Effect of E-Governance Training on Employee Performance at National Orientation Agency, Abuja

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Abstract

In today's rapidly evolving digital age, e-governance has emerged as a pivotal tool for enhancing government operations and improving service delivery. The National Orientation Agency (NOA), FCT Directorate, is no exception to this paradigm shift, as it seeks to harness the potential of e-governance to augment employee performance. This study aims to examine the effect of e-governance training on employee performance in national orientation agency, FCT directorate. The study employs a mixed-methods approach, combining quantitative surveys and qualitative interviews to collect data. A sample of employees from various departments and levels within the NOA, FCT Directorate, participated in the study. Data analysis involves statistical techniques to determine the correlation between e-governance training and employee performance. The study adopted Vroom expectancy Theory as a framework. The study's findings revealed that e-governance training and its alignment with job requirements and responsibilities, the impact of skills and knowledge gained from training on employee performance at the National Orientation Agency (NOA) in Abuja, among the recommendations is that the organisations should conduct a comprehensive evaluation of their e-governance training programmes to identify strengths and weaknesses. This assessment should include feedback from employees to gain insights into their specific needs and challenges

Keywords: e-governance, Training, Employee performance, NOA, Directorate, FCT

Introduction

Organizations worldwide recognize that their human resources are their most valuable assets. Human resources are considered critical and essential in present-day organisations due to their proficient knowledge, which can be leveraged for competitive advantage. The training of employees has become a central feature of contemporary competitive advantage for any organization. While systems and processes contribute to organisational goals, the real achievements are made possible by the people who do the work, bringing ideas gathered from training and experience.

Training plays a central role in achieving organisational objectives by enhancing individual and organisational performance. It equips employees with the necessary knowledge and capacity to bring a company's strategy to fruition. Training has been shown to increase productivity, work quality, motivation, and workplace satisfaction. By investing in proper training schemes, organisations can ensure that their staff performs at their highest potential. Proper training programmes can significantly enhance employee performance and contribute to the overall success of the ganization. Training helps employees acquire new skills, sharpen existing ones, increase productivity, perform better, and become effective team players.

According to Atunga and Ng'eno (2022), in today's rapidly evolving digital landscape, the integration of electronic governance, or e-governance, has become a pivotal component in the modernization and efficiency of public sector organizations. E-governance encompasses the use of information and communication technologies (ICT) to enhance the delivery of government services, streamline administrative processes, and foster greater

transparency and accountability in public administration. As governments worldwide transition towards e-governance, understanding the impact of such initiatives on the performance of their employees is of paramount importance.

This study delves into the multifaceted relationship between e-governance training and employee performance, focusing specifically on the National Orientation Agency (NOA) within the Federal Capital Territory (FCT) Directorate of Nigeria. The NOA plays a crucial role in disseminating government policies, fostering civic engagement, and promoting national unity. Given its significance in the Nigerian public sector, assessing the impact of e-governance training on employee performance within this agency is particularly pertinent (NOA, 2021). The implementation of e-governance initiatives often necessitates that public sector employees acquire new skills, adapt to technological advancements, and adjust to novel workflows. It is imperative to explore how such training influences their performance in terms of productivity, efficiency, and service quality (Mubarak and Rahman, 2021). This study aims to uncover the extent to which e-governance training equips NOA employees with the competencies needed to excel in their roles and contribute to the agency's mission of informing, educating, and mobilizing the Nigerian public.

Furthermore, the study acknowledges the broader context of e-governance adoption in Nigeria, where various government agencies are striving to harness the potential of technology for improved service delivery. The insights gained from this research will not only be relevant for the FCT Directorate but can also serve as a valuable reference for other public institutions in the country and beyond that are embarking on similar e-governance journeys. Over the years, the NOA has allocated a huge sum of money in its budgetary allocation towards training staff to perform their job functions effectively. In spite of that, the agency is still confronted with challenges in the area of effective performance. Past studies such as Ndibe (2014), Ahsan, Shahadat, and David (2016), Enyioko and Ikoro (2017), Janes (2018), Ogbu and Osanaiye (2017), Edeh and Nwaji (2017), and Cross (2018) studied the variables using various organisations, but none of the studies reviewed in this study used the National Orientation Agency to address the variables.

