

## **The Relevance of Training, Development, and Participation in Employee Commitment: Empirical Evidence from Delta State Civil Service Commission**

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### **Abstract**

The correlation between training, development, and participation is crucial for enhancing employee commitment and organisational performance, especially within the public sector. This study, therefore, assessed the effect of training, development, and employee participation in decision-making on employee commitment in the Delta State Civil Service Commission. The study highlights how T&D and involvement enhance employee commitment. The survey research design was adopted for the study, and a questionnaire with 0.93 overall reliability test results was used to elicit data. The study postulated hypotheses were tested at the 0.05% level of significance. Three hundred and twelve (312) respondents were drawn from the study population using Taro Yamane's formula. Demographic analysis, diagnostic tests, and inferential statistical analysis were carried out. The findings revealed that training, development, and employee participation in decision-making positively and significantly impact employee commitment. Empirical evidence from this study underscores the significance of employees' training, development, and involvement in decision-making as essential factors in fostering employee commitment. Therefore, organisations prioritising these initiatives can anticipate enhanced staff morale and job satisfaction, improved overall performance efficiency, and lower turnover rates. Investing in human capital via efficient training and development programs is vital for sustaining a dedicated and enhanced workforce in today's cutthroat world.

**Keywords:** Training and Development, Participation, Decision-making, Employees Commitment, Organizational Performance, Civil Service Commission.

### **Introduction**

Training, development, and involvement are key drivers of employee commitment, productivity, job satisfaction, and performance. Employees are the organisation's most significant asset and resource because they ensure improved customer satisfaction and offer high-quality services and products. Without adequate training and development prospects, employees may not realise their full potential and competence in accomplishing their job tasks (Arulsamy et al., 2023). Employees with the requisite abilities and skills to efficiently perform their work-related commitments or responsibilities are more likely to keep their current duties for a considerable period, mostly due to having experienced greater levels of job satisfaction. According to Arulsamy et al. (2023), training and development is essential to maximise employee commitment and performance and foster their growth and advancement in commitment, productivity efficiency, motivation, job satisfaction, creativity, and innovation within the organisation's framework. Organisations have recently recognised the need for employee training, development, and involvement in achieving their goals. Organisations that adopt a workforce training, development, and involvement management strategy will not only record significant success in operational cost efficiency, high profit-yielding margin, and productivity but will also have and enjoy a dependable workforce. Through employee T&D and involvement, individuals are offered the requisite skills, knowledge, and competence to perform their job responsibilities and partake in joint decision-making for the organisation's overall growth (M.S.G., 2016).

Training, development, and involvement in decision-making are critical factors in the workplace that enhance employee performance and commitment as they offer targeted skills, knowledge, and competencies to improve their performance and productivity within their existing job responsibilities. It is argued that these elements contribute to a more motivated and happy workforce, which is vital for achieving organisational goals and enhancing public sector performance. A well-developed and trained workforce is vital for organisations to create, maintain, and sustain competitive advantage (Gupta et al., 2020). This assertion is congruent with that of Arulsamy et al. (2023). They posited that in the contemporary period, characterised by swift technical progress and dynamic market requirements, organisations that emphasise employee training and development attain a competitive advantage. Organisations may improve their overall effectiveness and foster a workforce that is agile or nimble, creative, innovative, and dedicated to the organisation's strategic goals by committing investments in the growth and development of their workers (Arulsamy *et al.*, 2023). The relevance of employee role activities has become so visibly strong that their commitments have been considered valuable assets for the organisation to achieve its objectives and long-term goals. Alaeldeen and Mehd (2017) opined that the search and adoption of H.R. practices such as training and development and employee participation in decision-making processes have become imperative due to rapid changes in the business environment.

Human capital development and involvement through training and participation have been considered critical factors for improving and enhancing performance and quality service delivery. Just as employees' involvement in the decision-making process promotes a sense of belonging and acceptance, work esteem, and trust amongst employees, training and development promotes creative ability, innovativeness, productivity, identification of prospective opportunities, risk management skills, and enhancement of technical competencies (Lewrick et al., 2011). It asserted that the workforce of an organisation constitutes an integral position amidst the generality of intangible, physical, and other forms of assets owned by entities (Theeke 2005, & AI-Hanini 2018). Employees' commitment, broadly described as the willingness and feelings of loyalty and dedication to pursuing an organisation's goals with minimal or no supervision, is vital to organisational growth and success (Akpoiyibo & Isaac, 2021). Employees with the right skills and capabilities will effectively and efficiently deliver service. Employee training and development principles have become significant pillars of H.R.M. to fully leverage people's potential and capabilities and achieve strategic goals and objectives. The interconnected training and development process allows employees to acquire the requisite skills, abilities, knowledge, and competencies to perform exceptionally in their current positions while preparing or equipping them for organisational challenges and responsibilities.

