

Training, Development and Employee Productivity in Radio Stations in Ogun State, Nigeria

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Abstract

The research study seeks to find out the extent of staff development in Radio stations so as to find out if the developmental trainings are sufficient to enhance productivity of staff and efficient running of radio stations in Ogun State. The study also finds out the extent to which staff development has influence on workers' productivity, hence, the reason for advocating for more developmental trainings for members of staff of radio stations. The investigation is grounded by the Goal Setting Theory while descriptive survey research method and questionnaires involving one private and one public owned radio stations in Ogun state are adopted for this study. Simple random sampling technique is used to choose sample size of seventy (70) members of staff from the two radio stations and findings indicates that more developmental trainings need to be frequently organised in order to enhance workers productivity. Also, more workers would be productive with access to relevant developmental trainings; especially training that has to do with technological development.

Keywords: Staff Development, Radio Stations, Productivity, Management, Influence

Introduction

A diversified audience in numerous areas can simultaneously receive messages and information through broadcast media stations. The radio and television stations that make up the broadcast media sector fulfill a democratic function by informing audiences, promoting discussion, and carrying out important oversight¹. However, given that they are privately held firms that must achieve a particular profit threshold in order to remain in operation¹, these purposes are business-related matters. However, broadcast media organisations are looking for new revenue sources as a result of diminishing earnings, particularly in the advertising industries. Concerns regarding how these developments may impact the standard of journalism as well as journalists' capacity to practice their profession continue to be of great concern¹.

Today's broadcast media must adapt to an evolving industrial landscape, but innovation offers a solution. But many media organisations don't have the resources needed to invest in innovation. Because a working infrastructure that permits information flow is a need for democratic regimes to promote variety of ownership, opinions, and issues in the national media system², policies geared at supporting the broadcast sector have traditionally been institutionalised. Because Nigeria's ownership arrangement of the public and privately-owned media generally provides media variety², maintaining the broadcast sector is also a problem. Despite the challenges experienced by privately owned media companies, their publicly owned equivalents are nonetheless without problems².

It is important to note that data can now be communicated in seconds, compared to the early twenty first century when it could be done in more time. One of the biggest barriers to knowledge that distance imposes is eliminated by the Internet, which allows people to communicate and access information from anywhere in the globe. Famous media critic and communication expert Marshall McLuhan observed that television will detribalize people by rejecting individualism and transforming into a "global village," which was a predecessor to this. The pillars of the media landscape in the 1980s were print and analogue broadcast media, especially those employed by radio and television stations³. But starting in the early 1990s, the industry has seen considerable changes as a result of the technology revolution. This quick transition in media technology is partly attributable to the use of contemporary digital technologies, such computers with Internet access, as well as the creation of portable digital devices like mobile phones, iPods, MP3 players, and so forth³.

However, staff development and training are crucial to job productivity and organisational success because the traditional educational system is insufficient in providing the work-specific skills required for a position in a particular industry⁴. Only a small percentage of employees might possess the talents, knowledge, skills, and competences required to carry out a particular job function, while others might need intensive training to obtain the requisite capabilities while also making a significant contribution to the performance of the firm. According to the human capital hypothesis, education and training invariably boost employee productivity by transferring practical knowledge and skills, which improves their future income by raising their lifetime wages⁴.

Training is the systematic acquisition and development of the knowledge, skills, and dispositions needed by employees to accomplish a task or job successfully or to enhance performance at work⁴. Plans for initiatives aimed at enhancing individual, group, or organisational performance also involve training⁴. This suggests that in order for an organisation to successfully accomplish the goals of its training programme, the program's design and implementation must be planned and systematic, with an emphasis on boosting performance and productivity⁵.

The value of a personnel training programme cannot be emphasised in this day of organisational complexity, industrial sophistication, and technology innovation because putting newly acquired skills to use will go a long way towards assuring successful workplace productivity. The value of human resources in achieving objectives in any enterprise, whether governmental or commercial, has long been acknowledged. The achievement of organisational goals like profit maximisation, market share, and social duties depends on people realising the organization's actions by utilising other production resources like land, capital, and entrepreneurs. Experts have recommended that people be categorised as "assets" and recorded in an accounting document due to the reduction in the value of human capital to any firm⁵.

In order for an organisation to achieve its legal, statutory, and social obligations to its owners, the general public, and society, investing in human capital is a valuable and required cost⁵. A company must hire the appropriate people at the right time to fill the right jobs if it wants to prosper in the environment in which it operates. Additionally, in order to accomplish this goal,

the business must understand the significance of human development through employee training, career routes, and other crucial elements⁵.

It is obvious that today will never be the same as yesterday due to shifting social norms, rising economic prosperity, the introduction of new technology, the exponential growth of computer innovation, and the extraordinary transformation of the production system⁶. As a result of this, managers must use human resources as effectively as they can. The demand for managerial, professional, and technical talent, as well as organisational training, manpower development, and staff development programmes, has so greatly expanded as a result of these shifting circumstances⁶.