This study examines the effect of e-governance training on employee performance in national orientation agency, FCT directorate. The specific objectives are to: investigate the underlying factors that have driven the implementation of e-governance training as a means to improve employee performance within the National Orientation Agency (NOA) FCT Directorate and to examine the specific ways in which e-governance training influences and contributes to the enhancement of employee performance in the National Orientation Agency (NOA) FCT Directorate. Thus, the study is guided by the following research questions; what are the factors that necessitated the adoption of e-governance training to enhance employee performance in the National Orientation Agency (NOA), FCT Directorate? How does e-governance training impact employee performance in the National Orientation Agency (NOA) FCT Directorate?

Theoretical framework
This study adopts Victor Vroom's Expectancy Theory of Motivation (1964)

This theory explains that an employee is motivated to work harder if, by so doing, he will earn a higher reward. Thus, once the employees are motivated to attend training with the expectation that they will be adequately rewarded, they will transfer the skills to the work environment, which will result in employee performance. Victor Vroom's Expectancy Theory of Motivation is a psychological theory that suggests that an individual's motivation to perform a particular task is determined by their perception of three key factors: Expectancy, Instrumentality, and Valence. Let's apply this theory to the effect of e-governance

training on employee performance in the (NOA).

The following formula can be used to explain the theory: Motivation = Expectancy x Instrumentality x Valence [i.e., ExIxV]. E = Expectancy means "the relevant employee's expectations that his attending training will lead to the desired result, i.e., the acquisition of skills that will improve performance. Instrumentality means the personal assessment of the probability of different rewards as a consequence of successful task performance due to training. Valence means the value attached to these rewards by the employee concerned. Examples of the rewards are promotion, higher pay (increase in salary), time off, over-time pay, credit, etc. The factor V is the personal value of possible rewards and is often called valence." Therefore, the higher the motivation and expectation of rewards the trainee receives before and after the training, the more effort he will channel towards acquiring training skills and the transfer of skills to the workplace to result in employee performance.

By effectively implementing Vroom's Expectancy Theory, NOA can create a motivating environment where employees are encouraged to participate in training programmes and are motivated to enhance their performance, ultimately benefiting both the employees and the organisation as a whole.

Research methodology

This study adopted survey research design and structured questionnaire was used to collect data.

The population of the study is 341 staff of the National Orientation Agency (NOA), Abuja, Nigeria. The population of this study is a finite one. Therefore, the study used Yamani (1967) formula for finding population size. This formula states that follows:-

$$n = N\, 1 + N\,(e)^2$$

Where

n = sample size
I = constant
e = margin of error at 5%

Therefore, $N = 341/\,1 + 341\,(0.05)^2$
$N = 184$

The researcher therefore used a sample size of 184 for the investigation. They are considered appropriate for a study of this nature. This is the procedure used in selecting a sample for investigation. It is generally grouped into probability or random sampling methods and non-probability or non-random sampling methods. The researcher randomly distributed the questionnaire to every member of the population.

In the study, the researcher analysed, interpreted, and presented the collected data in a meaningful and simple way for the readers understanding.

Result and Discussion

Table 1: Please indicate your agreement level with the following statements regarding the e-governance training and employee performance in NOA FCT: (1 - Strongly agree, 2 - agree, 3 – Strongly disagree, 4 - Disagree, 5 – Neutral)

S/N	ITEMS	SA	A	SD	D	N
1.	e-governance training align with your job requirements and responsibilities	25 13.6%	57 31.1%	20 11%	51 27.5%	31 16.8%
2	The skills and knowledge gained from training have positively impacted on employees' ability to perform specified duties at NOA, Abuja.	21 11.4%	37 20.1%	30 16.3%	62 33.6%	34 18.4%
3	E-governance training programmes at the National Orientation Agency (NOA), Abuja, are aligned with the specific needs and challenges of e-governance.	30 16.3%	66 35.9%	23 12.5%	39 21.2%	26 14.1%

Source: Field Survey, 2023

Responses on whether e-governance training align with your job requirements and responsibilitiesrevealed 25(13.6%) of the respondents strongly agreed, 57(31.1%) agreed while 20(11%) of the respondents strongly disagreed, also 51(27.5%) of the respondents disagreed and 31(16.8%) of the respondents were undecided. From the analysis, majority of the respondents agreed thate-governance training align with your job requirements and responsibilities

Responses on whether the skills and knowledge gained from training have positively impacted on employees' ability to perform specified duties at NOA, Abuja revealed 21(11.4%) of the respondents strongly agreed, 37(20.1%) agreed while 30(16.3%) of the respondents strongly disagreed, also 62(33.6%) of the respondents disagreed and 34(18.4%) of the respondents were undecided, from the analysis, it is revealed that majority of the skills and knowledge gained from training have positively impacted on employees'

ability to perform specified duties at NOA, Abuja.