### **Statement of the problem**

Training and development and employee involvement in decision-making significantly foster job commitment among an organisation's workforce. However, in the Delta State Civil Service Commission context, there is an observable gap between the theoretical benefits of training and development programs and their actual implementation and impact on employee job commitment. Despite recognising training as critical for enhancing employee performance and organisational efficiency, many civil service employees experience inadequate training opportunities. This inadequacy can lead to diminished job satisfaction and increased turnover rates, ultimately affecting the overall effectiveness of public service delivery. Moreover, participation practices within the civil service, which include employee involvement in decision-making and feedback mechanisms, are often underutilised. This lack of engagement can result in a disconnect between employees and

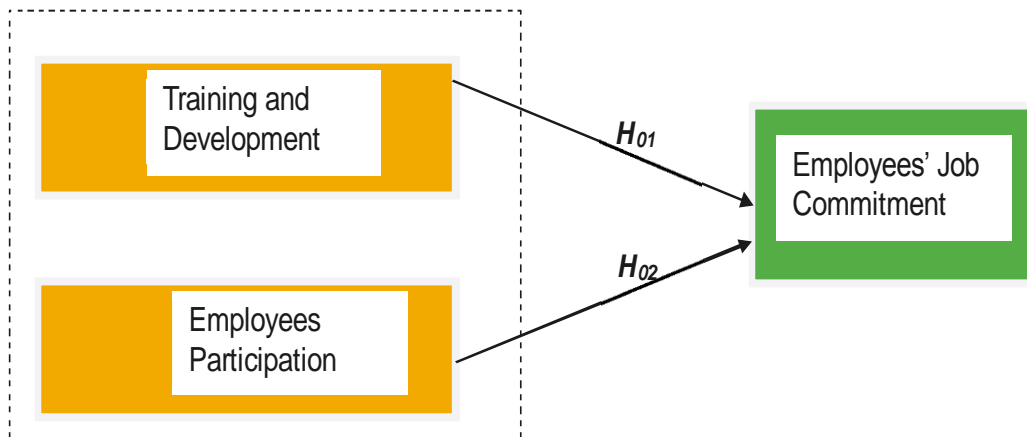
organisational goals, further exacerbating issues related to commitment and morale. Research indicates that effective training and development initiatives improve employee skills and foster a sense of belonging and commitment to the organisation. However, the specific dynamics of how these practices influence job commitment in the Delta State Civil Service Commission remain poorly understood. Thus, the problem can be articulated: How do training dev, elopement, and involvement practices affect employee job commitment in the Delta State Civil Service Commission? This question explores the correlation between these factors and identifies effective strategies to enhance employee commitment, improving overall service delivery in the public sector. Therefore, this study is designed to examine the effect of training, development, and employee participation in the decision-making process on employee commitment, drawing empirical data from the Delta State Civil Service Commission workforce.

### Hypotheses

*H<sub>01</sub>: There is no significant relationship between employee training and development and employee commitment.*

*H<sub>02</sub>: There is no significant relationship between employee participation in the decision-making process and employee commitment.*

*The study's operational framework hypothesised a relationship between employees' training, development, participation, and job commitment*



Source: Author's concept, 2024.

### Definition of key concepts

The study's key concepts, which include training, development, involvement, and commitment, are briefly clarified to facilitate understanding and offer a directional perspective for readers and researchers alike.

#### Training and Development

For this study, training is defined as providing employees with targeted information, knowledge, skills, and competencies to enhance their competence and performance efficiency, as well as adaptability and productivity within their existing scope of job requirements. According to Noe (2017), structured learning programs and experiences are implemented to improve work-related ideologies, skills, information, and capacities. Training can be imparted via several methods, including workshops, seminars, online courses, and on-the-job training. This study describes the development as a comprehensive and long-lasting strategy to expose and equip employees with the necessary information, skills, schemes, and knowledge to hold or assume forthcoming responsibilities, challenges, and positions within an organisation. This includes a more extensive array of educational interactions, encounters, and opportunities or prospects that prioritise employee

advancement, innovation, development, acquisition of novel skills and information, and progression in the employee's professional and career trajectory.

### **Participation**

Employee participation in decision-making is described as having employees as discussants in the organisational management decision circle. According to Pahuja (2015), employee participation refers to an employee's emotional and mental engagement in the organisation's objectives and responsibilities. According to Pahuja (2015), employee participation in an organisation's discussion and deliberation of issues concerning their welfare fosters a sense of commitment, congruence, community, contentment, and enhanced productivity.

### **Employee Commitment**

Employee commitment refers to a feeling of loyalty and a sense of debt on the part of the employee in the pursuit of organisational goals and objectives. It is also described as employees' internal drive and desire to contribute the necessary actions and effort to their organisational shared visions.

