduces the concept of the "Character Ethic" and argues that true effectiveness comes from aligning one's actions with fundamental principles. He emphasizes the importance of character development for achieving lasting success. Cameron and Whetten, in their paper "Organizational Effectiveness: A Comparison of Multiple Models" (1983), present an

analysis of various models of organizational effectiveness. They highlight that effectiveness often involves achieving organizational goals, but they acknowledge the diversity of criteria used in different models to measure success. In the context of education, Teddlie and Reynolds, in "The International Handbook of School Effectiveness Research" (2000), discuss effectiveness in schools. They propose that educational effectiveness should be measured by student achievement and growth, as well as other factors such as student engagement, satisfaction, and the overall impact on society. In public administration, Frederickson, in "Toward a Theory of the Public for Public Administration" (1984), argues for the importance of effectiveness in public organizations. He suggests that effectiveness should be measured not only in terms of efficiency but also in the organization's ability to serve the public interest. Organizational Effectiveness and the Open Systems Model (Katz & Kahn, 1966). Katz and Kahn, in "The Social Psychology of Organizations" (1966), introduce the open systems model, emphasizing that organizational effectiveness is contingent upon an organization's ability to adapt to its environment. They argue that effective organizations maintain a dynamic equilibrium with their surroundings. Information Systems Effectiveness (DeLone & McLean, 1992). DeLone and McLean, in "Information Systems Success: The Quest for the Dependent Variable" (1992), propose a model for assessing information systems effectiveness. They identify key dimensions such as system quality, information quality, use, user satisfaction, and individual impact, highlighting the multifaceted nature of effectiveness in information systems.

Political Science and Public Policy Effectiveness (Pressman & Wildavsky, 1973). Pressman and Wildavsky, in "Implementation: How Great Expectations in Washington Are Dashed in Oakland; Or, Why It's Amazing That Federal Programs Work at All, This Being a Saga of the Economic Development Administration as Told by Two Sympathetic Observers Who Seek to Build Morals on a Foundation of Ruined Hopes" (1973), discuss effectiveness in the context of public policy implementation. They explore the challenges and complexities of translating policy goals into effective actions. Healthcare Systems Effectiveness (Donabedian, 1980). Avedis Donabedian, in "Explorations in Quality Assessment and Monitoring: The Definition of Quality and Approaches to Its Assessment" (1980), is influential in healthcare quality literature. He introduces the Donabedian model, emphasizing the assessment of healthcare effectiveness based on structures, processes, and outcomes. Environmental Management Effectiveness (Cashore, 2004). Cashore, in "Confronting Sustainability: Forest Certification in Developing and Transitioning Countries" (2004), discuss the effectiveness of environmental management systems, particularly in the context of forest certification. They examine how these systems contribute to sustainable resource management. International Development and Aid Effectiveness (Sachs, 2005). Jeffrey Sachs, in "The End of Poverty. Economic Possibilities for Our Time" (2005), discusses effectiveness in international development. He addresses the challenges of poverty reduction and argues for the effectiveness of targeted aid, coupled with comprehensive development strategies.

METHODOLOGY

The study adopted survey research design. The study population consists of the entire staff of the Nigerian Television Authority (NTA) Port Harcourt, Rivers State. The total number of NTA Port Harcourt staff which is 141(Source office of the admin NTA Mgbuoba, 2024). The sample size for this study comprised of 115 employees which represents 97% of the population drawn using

stratified random sampling technique. The research instrument used for this study was a questionnaire titled "Employees' Training Programmes and Organizational Effectiveness (ETPOE)" developed by the researcher. The instrument was validated by two senior lecturers of the Department of Political Science and a reliability index of 0.75 was determined using Pearson Moment Correlation. 115 questionnaires were distributed to respondents. 110 questionnaire were completely filled and returned for data analysis. Based on this, a criterion Mean score of 2.5 was calculated to judge the mean responses of the respondents. % mean and standard deviations were used to answer the research questions and hypothesis were tested using Chi-square statistics at 0.05 level of significance.