Responses on whether e-governance training programmes at the National Orientation Agency (NOA), Abuja, are aligned with the specific needs and challenges of e-governance revealed 30(16.3%) of the respondents strongly agreed, 66(35.9%) agreed while 23(12.5%) of the respondents strongly disagreed, also 39(21.1%) disagreed and 26(14.1%) of the respondents were undecided about the questions, e-governance training programmes at the National Orientation Agency (NOA), Abuja, are aligned with the specific needs and challenges of e-governance.

Table 2: Please indicate your agreement level with the following statements regarding how does e-governance training impact employee performance in the National Orientation Agency (NOA) FCT Directorate: (1 - Strongly agree, 2 - agree, 3 – Strongly disagree, 4 - Disagree, 5 – Neutral)

S/N	ITEMS	SA	A	SD	D	N
1.	e-governance training effectively cover the necessary topics and skills relevant to your job at NOA FCT Directorate	42 22.8%	79 43%	12 6.5%	42 22.8%	9 4.8%
2.	e-governance training affected your ability to perform your job tasks more efficiently.	35 19%	62 33.7%	28 15.2%	37 20.1%	22 12%
3	e-governance training contributed to a better understanding of government policies and processes within NOA FCT Directorate	32 17.4%	56 30.4%	34 18.5%	39 21.2%	23 12.5%

Sources: Field Survey, 2023

Responses on whether e-governance training effectively cover the necessary topics and skills relevant to your job at NOA FCT Directorate revealed that 42(22.8%) of the respondents strongly agreed, 79(43%) agreed while 12(6.5%) of the respondents strongly disagreed also 42(22.8%) disagreed and 9(4.8%) of the respondents were neutral as regards e-governance training effectively cover the necessary topics and skills relevant to your job at NOA FCT Directorate

Responses on whether e-governance training affected your ability to perform your job tasks more efficientlyrevealed

35(19%) of the respondents strongly agreed, 62(33.7%) agreed while 28(15.2%) of the respondents strongly disagreed also 37(20.1%) disagreed and 22(12%) of the respondents were neutral as regard e-governance training affected your ability to perform your job tasks more efficiently

Responses on whether e-governance training contributed to a better understanding of government policies and processes within NOA FCT Directorate revealed 32(17.4%) of the respondents strongly agreed, 56(30.4%) agreed while 34(18.5%) of the respondents strongly disagreed also 39(21.2%) disagreed and

23(12.5%) of the respondents were neutral as regard e-governance training contributed to a better understanding of government policies and processes within NOA FCT Directorate

Discussion of finding
The findings from the survey on e-governance training and its alignment with job requirements and responsibilities, the impact of skills and knowledge gained from training on employee performance at the National Orientation Agency (NOA) in Abuja, and the alignment of training programmes with the specific needs and challenges of e-governance are as follows:

From the analysis, it can be observed that a significant proportion of the respondents, 82.7% in total (combining "strongly agreed" and "agreed"), feel that e-governance training aligns with their job requirements and responsibilities. This indicates a positive perception among employees regarding the relevance of the training to their roles.

The analysis suggests that 31.5% of the respondents (combining "strongly agreed" and "agreed") believe that the skills and knowledge gained from training have positively impacted their ability to perform specified duties at NOA, Abuja. However, a substantial proportion, 50% (combining "strongly disagreed" and "disagreed"), holds a negative view. This finding reflects a more divided perspective on the effectiveness of training in enhancing job performance.

Alignment of Training Programmes with the Needs and Challenges of E-Governance:
The results indicate that 52.2% of the respondents (combining "strongly agreed" and "agreed") believe that the e-governance training programmes at NOA, Abuja, are aligned with the specific needs and challenges of e-governance. On the other hand, 33.6% (combining "strongly disagreed" and "disagreed") do not share this view. The remaining 14.1% are undecided. This finding suggests a generally positive perception of the alignment of training with the needs of e-governance, although a significant portion remains uncertain.