### **Literature Review**

#### **Conceptual Review**

#### **The Phenomenon of Employee Training, Development and Participation in Decision-making**

Employee training and development and involvement have become critical areas of researchers, business, and organisation managers' focus in management, human resources, and social sciences. This became imperative as the global economy has undergone a significant transformation in recent decades, shifting from an industry-based to a knowledge-based economy. This transition has been driven by several key factors, such as rapid advancements in information and communication technologies (I.C.T.), increased globalisation and changing business models. Furthermore, innovation is the key driver of competitiveness and growth in a knowledge-based economy. Organisations with the best workforce that can continuously develop new products, services, and processes are likelier to succeed in the market. Employee development through training and participation is considered one of the critical tools for improving and enhancing performance and service delivery quality. Just as employee involvement in the decision-making process promotes a sense of belonging and warm work esteem and trust amongst employees, training promotes creativity, innovativeness, productivity, identification of prospective opportunities, risk management skills, and enhancement of technical competencies and knowledge management (Lewrick, 2011). Researchers such as Arkan (2016), Kariyawasam (2016), Ekundayo & Odhigu (2016), Aljamaan (2017), and Ofurum & Adeola (2018) affirmed the efficacy and critical roles played by organisations' employees. Hitherto, concentration on what constitutes organisations' competitive resource strengths has shifted from external dynamics/standing within their industry to accepting the presumed knack of the organisation's internal resources, that is, employees, to her continuous and sustained performance efficiency and effectiveness.

Allui & Sahni (2016). Francis (2014), cited in Fahim (2018), emphasised that training and development are designed to help employees align, upgrade, and acquire relevant knowledge, information, skills, methods, abilities, systems, approaches, and experiences required to effectively perform current or future tasks. This study describes training and development as avenues through which employees at all levels acquire the needed skills, capacity, and knowledge to handle their assigned tasks effectively (Abiodun, 2010). Training and development are also believed to be vital for enhancing employee commitment. By investing in employee training, organisations improve job satisfaction and skill levels and foster a loyal workforce that is less likely to leave. Implementing

systematic training programs, coupled with a supportive work environment, can significantly enhance the commitment levels of employees, ultimately benefiting the organisation as a whole.

On the other hand, employee participation in decision-making significantly enhances job commitment by fostering a sense of ownership, improving morale, leading to better decision outcomes, reducing turnover intentions, and building trust within the organisation. In other words, organisations that actively involve employees in decision-making will likely see a more committed and engaged workforce, ultimately benefiting their overall performance and productivity (Purcell et al., 2003). In addition, Emmanuel and Damachi (2015) conducted a study on the nexus between Nigerian hotel employees' performance and their involvement in decision-making. The study's outcomes revealed that employee commitment and participation in decision-making were positively correlated. This highlighted that involving employees in the discussion concerning their welfare contributes to their commitment towards organisational shared goals.

### **The Impact of Training and Development on Employee Commitment**

Organisations' competitive edges largely depend on their capabilities, determined by the value of their respective human resources (employees). Nur *et al.* (2022) argued that since good human resources benefit any organisation, training has become a concern that all organisations must address. Without continuous employee training and development, an organisation cannot grow in today's highly competitive climate. Raza (2015) emphasised that employee training and development is one of the major issues being debated nowadays because this helps organisations in several ways. Some workers or employees must perform daily business tasks and perform day-to-day maintenance. This can only be done when proper training and development sessions are held for the employees. Training and development not only enhance employee commitment but also lead to improved organisational performance. Well-trained employees perform their tasks more efficiently, contributing to higher productivity levels. Organisations that invest in training often experience better performance metrics, including profitability and competitiveness. Bernadin and Russell (2013) highlighted that employee training and development are considered the most important formation of competent organisational management. Development refers to learning opportunities designed to help employees grow. Such opportunities do not have to be limited to only improving employees' performance in their current jobs. Development has a long-term focus on helping employees prepare for future work demands.

In contrast, training focuses on the immediate period to help fix employee skill deficits. The availability of training programs in an organisation is vital for employee devotion and motivation. Organisations with well-organised training activities for their employees benefit immensely, as it improves their attitudes and mindsets towards work (Dias & Silva, 2016).

Engaged employees are more productive and contribute positively to the organisational culture. Training fosters engagement by providing employees with the tools and knowledge they need to succeed in their roles. This engagement translates into better organisational performance outcomes, as committed employees are more likely to go above and beyond in their roles. Burhan et al. (2021) opined that organisational effectiveness occurs when employees are focused on acquiring the necessary knowledge, enabling them to achieve the goals with the least effort and resources authorised by the organisation's standards. Long-term procedures that promote healthy behaviour inside the business and collaborative engagement from managers and employees are all part of organisational development. Organisational performance and development are strongly related; an effective organisation cannot exist without a strong development strategy. (Burhan et al., 2021). Organisations prioritising training and development are better positioned for short- and long-term

success (Maimuna & Rashad, 2013). By cultivating a committed workforce, these organisations can adapt to changes in the market, improve their service quality, and maintain a competitive edge. The alignment of training practices with strategic business goals ensures that employee development contributes directly to organisational objectives.