The bulk of contemporary corporate enterprises have acknowledged how important employee performance is to the success of the company. Therefore, it is essential for managers and employers alike to learn how to get the greatest performance out of their personnel. One of the elements considered prior to measuring how well employees perform is human resource development. However, low productivity is still a problem in emerging nations, especially in the public sector⁷. Then, it is necessary to enhance employee training in businesses to foster commitment and production. This is particularly important in Nigeria, where the private sector is thought to be more effective, efficient, and productive than the public sector⁷. Then, in order to foster commitment and production, employee training in businesses must be increased. This is particularly important in Nigeria, where the private sector is regarded to be more effective, efficient, and productive than the governmental sector⁷.

The proper implementation of training and development programmes is one of the main duties of human resource management. The process of enhancing a person's and an organization's capacity and capability in order to achieve the desired level of performance⁶ is known as employee development. This is due to the possibility that more competent workers will be content in their positions, which will boost the business' productivity and profitability⁶.

In addition, manpower, sometimes referred to as human resources, is thought to be the most crucial resource for any organization's survival since it guarantees that enough amounts of material and financial resources are made available and properly utilised to fulfill the organization's goals⁴. On the other side, the majority of firms meticulously plan their investment in physical and financial resources, which are also carefully scrutinised. However, these organisations rarely pay attention to human investment, which is essential since without it, the physical and financial resources are meaningless. Few commercial organisations recognise the value of a continuing, well-defined programme for employee development in order to boost performance⁴.

As a result, very few businesses believe that this important aspect of staffing functions lacks seriousness, general focus, and consistency. The programmes are infrequently presented but also inconsistent in terms of staff participation and content. The workforce's capacity to handle issues related to the sector's impending new era has increasingly declined due to management's slack attitude towards training and people development⁶. Some of the problems identified with lack of training and development of members of staff in Radio stations are: the rate at which information is disseminated from the stations would be minimal because if members of staff

are not trained about ways through which information could be sent virtually, the rate at which information is disseminated would be very slow and this may not help the radio station of today that is supposed to be vast and efficient in information dissemination. Another problem is that most the existing radio stations need to register their presence on social media through platforms with which to reach the teeming population online and without appropriate training and development, this may be a very difficult task.

The radio station used for this research work is Ogun State Broadcasting Corporation (O.G.B.C), a government or public-owned radio station established in 1976 with staff strength of over 100 and located at G.R.A. Ibara, Abeokuta. The second radio station is Splash F.M. which is a private-owned radio station and owned by West Midlands Communication Limited, established in 2020. The radio station has about 30 dependent and independent workers and it is located at M.K.O. Abiola way in Abeokuta, Ogun State.

Objectives of the study are to find out the:

- Extent of staff development in Radio stations
- Number of times and average staff have access to staff development training in a year
- Category of staff that have most access to staff development training in a year
- Find out if staff development have impact on workers' productivity

Research Questions

1. What is the extent of staff development in Radio stations?
2. How many times does an average staff has access to staff development training in a year?
3. What category of staff has most access to staff development training in a year?
4. Does staff development have impact on workers' productivity?

Theoretical Review

Goal Setting Theory of Motivation

In the 1960s, Edwin Locke proposed the goal-setting hypothesis of motivation, which contends that creating goals is fundamentally connected to task performance. It claims that clear, difficult objectives and useful feedback support increased and improved task performance. Goal setting is one of the key strategies endorsed by public bodies and government organisations to encourage behaviour change. A goal is defined as the target or purpose of an action. Setting goals is an essential part of helping people to control their behaviour. It has been utilised in a number of areas, including education, health, social behaviour, and others. Setting goals is a common method of behaviour modification⁸. According to Locke, a person's actions are mostly determined by their conscious intentions, and a goal is essentially what a person is consciously seeking to do. Therefore, challenging objectives outperform simple ones, and specific, challenging goals outperform no goals or the generic goal of "do your best." As a result, goals are related to better performance because they encourage tenacity, focus attention, and mobilise effort. The idea of creating goals has gotten a lot of attention lately. For a good reason, as the results showed that setting goals can increase productivity and performance by 11% to 25%. This strategy is quite helpful for raising productivity and performance.

Unfortunately, as simple as this idea might seem, there are complications waiting in the fine print. Furthermore, not every objective is the same, not every goal is appropriate in every circumstance, and most crucially, choosing the incorrect target in the incorrect circumstance will significantly harm performance and possibly reduce productivity⁸.

In other words, goals specify what must be done and how much effort must be made to achieve higher and better work performance, and they provide direction to an employee. The major source of job motivation, according to the goal-setting theory, is the willingness to put in the effort necessary to achieve a goal. Clear, specific, and challenging goals are more motivating than easy, general, and vague ones. Greater output and higher performance are the results of setting specific, clear goals. Clear, measurable, and unambiguous objectives that are also backed by completion deadlines help prevent misunderstanding. Realistic and demanding goals should be set. When someone achieves them, it provides them a sense of pride and success and prepares them to achieve their next objective. The basic rule is that the larger the payoff and the stronger the passion for reaching it, the more difficult the goal. Better and more relevant feedback on results influences employee behaviour and boosts performance more than no input at all. Gaining reputation, providing clarifications, and addressing goal obstacles are all possible through feedback. It encourages more employee engagement, which improves job satisfaction⁹.