Data Analysis

Research Question 1: What is the extent to which employees' news broadcasting training programmes enhance the organizational effectiveness of NTA-Mgbuoba, Port Harcourt?

Table 4.1. Summary of descriptive statistics of the % mean and standard deviation of the extent to which employees' news broadcasting training programme enhances the organizational effectiveness of NTA-Mgbuoba, Port Harcourt

S/N	Questionnaire Items	V.H.E f(%) 4	H.E f(%) 3	L.E f(%) 2	V.L.E f(%) 1	Mean (x)	STD	Total	Remarks
1	To what extent do employees perceive that news broadcasting training programmes at NTA-Mgbuoba, Port Harcourt contribute to enhancing organizational effectiveness?	50 (45%)	40 (37)	10 (9%)	10 (9%)	3.18	0.94	110 (100%)	High extent
2	How satisfied are employees with the current news broadcasting training programmes in terms of their impact on organizational effectiveness at NTA-Mgbuoba, Port Harcourt?	45 (41%)	45 (41%)	10 (9%	10 (9%	3.14	0.92	110 (100%)	High extent
3	How frequently do employees engage in applying the skills acquired from news broadcasting training programmes to improve organizational effectiveness at NTA-Mgbuoba, Port Harcourt?	52 (47%)	32 (29%)	11 (10%)	15 (14%)	3.14	1.00	110 (100%)	High extent

| 4 | To what extent do employees believe that news broadcasting training programmes contribute to improving teamwork and collaboration within NTA-Mgbuoba, Port Harcourt, thus enhancing organizational effectiveness? | 52 (47%) | 32 (29%) | 11 (10%) | 15 (14%) | 3.21 | 1.00 | 110 (100%) | High extent |
| 5 | To what degree do employees believe that news broadcasting training programmes contribute to improving teamwork and collaboration within NTA-Mgbuoba, Port Harcourt, thus enhancing organizational effectiveness? | 50 (45%) | 40 (37) | 10 (9%) | 10 (9%) | 3.18 | 0.94 | 110 (100%) | High extent |

Source: Field Survey, (2023).

Item1: To what extent do employees perceive that the news broadcasting training programme at NTA- Mgbuoba, Port Hacourt contributes to enhancing organizational effectiveness?

Based on the data, 45% of employees perceive a very high extent of contribution from the news broadcasting training programs towards enhancing organizational effectiveness. Additionally, 37% of employees indicate a high extent, while 9% perceive a very low extent, and another 9% perceive a low extent. The mean rating for this item is 3.18, indicating an overall positive perception among employees. The standard deviation of 0.94 suggests a moderate dispersion of scores. In total, 110 responses were collected for this item, representing the entire dataset. Overall, the perception of employees regarding the extent to which news broadcasting training programs contribute to enhancing organizational effectiveness is in the high extent category, according to the given rating scale.

Item 2: How satisfied are employees with the current news broadcasting training programs in terms of their impact on organizational effectiveness at NTA-Mgbuoba, Port Harcourt?

The data reveals that 41% of employees express a very high extent of satisfaction with the impact of the news broadcasting training programs on organizational effectiveness. Similarly, 41% of employees indicate a high extent of satisfaction. Additionally, 9% of employees reported a low extent of satisfaction, while another 9% reported a very low extent. The mean rating for this item is 3.14, indicating a generally positive satisfaction level among the employees. The standard deviation of 0.92 indicates a moderate dispersion of responses. The total number of responses collected for this item is 110, representing the entire dataset. Overall, employees expressed a high extent of satisfaction with the current news broadcasting training programmes and their impact on organizational effectiveness.

Item 3: How frequently do employees engage in applying the skills acquired from news broadcasting training programs to improve organizational effectiveness at NTA-Mgbuoba, Port Harcourt?

As per the data, 47% of employees reported a very high extent of engagement in applying the skills acquired from news broadcasting training programs to improve organizational effectiveness. Additionally, 29% of employees reporedt a high extent of engagement, while 14% reported a low extent, and 10% report a very low extent. The mean rating for this item is 3.14, indicating a relatively high frequency of employees applying the acquired skills to improve organizational effectiveness. The standard deviation of 1.00 suggests a moderate dispersion of responses. The total number of responses collected for this item is 110, representing the entire dataset. Overall, employees exhibit a high extent of engagement in applying the acquired skills from news broadcasting training programs to enhance organizational effectiveness.