Vidyavihar (2019) stated that training is a process within a short period that uses a systematic and orderly approach in which non-managerial staff or personnel acquire expertise and skills for specific purposes. Meanwhile, development is a process over a long period that uses a systematic and orderly approach in which managerial staff or personnel acquire concepts or theories of expertise and skills for general purposes. In today's business world, training is a key aspect because it improves employees' and organisations' productivity and efficacy. Training has been invaluable in fostering improved organisational effectiveness and productivity. According to Sheeba (2011), employee development schemes are worth investing many resources into, as most prosperous organisations consider advancing their workforce and investing in their training and development. This results in improved skills, knowledge, and competence, enhancing morale, commitment, and productivity. One of the benefits of training and development to organisations, according to Deckop et al. (2006), is that it lowers the rate of employee turnover. Therefore, training and development prospects, according to Atif et al. (2010), assist in addressing absenteeism-related issues and strengthen employees' commitment and satisfaction, which helps reduce turnover. Training and development significantly impact employee job commitment and organisational performance. By enhancing skills, fostering a supportive environment, and reducing turnover intentions, effective training programs lead to a more committed workforce. This commitment, in turn, drives higher productivity and overall organisational success. Organisations that strategically implement training initiatives will likely see substantial benefits in employee satisfaction and performance outcomes. Kiiru (2008) posited that the growing concern and recognition to develop and acquire relevant cognate working skills, talents, and techniques is a lifelong and continuous process in an employee's life and job demands. Employees undertake courses either on the job or off the job to strengthen, develop, maintain, expand, and upgrade their service delivery capacities and potentials, skills, and talent stock through a systematic provision and program of training and development reinforced or backed by practical and actionable experience (Kiiru, 2008).

A study conducted by Yang & Lin (2009), cited in Lawrence & Kingsley (2018), established that all-inclusive and comprehensive employee selection and training cultures of organisations usually enhance an individual stock of knowledge, talents, skills, zeal, and abilities in their jobs. In addition, when organisation management engages in rigorous and comprehensive training and development of their workforce, their employees will eventually become more responsive, proactive, complementary, resourceful, and useful (Jiang et al., 2012); cited in (Lawrence & Kingsley, 2018). More significantly, any fit to organisations' strategy and action plans must first carefully x-ray the kind and nature of individual employee's attitude and behaviour imperative to effectively and efficiently implement the crafted strategy and the kind or sort of aptitude and competency needed to showcase these behaviours and attitudes in the organisation (Allen & Wright, 2006); cited in (Lawrence & Kingsley, 2018). The major goal of employees' training and involvement practice is to have a valuable and positive influence on employees' responsiveness, tactical skills and capabilities, competence, knowledge, attitudes, and behaviours in the workplace, which will, in turn, gear up both employees and organisation performance outcomes (Nishii et al., 2008); cited in (Lawrence & Kingsley, 2018). Dessler (2029) opines that development activities encompass various strategies, such as coaching, cross-departmental work transfer, mentorship, work rotation, and formal schooling

or education. Similarly, according to Jehanzeb & Bashir (2013), development can be considered as training, obtaining novel broader ideas, skills, and knowledge resources imperative for personal growth and progress. According to Nassazi (2013), development involves a wide range of holistic, long-term growth to equip individuals for future or forthcoming tasks, challenges, and responsibilities.

### **Impact of Participation in Decision-making on Employee Commitment**

Employee involvement in decision-making is a vital element influencing employee commitment and organisational performance. This practice includes the participation of employees in different levels of the decision-making process, which can result in enhanced morale, satisfaction, productivity, and overall organisational performance. The study conducted by Ijeoma and Mbah (2020) shows that employee involvement in decision-making positively impacts organisational performance. The study recommended, among other things, that organisations should endeavour to design their operational schemes to foster a free flow of decision-making in their workplace and give room for the full participation of their employees. Employee participation has been shown to boost morale significantly. Employees who feel their opinions are valued are more likely to be motivated and committed to their work. This sense of involvement fosters a stronger emotional connection to the organisation, enhancing their dedication and loyalty.

Employee participation in decision-making, according to Busck, Lind & Knudsen (2010), signifies the acceptance and inclusion of employees either on an individual basis (direct) or representative (indirect) basis into the organisation's management and decision-making circle. Macleod & Clark (2009), Manthrege & Siong-Choy (2018), and Jolly & Trilok (2015) opine that positive attitudes, discretion, and commitment towards work in the organisation often result in the part of the individual employee when he/she perceives that they are recognised and accommodated by management and, as such, can submit, voice, and table their positions on issues affecting their work-life. Involvement in decision-making enables employees to feel a sense of ownership over their work and the organisation. This feeling of being a stakeholder encourages them to take responsibility for their actions, leading to enhanced job performance and reduced turnover rates. In the same vein, Purcell, Kinnie, Hutchinson, Rayton, and Swart (2003) highlight that involving employees in the decision-making process produces positive attitudes, a sense of purposeful direction, and discretionary initiative; this, in turn, motivates them to facilitate the methods, approaches, or ways they carry out their employment contracts and the amount of energy and attitudes they display on their assigned jobs. Engaging employees in decision-making processes helps build trust between management and staff. This trust facilitates better communication and collaboration, which is essential for a cohesive work environment (Lawler, 1986; Armstrong, 2012). Research indicates that organisations that implement employee participation strategies often experience improved productivity. Employees who are involved in decision-making tend to be more engaged and efficient, contributing positively to the organisation's output. Employee participation in decision-making is vital to enhancing employee commitment and organisational performance. Organisations can significantly improve morale, productivity, and overall effectiveness by fostering an inclusive environment where employees can contribute their insights and expertise. As such, management should prioritise strategies that promote employee involvement in decision-making processes to harness these benefits effectively.