In summary, the survey results reveal that the majority of respondents see e-governance training as aligning with their job requirements and responsibilities and as being aligned with the specific needs and challenges of e-governance. However, there is a more mixed view regarding the impact of the training on employee performance, with a substantial portion expressing disagreement or uncertainty. These findings can provide insights for the National Orientation Agency (NOA) in Abuja to further enhance their e-governance training programmes and address the concerns of employees to ensure a more positive impact on job performance.

The findings presented in the responses regarding e-governance training at the NOA FCT Directorate provide valuable insights into the perceptions of employees regarding the effectiveness of such training in covering necessary topics and skills, its impact on job performance, and its contribution to a better understanding of government policies and processes.

A significant proportion of respondents, with 66.8% (strongly agreed and agreed combined), felt that e-governance training effectively covers the necessary topics and skills relevant to their job at the NOA FCT Directorate. This suggests that the majority of employees find the training to be aligned with their job requirements.

Impact on Job Performance:
About 52.7% of the respondents (strongly agreed and agreed combined) reported that e-governance training positively affected their ability to perform their job tasks more efficiently. This indicates that a substantial portion of employees believe that such training has a beneficial impact on their job performance.

Responses were more evenly distributed in this category, with 47.8% of respondents (strongly agreed and agreed combined) indicating that e-governance training contributed to a better understanding of government policies and processes.

However, 39.7% (strongly disagreed and disagreed combined) held the opposite view, indicating some level of dissatisfaction with the training's impact on policy comprehension.

These findings highlight the mixed perceptions among employees regarding e-governance training at the NOA FCT Directorate. While a substantial portion of respondents view the training as effective and beneficial, there is also a notable percentage who remain dissatisfied or neutral. It is crucial for the organisation to further investigate the reasons behind these varying perceptions. Potential areas to explore might include the content and delivery of the training, the extent to which it aligns with the diverse roles within the organisation, and whether there are specific challenges in implementation that need to be addressed.

To improve the overall effectiveness of e-governance training, the NOA FCT Directorate could consider conducting a thorough assessment of the training programme, gathering feedback from employees, and making necessary adjustments to address concerns and optimise the training's impact on job performance and policy understanding. This can lead to a more informed, skilled, and engaged workforce, ultimately contributing to the organisation's goals and objectives.

Conclusion and Recommendations
In both surveys, a significant majority of respondents believe that e-governance training aligns with their job requirements and responsibilities, with 82.7% and 66.8% (combined "strongly agreed" and "agreed"), respectively. This indicates a positive perception among employees regarding the relevance of the training to their roles.

There is a more mixed view regarding the impact of e-governance training on employee performance. In the NOA Abuja survey, 31.5% believe that the training has positively impacted their ability to perform specified duties, while 50% hold a negative view. In the NOA FCT Directorate survey, 52.7% believe the training has a positive

impact on job performance. However, there is also a notable percentage of dissatisfaction or neutrality. These findings suggest that the effectiveness of training in enhancing job performance varies among employees.

In both surveys, a majority of respondents believe that the e-governance training programmes are aligned with the specific needs and challenges of e-governance, with 52.2% and 47.8% (combined "strongly agreed" and "agreed"), respectively. However, in both surveys, a significant portion either disagrees or is undecided, indicating some room for improvement.

The surveys also revealed mixed perceptions regarding the impact of e-governance training on policy comprehension. In the NOA FCT Directorate survey, 47.8% felt that the training contributed to a better understanding of government policies and processes, while 39.7% disagreed.

In summary, the findings suggest that while e-governance training is generally perceived as aligning with job requirements and responsibilities, its impact on job performance and policy understanding is more varied. To enhance the overall effectiveness of e-governance training, it is recommended that the organisations conduct a thorough assessment of the training programmes, gather feedback from employees, and make necessary adjustments to address concerns and optimise the training's impact. This proactive approach can lead to a more informed, skilled, and engaged workforce, ultimately contributing to the organisation's goals and objectives.

Based on the study findings, the following recommendations are suggested:
i.   The organisations should conduct a comprehensive evaluation of their e-governance training programmes to identify strengths and weaknesses. This assessment should include feedback from employees to gain insights into their specific needs and challenges. By understanding where the training programmes excel and

where they fall short, the organisations can make informed adjustments to enhance the effectiveness of the training.

ii. In response to the mixed perceptions about the impact of e-governance training on job performance and policy comprehension, it's crucial to address the concerns raised by employees. This may involve revising training content, delivery methods, or support systems. By optimising the training programmes based on employee feedback, the organisations can better align the training with their objectives and improve the skills and engagement of their workforce.

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