Item 4: To what extent do employees believe that news broadcasting training programs contribute to improving teamwork and collaboration within NTA-Mgbuoba, Port Harcourt, thus enhancing organizational effectiveness?

According to the data, 47% of employees believed in a very high extent that news broadcasting training programs contribute to improving teamwork and collaboration, thus enhancing organizational effectiveness. Additionally, 29% of employees believe in a high extent, while 14% believed in a very low extent, and 10% believed in a low extent. The mean rating for this item is 3.21, indicating a strong belief among employees regarding the positive impact of news broadcasting training programs on teamwork and collaboration, leading to enhanced organizational effectiveness. The standard deviation of 1.00 suggests a moderate dispersion of opinions. The total number of responses collected for this item is 110, representing the entire dataset. Overall, employees have a high extent of belief in the contribution of news broadcasting training programs to improving teamwork and collaboration, thus enhancing organizational effectiveness.

Item 5: To what degree do employees believe that news broadcasting training programs contribute to improving teamwork and collaboration within NTA-Mgbuoba, Port Harcourt, thus enhancing organizational effectiveness?

Based on the data, 45% of employees believe to a very high extent that news broadcasting training programs contribute to improving teamwork and collaboration, thereby enhancing organizational effectiveness. Similarly, 37% of employees believe in a high extent, while 9% believe in a very low extent, and another 9% believe in a low extent. The mean rating for this item is 3.18, indicating a strong belief among employees regarding the positive impact of news broadcasting training programs on teamwork and collaboration. The standard deviation of 0.94 suggests a moderate dispersion of beliefs. The total number of responses collected for this item is 110, representing the entire dataset. Overall, employees have a high degree of belief in the contribution of news broadcasting training programs to improving teamwork and collaboration, thus enhancing organizational effectiveness.

Research question two: How effective are the existing technical operations training programmes in NTA- Mgbuoba, Port Harcourt 2012-2023?

Table 4.4: Summary of descriptive statistics of the % mean and standard deviation of how effective are the existing technical operations training programmes in NTA- Mgbuoba, Port Harcourt 2012-2023

S/N	Questionnaire Items	V.H.E f(%) 4	H.E f(%) 3	L.E f(%) 2	V.L.E f(%) 1	Mean (x)	STD	Total	Remarks
16	To what extent is the effectiveness of the existing technical operations training programmes at NTA-Mgbuoba, Port Harcourt, in enhancing the skills and knowledge of employees?	45 (41%)	32 (29%)	10 (9%)	23 (21%)	3.02	0.99	110 (100%)	High extent
17	To what extent do you believe that the current technical operations training programmes adequately prepare employees to handle the technological demands of their roles at NTA-Mgbuoba, Port Harcourt?	55 (50%)	33 (26%)	16 (14%)	11 (10%)	3.25	1.09	110 (100%)	High extent
18	How frequently do employees utilize the skills and knowledge gained from technical operations training programmes in their day-to-day tasks at NTA-Mgbuoba, Port Harcourt?	51 (46%)	34 (31%)	14 (13%)	11 (10%)	3.14	0.99	110 (100%)	High extent
19	In your opinion, how much have the technical operations training programmes contributed to improving the efficiency and quality of technical tasks and operations at NTA-Mgbuoba, Port Harcourt?	45 (41%)	32 (29%)	15 (14%)	18 (16%)	2.97	1.06	110 (100%)	High extent
20	To what extent do you believe that the technical operations training programmes have kept pace with advancements in technology and industry standards, ensuring the continued relevance and	55 (50%)	24 (22%)	16 (15%)	15 (13%)	3.07	1.10	110 (100%)	High extent

effectiveness of training at NTA-Mgbuoba, Port Harcourt?

Source: Field Survey, (2023).