A study conducted by Pil (2010), Wilkinson (2007), and Kim, McDaffice, Bhalti, and Qureshi (2007) showed a positive nexus between employee participation and commitment. Involving employees in decision-making meetings leads to positive and discretionary work attitudes, motivation, commitment, organisational performance, productivity, and growth. In divergent facets, other scholars also argued that employees' participation in an organisation's decision-making circle is

merely a managerial approach that can be used in any given circumstance and situation (Komal, 2013). In another facet, Ojokuku & Sajuyigbe (2014) argued and recommended that workers participation in decision-making in the organisation is an effective managerial technique for motivating, inspiring, and enhancing organisational effectiveness and productivity by focusing on shared values, vision, objectives, and goals of management and workers. However, this can be realised by engaging and allowing employees suggestions (inputs) when crafting strategic mission statements, setting objectives and goals, formulating policies and establishment procedures, appraisal and promotion, and determining pay and reward (Brinsfield, 2014). Agan (2017) posited that frequent industrial disharmony in most employer-employee-centred organisations is traceable to a lack of employee voice and shared thoughts. In other words, Nwoko and Emerole (2017) ventilated that employee involvement in the organisational decision-making process implies that employees are seen, acknowledged, and treated as partners in progress. However, M.S.G. (2016) shared an opposing thought. It sees employee involvement in decision-making as unnecessary and a waste of official time and resources. When too many people are engaged in the decision-making process, arguments and counter-opinions will arise, resulting in delays in arriving at a resolution or conclusion on pressing issues.

Pyman (2015) highlighted that the involvement of employees in decision-making processes not only leads to enhanced employee motivation, commitment, and sense of belongingness but also contributes significantly to the prosperity of the overall organisation through their voluntary devotion and extra efforts to their assigned tasks. According to Komal (2013), Komal, Samina, & Akbar (2011), employees who are accorded a high level of participation in the organisation's runnings would visualise their employment as important to their employer and would not want to disappoint. Numerous theorists, writers, and scholars have previously hypothesised and theorised that employees who enjoy acceptance and participative preference in the workplace tend to be more willing to exert and/or commit more time, effort, energy, and skills towards actualising organisational goals. If employee involvement practice is well consolidated, it will likely result in lower employee turnover and create a more motivated workforce.

### **Employee Commitment and Organisational Performance**

Employee commitment significantly influences organisational performance in many facets, as numerous studies have consistently shown a positive correlation between employee commitment and organisational effectiveness. In studies conducted by Gonring (2018), Jian et al. (2020), Maduagwuna, Nnah, & Ohanyere (2023), Manafa (2023), Akpoyibo (2024), and Egbelagu & Nwachukwu (2024) found positive correlations between employee commitment and organisation performance in different economies. Gonring (2018) opines that employee commitment is an important part of driving organisational performance, as committed employees are satisfied and willing to go the extra mile to ensure the timely delivery of the organisation's objectives. Employee commitment refers to an employee's psychological attachment and loyalty towards their organisation. It manifests in various forms, including affective commitment (emotional attachment), continuance commitment (cost-based attachment), and normative commitment (obligation to remain). Committed employees are likelier to exhibit higher job satisfaction, lower turnover intentions, and increased productivity. According to Armstrong (2009), E.C. is closely intertwined with organisational citizenship and comprises three facets: a strong desire to remain a member of the organisation, a strong belief in and acceptance of the values and goals of the organisation, and a readiness to exert considerable effort on behalf of the organisation. There is a duality of approaches to E.C.: exchange and psychological. The exchange approach views commitment as an act of inducement and is further classifiable into behavioural (E.C. is based on cost-benefit analysis) and



attribution (employee perceptions about management intentions) approaches (Nishii et al., 2008). Gujral and Singh (2019) posited that the psychological approach considers employee commitment as an attitude towards an organisation that links the person's identity to the organisation.