Goal-setting strategies used has demonstrated that goal setting theory (GST) improves task-related performance, and it is hypothesized that this impact is mediated by four pathways⁹. Setting goals first instructs people to target their efforts towards goal-related tasks and to dismiss irrelevant ones. Second, defining goals motivates people, enabling them to exert effort in goal pursuit. Thirdly, persistence is impacted by goals, with harder goals requiring more effort to achieve. Lastly, pursuing goals makes it easier to find and create task-relevant strategies⁹.

The second core tenet of GST is that goal difficulty, goal specificity, goal proximity, goal source, and goal types all have a direct bearing on the outcome of goal setting^{8,9}. First, setting challenging goals that are nevertheless attainable boosts performance. Second, measurable objectives predict better performance than ambiguous objectives. Recent studies have revealed that goal difficulty and specificity are likely to cooperate, and using just one would not always produce the desired results. Third, setting both proximal (i.e., short-term) and distal (i.e., long-term) goals makes it easier to achieve them since short-term goals can serve as an effective gauge of how far you've come. Fourth, goal source describes whether a goal was set by oneself, by participants, or through assignment. Assigned goals are those created by others and given to the goal pursuer. Self-set goals are those produced by the goal pursuer themselves. Participative goals are those made by the goal pursuer and others involved in the goal process. Fifth, there are two types of objectives: performance goals and learning goals. Performance goals are concerned with achieving desired performance results, while learning goals are concerned with creating task-related techniques. It is argued that the latter type of goal is particularly significant when learned^{8,9}. Goal setting theory is a technique used to provide incentives for employees to finish work quickly and effectively. Some of the advantages and limitations of goal setting theory include the following. Setting goals boosts motivation and

effort, but it also raises and improves the calibre of feedback, which boosts performance. The primary drawback, however, is that the organisational and managerial aims may clash. If a goal conflict drives incompatible action drift, it will negatively affect performance. Goals that are extremely challenging and complex encourage risky behaviour. Setting goals might fail and undermine performance if the individual lacks the knowledge and abilities to carry out the necessary tasks. There is no proof that setting goals increases job satisfaction¹⁰.

Methodology

The research work adopted Descriptive Survey Research Design. Purposive sampling technique was used to select two radio stations which comprised of one private and one public-owned radio stations in Ogun State. The radio stations chosen for this study were Ogun state Broadcasting Corporation (O.G.B.C) and Splash F.M. both located in Abeokuta, Ogun State. Sample size was seventy (70) members of staff of the two radio stations; fifty (50) respondents were selected from Ogun state Broadcasting Corporation (OGBC) and twenty (20) respondents were chosen from Splash F.M. Simple Random Sampling Technique was applied to administer questionnaires on the respondents.

Findings

Question	Response	Percentage
How frequently do you get to attend staff development trainings in a year?	Once a year	15 (21%)
	Twice a year	35 (50%)
	Every month	20 (29%)
	Every Quarter	30 (43%)
	Total	100%
What are the types of staff development training accessed by members of staff	In-house Technical Training	25 (36%)
	Short Term technical Training	10 (14%)
	Conferences (within states and country)	15 (21%)
	Workshops and Seminars	20 (29%)
	Total	100%

Do you think Staff development have impact on workers' productivity?	No	10 (14%)
	Yes	60(86%)
	Total	100%
What category of staff benefit mostly from staff development trainings?	Management staff	25 (36%)
	Senior Staff	30 (43%)
	Junior Staff	15 (21%)
	Total	100%
Do you think more staff development trainings should be organized for members of staff?	Yes	60 (86%)
	No	10 (14%)
	Total	100%

Field Survey, 2023

Summary

Findings from the study revealed that though there were trainings organised for members of staff, the trainings are not frequently done to the extent of workers benefiting maximally in order to improve their productivity.

In most cases, Senior Staff and Management members have more access to staff development trainings which can be attended at least two times in a year whereas junior staff has limited access to staff development trainings.

Most of the workers/members of staff can be more productive if they have access to more staff development trainings and majority of them want to have access to more trainings which they believe will have more impact on their productivity. This is because most of the staff in public sector were found to be people that had been carrying out the same schedule of work over the years and had not improved on their productivity.

Conclusion

More developmental trainings need to be frequently organised in order to enhance workers productivity. Also, more workers would be productive with access to relevant developmental trainings; especially training that has to do with technological development.

Recommendations

Members of staff of radio stations in Ogun State should be trained constantly in order to improve their productivity. Also, Junior members of staff should have more access to staff development trainings so as to keep abreast of technological developments in the sector.

Moreover, new goals can be set for members of staff of radio stations to explore new areas in broadcasting sector especially in the area of digitalisation of programmes and contents to gain more grounds.

Endnotes

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