Based on the data presented in Table 4.2.4, it is evident that the existing technical operations training programs at NTA-Mgbuoba, Port Harcourt, are perceived as effective in enhancing the skills and knowledge of employees and preparing them to handle the technological demands of their roles.

16. To what extent is the effectiveness of the existing technical operations training programs at NTA-Mgbuoba, Port Harcourt, in enhancing the skills and knowledge of employees?
According to the data, 41% of respondents perceive the effectiveness of the existing technical operations training programs at NTA-Mgbuoba, Port Harcourt to be very high in enhancing the skills and knowledge of employees. Additionally, 29% of respondents perceive it to be of high extent, while 21% perceive it to be of very low extent, and 9% perceive it to be of low extent. The mean rating for this question is 3.02, indicating a high extent of effectiveness in enhancing skills and knowledge. The standard deviation of 0.99 suggests a moderate dispersion of responses. The total number of respondents for this question is 110, representing the entire dataset. Based on the provided rating scale, the remark for this question is "High extent."

17. To what extent do you believe that the current technical operations training programs adequately prepare employees to handle the technological demands of their roles at NTA-Mgbuoba, Port Harcourt?
Based on the data, 50% of respondents believe that the current technical operations training programs adequately prepare employees to handle the technological demands of their roles at NTA-Mgbuoba, Port Harcourt to a very high extent. Additionally, 26% of respondents believe to a high extent, while 10% believe to a very low extent, and 14% believe to a low extent. The mean rating for this question is 3.25, indicating a high perception of adequacy in preparing employees for technological demands. The standard deviation of 1.09 suggests a relatively high dispersion of responses. The total number of respondents for this question is 110, representing the entire dataset. Based on the provided rating scale, the remark for this question is "High extent."

18. How frequently do employees utilize the skills and knowledge gained from technical operations training programs in their day-to-day tasks at NTA-Mgbuoba, Port Harcourt?
As per the data, 46% of respondents report utilizing the skills and knowledge gained from technical operations training programs in their day-to-day tasks at NTA-Mgbuoba, Port Harcourt to a very high extent. Moreover, 31% of respondents utilize them to a high extent, while 13% utilize them to a very low extent, and 10% utilize them to a low extent. The mean rating for this question is 3.14, indicating a high frequency of utilization of acquired skills and knowledge. The standard deviation of 0.99 suggests a moderate dispersion of responses. The total number of respondents for this question is 110, representing the entire dataset. Based on the provided rating scale, the remark for this question is "High extent."

19. In your opinion, how much have the technical operations training programs contributed to improving the efficiency and quality of technical tasks and operations at NTA-Mgbuoba, Port Harcourt?

According to the data, 41% of respondents believe that the technical operations training programs have contributed to improving the efficiency and quality of technical tasks and operations at NTA-Mgbuoba, Port Harcourt to a very high extent. Additionally, 29% of respondents believe to a high extent, while 16% believe to a very low extent, and 14% believe to a low extent. The mean rating for this question is 2.97, indicating a high perceived contribution to efficiency and quality. The standard deviation of 1.06 suggests a moderate dispersion of responses. The total number of respondents for this question is 110, representing the entire dataset. Based on the provided rating scale, the remark for this question is "High extent."

20. To what extent do you believe that the technical operations training programs have kept pace with advancements in technology and industry standards, ensuring the continued relevance and effectiveness of training at NTA-Mgbuoba, Port Harcourt?

Based on the data, 50% of respondents believe to a very high extent that the technical operations training programs have kept pace with advancements in technology and industry standards, ensuring the continued relevance and effectiveness of training at NTA-Mgbuoba, Port Harcourt. Additionally, 22% of respondents believe to a high extent, while 13% believe to a very low extent, and 15% believe to a low extent. The mean rating for this question is 3.07, indicating a high extent of perceived relevance and effectiveness. The standard deviation of 1.10 suggests a relatively high dispersion of responses. The total number of respondents for this question is 110, representing the entire dataset. Based on the provided rating scale, the remark for this question is "High extent."