Hafiz (2017) assessed the relationship between the three dimensions of organisational commitment (affective, normative, and continuance) and employees' performance in the banking sector of Lahore, Pakistan. Data were gathered from 213 selected respondents at the management level from several private and public banks using structured questionnaires. All the dimensions were found to independently and jointly impact employee performance. Irefin and Mohammed (2014) investigated the impact of employee commitment on organisational performance and employee turnover amongst employees working at Coca-Cola Nigeria Limited. A significant and positive relationship between employee commitment and organisational performance was discovered. Employee commitment is a vital driver of organisational performance. Organisations prioritising and cultivating commitment among their workforce can expect enhanced productivity, reduced turnover, and overall improved performance. This underscores the importance of strategic human resource practices to foster a committed workforce.

### Materials and Methods

The survey research design was adopted for this study. However, justification for this choice was premised because it assisted the researcher in gathering required data and carefully guided target respondents in answering the research-posed questions. The study population is 7137, comprised of selected staff of the Delta State House of Assembly Civil Service Commission (DTHACSC) and Delta State Local Government Civil Service Commission (DTSLGCSC). Data was gathered through a self-structured questionnaire to elicit information on the effect of employee training and development and participation on employee commitment. The instrument was built after a 4-point Likert-type scale. A sample of 379 respondents was drawn with the aid of the Taro Yamani formula, and a questionnaire was administered to them. More so, of the 379 questionnaires administered, 312 were retrieved and found useful, hence used for the analysis. In addition, prior to distributing the questionnaire, it was pilot-tested using Cronbach's alpha test. This was done to determine the internal consistency of the questionnaire items. The table below depicts the distribution of respondents.

**Table 1: Analysis and Presentation of Returned Questionnaire for the Study**

<i>S/N</i>	<i>Labels</i>	<i>Sample size</i>	<i>Percentage</i>
1	<i>Delta State House of Assembly Civil Service Commission (DTHACSC)</i>	117	37.5%
2	<i>Delta State local Government civil service commission (DTSLGCSC)</i>	195	62.5%
	<b><i>TOTAL</i></b>	<b>312</b>	<b>100%</b>

**Source:** Field Survey, 2024.

Table 1 shows the analyses of retrieved/returned questionnaires administered. The outcome indicated that 117 (37.5%) of the respondents are employees of the Delta State House of Assembly Civil Service Commission, while 195 (62.2%) are of the Delta State Local Government Civil Service Commission.

**Table 2: Reliability and Internal Consistency test outcome**

<b>Employee Participation in Decision Making</b>	0.5830	5	0.9431	Reliable
<b>Training and Development</b>	0.3020	5	0.9458	Reliable
<b>Overall test scale</b>		<b>10</b>	<b>0.9341</b>	<b>Reliable</b>

*Source: Field Survey, 2024*

### **Result and Discussion**

This aspect of the study presents the results from the analytical procedures followed by the discussions and inferences. First, we presented the demographic details of respondents. This was carefully followed by analysing respondents' reactions to the questions in the questionnaire items and the test of hypotheses.

**Table 3: Demographic Information of Respondents**

S/ N	Parameters	Respondents	Frequency=312	Per cent
1	Gender	Male Female <b>Total</b>	174 138 <b>312</b>	55.77 44.23 <b>100%</b>
2	Marital Status	Married Single Divorced <b>Total</b>	178 134 - <b>312</b>	57.05 42.95 - <b>100%</b>
3	Age	16-25 years 26-35 years 36-45years 46-55years 56years & above <b>Total</b>	49 96 87 56 24 <b>312</b>	15.71 30.77 27.88 17.95 7.69 <b>100%</b>
4	Educational Qualification	NCE OND B.Sc./HND M.Sc. <b>Total</b>	67 114 114 17 <b>312</b>	21.47 36.54 36.54 5.45 <b>100%</b>
5	Work Status	Full Time Part Time Contract <b>Total</b>	248 52 12 <b>312</b>	79.49 16.67 3.85 <b>100%</b>
6	Work Experience	1-12months 1-5years 5-10years 10years & above <b>Total</b>	6 34 124 148 <b>312</b>	1.92 10.90 39.74 47.44 <b>100%</b>
7	Management Level	Low Middle Top <b>Total</b>	57 216 39 <b>312</b>	18.27 69.23 12.50 <b>100%</b>

**Source:** Field Survey, 2024

Table 3 shows the demographic details of three hundred and twelve (312) employees of the selected Delta State Civil Service Commissions. The result revealed that 174 (55.77%) and 138 (44.23%) respondents are males and females, respectively. The marital status showed that 178 (57.05%) and 134 (42.95%) respondents were single and married, while none were divorced and cohabiting. The data further showed that 49 (15.71%) and 96 (30.77%) of the respondents are within the age brackets of 16-25 years and 26-35 years, respectively, while 87 (27.88%) and 56 (17.95%) are 36-45 years and 46-55 years, while the remaining respondents 24 (7.69%) are 56 years and above. In addition, it