Test of Hypotheses
HO1: There is no significant relationship between employees' news broadcasting training programme and organizational effectiveness in NTA-Mgbuoba, Port Harcourt.

Table 4.5: Chi-square test result and analysis of the Relationship between employees' news broadcasting training programme and organizational effectiveness in NTA-Mggbuoba, Port Harcourt

O	E	O-E	$(0-E)^2$	$\sum(O-E)\div E$
13	25	-12	144	5.8
43	31	12	144	4.6
18	11	7	49	4.5
7	14	-7	49	3.5
9	6	3	9	1.5
5	8	-3	9	1.1
9	7	2	4	0.6
6	8	-2	4	0.5

$X^2 = 22.1$

Based on the results of the hypothesis computation above:

Chi-square value (X²) = 22.1

Degrees of freedom (df) = 3

Critical value at a significance level of 5% (0.05) with df = 3 is 7.815.

Since the calculated X² value of 22.1 is greater than the critical value of 7.815, the null hypothesis (HO1) is rejectected. Therefore; there is a significant relationship between employees' news broadcasting training and organizational effectiveness in NTA-Mgbuoba, Port Harcourt. This means that based on the sample data provided, there is sufficient proof to suggest a significant relationship between training and organizational effectiveness in NTA-Mgbuoba, Port Harcourt.

Ho2.   There is no significant relationship between existing programme and the organizational effectiveness in NTA -Mgbuoba, Port Harcourt

Table 4.8: Chi-square test result and analysis of the Relationship between the existing training programmes and the organizational effectiveness in NTA-Mgbuoba, Port Harcourt

O	E	O-E	(0-E)²	∑(O-E)÷E
38	30	8	64	2.1
17	25	-8	64	2.6
3	16	-13	169	10.6
27	14	13	169	12.1
11	8	3	9	1.1
4	7	-3	9	1.3
8	5	3	9	1.8
2	5	-3	9	1.5

X² = 33.4

Based on the results of the hypothesis computation above:

Chi-square value (X²) = 33.4

Degrees of freedom (df) = 3

Critical value at a significance level of 5% (0.05) with df = 3 is 7.815.

Based on the results of the hypothesis computation provided:

Chi-square value (X²) = 33.4

Degrees of freedom (df) = 3

Critical value at a significance level of 5% (0.05) with df = 3 is 7.815.

Since the calculated X² value of 33.4 is greater than the critical value of 7.815, the null hypothesis (HO4) is rejected. Therefore; there is a significant relationship between existing programmes and organizational effectiveness in NTA - Mgbuoba, Port Harcourt based on the sample data provided. This indicates that there is sufficient evidence to support a significant relationship between existing programme and organizational effectiveness in NTA - Mgbuoba, Port Harcourt.

Discussion of Findings

The data presented in Table 4.3 provides valuable insights into the perceived impact of news broadcasting training programs on organizational effectiveness at NTA-Mgbuoba, Port Harcourt. The findings suggest that these training programs are viewed positively by the majority of employees, contributing significantly to various aspects of organizational effectiveness. However, there is also a segment of employees who express less favorable perceptions, indicating potential areas for improvement. The data reveals that a substantial majority of respondents (82%) perceive the news broadcasting training programs as contributing to organizational effectiveness to a high or very high extent. This finding aligns with the assertion made by Noe (2017) that effective training programs can enhance organizational effectiveness by equipping employees with the necessary skills and knowledge to perform their roles effectively. The level of satisfaction with the current training programs is relatively high, with 82% of employees expressing satisfaction to some extent or being very satisfied. This is a positive indicator, as employee satisfaction with training initiatives is crucial for their success and impact on organizational outcomes (Sahinidis & Bouris, 2008).

A significant portion of respondents (76%) reported frequently or somewhat frequently applying the skills acquired from the training programs to improve organizational effectiveness. This finding supports the notion that effective training programs should facilitate the transfer of learned skills to the workplace, contributing to improved job performance and organizational effectiveness (Grossman & Salas, 2011). The data suggests that a majority of respondents (76%) believe that the training programs contribute to improving teamwork and collaboration to a great extent or to some extent. This is consistent with the findings of Salas (2008), who emphasize the importance of training programs in fostering teamwork and collaboration, which are essential elements of organizational effectiveness. While the overall perceptions of the news broadcasting training programs are positive, there is a segment of employees (approximately 18%) who express less favorable perceptions, suggesting potential areas for improvement. These areas may include the content, delivery, or implementation of the training programs, as well as addressing specific needs or concerns of this group of employees. The data presented in Table 4.2.2 provides compelling evidence that the social media current affairs training program at NTA is perceived as highly valuable and effective by the majority of employees in enhancing their job effectiveness and improving various aspects of their work performance. The findings align with the widely recognized importance of training programs in developing employee skills, knowledge, and capabilities, which ultimately contribute to improved job performance and organizational effectiveness (Noe, 2017).

The data presented in Table 4.2 sheds light on the perceived effectiveness of the existing technical operations training programs at NTA-Mgbuoba, Port Harcourt. The findings suggest that these programs play a vital role in enhancing employee skills and knowledge, preparing them for the technological demands of their roles, improving efficiency and quality of technical tasks, and keeping pace with industry advancements. Firstly, a significant proportion of respondents (70%) perceive the existing technical operations training programs as effective in enhancing employee skills and knowledge. This finding underscores the importance of ongoing training and development initiatives in ensuring employees remain competent and up-to-date with evolving

technologies (Noe, 2010). Secondly, the data indicates that the training programs adequately prepare employees to handle the technological demands of their roles. A substantial 76% of respondents believe that the programs sufficiently equip them for their job responsibilities. This aligns with the notion that effective training programs should be tailored to the specific needs of employees and the requirements of their roles (Salas, 2012). Moreover, the findings suggest that employees frequently apply the skills and knowledge gained from technical operations training programs in their day-to-day tasks. This practical application of learning is crucial for reinforcing skills and ensuring their transferability to workplace situations (Kirkpatrick & Kirkpatrick, 2006). Furthermore, the data reveals that the training programs contribute to improving the efficiency and quality of technical tasks and operations. A majority of respondents (70%) acknowledge the positive impact of the programs in this regard. Enhanced efficiency and quality are key outcomes of effective training programs, leading to improved organizational performance (Goldstein & Ford, 2002).

Lastly, the findings indicate that the technical operations training programs at NTA-Mgbuoba, Port Harcourt, are responsive to technological advancements and industry standards. A significant 72% of respondents believe that the programs keep pace with these developments, ensuring their continued relevance and effectiveness. This adaptability is essential in a rapidly changing technological landscape (Blume & Ford, 2007). The data suggests that the existing technical operations training programs at NTA-Mgbuoba, Port Harcourt, are perceived as highly effective in enhancing employee skills and knowledge, preparing them for technological demands, enabling practical application, improving technical operations, and keeping pace with industry advancements.

Conclusion/Recommendations

In conclusion, the findings from the study highlighted the significant positive impact of training programmes, including news broadcasting and technical operations,, on organizational effectiveness at NTA-Mgbuoba, Port Harcourt. These programmes are perceived by the majority of employees as highly valuable, effective, and instrumental in improving job performance, enhancing teamwork and collaboration, fostering critical thinking, and ensuring the organization stays abreast of technological advancements while maintaining credibility in news reporting. This underscores the importance of continued investment in employee training and development initiatives to sustain and further enhance organizational effectiveness in the dynamic media landscape of Nigeria. Based on the findings outlined in the study, the following recommendations are proposed:

1. NTA-Mgbuoba should continue to prioritize and invest in a diverse range of training programs, including news broadcasting, and technical operations to consistently enhance employee skills and knowledge.
2. NTA-Mgbuoba should customize training content to address specific job requirements and technological advancements relevant to the media industry, ensuring that employees are well-equipped to meet evolving demands effectively.

3. NTA-Mgbuoba should encourage cross-training initiatives to foster a multidisciplinary approach among employees, enabling them to develop a broader skill set and better collaborate across different departments within the organization.

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