was shown that 67(21.47%) and 114 (36.54%) of the respondents had obtained N.C.E. and O.N.D. degrees, while 114 (36.54%) and 17 (5.45%) had/possessed B.Sc./HND) and MSc degrees, respectively. The table further captured the work status of respondents. However, it was shown that the majority of the respondents are full-time staff, representing 248 (79.49%), while the others are part-time 52 (16.67%) and contract 12 (3.85%) staff. The work experience section of the instrument revealed that the majority of the respondents, representing 148 (47.44%), had worked for 10 years. Above, 124 (39.74%) had worked for 5-10 years, while the remaining 34 (10.90%) and 6 (1.92%) had worked for 1-5 years and 1-12 months, respectively. More so, the table showed that 57 (18.27%) and 39 (12.50%) are low and top management staff, while the majority of the respondents, 216 (69.23%), are middle-level staff of the commission.

## Test of Hypotheses

### Hypothesis One

**H<sub>0</sub>:** *There is no significant relationship between training and development and employee commitment.*

Source	SS	df	MS	Number of obs = 312		
Model	.622469086	1	.622469086	F( 1, 310) =	17.82	
Residual	10.8293195	310	.034933289	Prob > F =	0.0000	
Total	11.4517886	311	.036822471	R-squared =	0.0544	
				Adj R-squared =	0.0513	
				Root MSE =	.1869	

empcom	Coef.	Std. Err.	t	P> t	[ 95% Conf. Interval ]	
tradev	.2263104	.0536124	4.22	0.000	.1208201	.3318006
_cons	2.719409	.1903777	14.28	0.000	2.344813	3.094005

**Source:** *Field Survey, 2024*

Table 4 above presented the simple regression result for training and development (*TraDev*) and employee commitment (*EmpCom*), and it was observed that the values of R-squared and adjusted R-squared were (5.4%) and (5.1%), respectively. This indicated that training and development accounted for about 5.1% of the systematic variance in employees' job commitment. The large adjusted R-squared showed that training and development is a major driver of employees' job commitment in the study domain. The F-statistics (df=1, 310, f-ratio=17.82) with a p-value of 0.0000 established that the result is significant at a 5% level. Also, the regression coefficients and t-values for *TraDev* and *EmpCom* showed positive signs; this further suggests that training and development and employee commitment have a substantial positive relationship. Based on this result, the null hypothesis was rejected, showing a significant relationship between training and development and employees' job commitment in the Delta State civil service commissions.

### Hypothesis two

**H<sub>02</sub>:** *There is no significant relationship between employee participation in the decision-making process and employee commitment.*

**Table 5: Regression Result for Employee Participation and Employee Commitment**

Source	SS	df	MS	Number of obs = 312		
Model	.779252793	1	.779252793	F( 1, 310) = 22.63		
Residual	10.6725358	310	.034427535	Prob > F = 0.0000		
Total	11.4517886	311	.036822471	R-squared = 0.0680		
				Adj R-squared = 0.0650		
				Root MSE = .18555		

empcom	Coef.	Std. Err.	t	P> t	[ 95% Conf. Interval ]	
emppat	.2601068	.0546721	4.76	0.000	.1525315	.3676821
_cons	2.602084	.1936	13.44	0.000	2.221148	2.98302

Source: Field Survey, 2024.

Table 5 published the simple regression result for employees' participation (*EmpPat*) and employee commitment (*EmpCom*). From the result, it was discovered that the R-squared and adjusted R-squared values were 6.8% and 6.5%, respectively, which established that employee participation in the decision-making process accounted for about 6.5% of the systematic changes in employee commitment. The large adjusted R-squared indicated that employee participation in decision-making is a prime driver of employee commitment. The F-statistics (df=1, 310, f-ratio=22.63) with a p-value of 0.0000 indicated copiously that the result is significant at a 5% level. Also, the regression coefficients and t-values for *EmpPat* and *EmpCom* showed positive signs, which suggest that employee participation in the decision-making process and employee commitment are significantly correlated. Based on these results, the null hypothesis was rejected. A significant relationship exists between employee participation in the decision-making process and employee commitment to the Delta State Civil Service Commission.

### Discussions of Findings

Hypotheses for the study were tested using simple regression, and results were presented in Tables 4 and 5 above. Findings from the simple regression analysis on training and development showed that training and development positively and significantly affect employee commitment. This finding is consistent with the findings of Dilip and Prakash (2021), Tuytens et al. (2021), and Juma and Wafula (2015), who found that training and development significantly affect employee commitment. Also, a simple regression analysis conducted on employee participation in the decision-making process revealed that employees' participation positively and significantly influenced employee commitment. This observation corroborates the findings of Manthrege and Siong-Choy (2018), Jolly and Trilok (2015), and Dilip and Prakash (2021), who established that employee participation significantly impacts employee commitment. This necessitates accepting both postulated alternative hypotheses at the 0.5% significance level and the reflection of the null hypotheses. The research indicates a significant relationship between effective training, development, and employee participation initiatives and improved employee commitment in the Delta State Civil Service Commission. To be more precise, well-structured training and development programs, along with employee inclusion in the decision-making circle of management, lead to more engagement, higher job satisfaction, and lower turnover rates as employees feel more competent and valued in their roles. The findings further underscore the importance of implementing comprehensive training and development programs and fostering an inclusive culture that encourages employee

participation. By so doing, organisations can enhance employee commitment and improve overall organisational effectiveness.

### **Conclusion and Recommendations**

The relevance of training, development, and participation practices in enhancing employee commitment within the Delta State Civil Service Commission cannot be overstated. These practices not only improve individual performance but also contribute to the overall effectiveness of the organisation. As the public sector evolves, embracing these strategies will be crucial for fostering a committed and engaged workforce, ultimately leading to better governance and service delivery in Delta State, Nigeria. This study assessed the relevance of employee training and development and participation in decision-making on employee commitment by focusing on the Delta State Civil Service Commission. While the study quite agreed that prior research has established the importance of giving credence to training and involvement of employees, the quest to provide information showing lines of relationship between training, development, and employee commitment prompted this study. By relying on data sourced through primary means facilitated by questionnaires, information was gathered from 312 respondents and analysed by relevant statistical techniques. Formulated hypotheses were tested at a 0.5% significant level via simple regression. Emanating from the results, the alternative hypotheses were accepted, concluding that employee training and development and participation in decision-making positively and significantly influenced employee commitment. That is, they contribute to employees' positive work attitudes.

Additionally, the study concluded that an organisation's investment in its employee welfare, training, and development would lead to positive result-oriented commitments and better work attitudes, resulting in its g, greater and superior performance, profitability, and competitive resource strength. The study, therefore, recommended, amongst other things, that the boards and management team of Delta State civil service commissions should, in a proactive manner, conceptualise full implementation, regular review, and alignment of their staff training, development, and involvement strategies in line with emerging conditions/trends of work and best practices in the global environment of work. This will help foster a more enduring, happy, effective, efficient, and productive workforce that would benefit all.

### **Practical implications**

Based on the study findings and discussions, the following are some of the practical implications suggested:

**Enhanced Training Programs:** Organisations, particularly in the public sector, should prioritise developing and implementing comprehensive training programs. This investment improves individual employee performance and fosters a culture of commitment and engagement, leading to better overall organisational effectiveness.

**Inclusive decision-making:** Encouraging employee participation in decision-making can significantly enhance their commitment to the organisation. Management should create platforms for employees to voice their opinions and contribute to strategic decisions, which can lead to increased job satisfaction and reduced turnover rates.

**Regular Review of H.R. Practices:** Organisations should regularly assess and align their training and development strategies with emerging trends and best practices in the global work environment. This proactive approach will ensure that employee engagement initiatives remain relevant and effective.

**Focus on Employee Welfare:** By investing in employee welfare and development, organisations can cultivate a motivated workforce more likely to exhibit positive work attitudes and commitment. This can ultimately lead to improved performance and competitive advantage.

### **Limitations and directions for future studies**

The study provided robust outcomes highlighting the significant role played by training, development, and involvement in decision-making in fostering enhanced employee commitment. However, drawing primary data from the labour force of the Delta State Civil Service Commission has some limitations that researchers should acknowledge and may address in future studies. The following are some of the perceived limitations.

**Sample Size and Generalizability:** The study was conducted with a sample size of 312 Delta State Civil Service Commission respondents. This may limit the generalizability of the findings to other sectors or regions, as the results may not reflect employees' experiences in different organisational contexts.

**Cross-Sectional Design:** The research utilised a cross-sectional design, which captures data at a single point in time. This approach may not adequately account for changes in employee commitment over time or the long-term effects of training and development initiatives.

**Self-Reported Data:** The reliance on self-reported data through questionnaires may introduce bias, as employees may provide socially desirable responses rather than their true feelings about training, development, and participation in decision-making.

### **Directions for future studies**

Emanating from the study's perceived limitations, the following areas can be considered for future research:

**Longitudinal Studies:** Future research should consider longitudinal studies to track changes in employee commitment over time in response to training and development initiatives. This would provide a clearer understanding of the long-term impacts of these practices.

**Comparative Studies:** Conducting comparative studies across different sectors (public vs. private) or regions could provide insights into how contextual factors influence the relationship between training, development, and employee commitment.

**Qualitative Research:** Incorporating qualitative research methods, such as interviews or focus groups, could enrich the understanding of employee perceptions regarding training and participation in decision-making. This would allow for a deeper exploration of the nuances behind employee commitment.

**Exploration of Mediating Factors:** Future studies could investigate potential mediating factors, such as organisational culture or leadership styles, that may influence the relationship between training, development, and employee commitment. Understanding these dynamics could help organisations tailor their strategies more effectively.

By addressing these practical implications, limitations, and directions for future studies, organisations can better navigate the complexities of employee commitment and enhance their overall effectiveness.

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