

**OPERATIONS TRAINING STRATEGY: A MODEL FOR OPTIMAL
EFFECTIVENESS OF COMMERCIAL AIRLINE IN RIVERS STATE**

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ABSTRACT

The study seeks to find how operations training strategy enhanced optimal efficiency of commercial airlines in Rivers State. Amongst theories used was Victor Vroom's expectancy theory of motivation to explain the relationship between training and employee performance in organizations. The study relies basically on primary sources with the use of structured questionnaire scaled after Likert modified four points scale. Which was administered to 56 respondent from 8 commercial airline firms in Rivers State. Findings from the study revealed that increase in training and optimal efficiency had strong positive significant relationship. The study therefore, recommended amidst others, that managers or administrators of the organizations should improve the annual budgetary allocation for human capital training. Hence, training program is a veritable model that requires deliberate decision to optimize operations efficiency in the industry.

KEYWORDS: E-Learning, Effectiveness, Operations, Training,

Introduction

The aviation industry is one of a unique sector whose operation is characterized with technological innovation and expertise, given the standard that cut across global requirement. Also, the operation units is a vital or critical functional unit that dictates space of airlines capability to function effectively. With the position of Jenita, (2022), it was asserted that, training and retraining, techniques and approaches required to sustain today innovations in the industry would meet specifications and dynamic that glove the industrial standard. Also, Muzaffar, et al., (2021) posited that, employee training is essential features of an organization aims at achieving an effective performance in an environment that is ever dynamic and volatile. The history of training in business organizations predates the entire evolution of business organizations (Aguinis, & Kraiger, 2021). This is because the knowledge needed and ideas of the average employee found in the labor market has always been insufficient for every specialized task or responsibility assigned in the organization (Burke, & Hutchins, 2021). The

work of Gabriel, & Chris, (2021), posited that, in the 1910s, only a few large companies such as Westinghouse, General Electric, and International Harvest had factory schools that focused on training technical skills for entry-levels workers. By the end of 1990, forty percent of the fortune 500 firms in America had a corporate university or learning centers.

Rhenater, et al., (2022) avowed that, training in Nigeria can be traced back to 1960 when it was discovered that most of the top government and business positions were occupied by expatriates. Khan, et al., (2021) avowed that, the departure of the whites after the independence gave rise to a big vacuum of capable indigenous human capital. This prompted the Federal Government of Nigeria to set up a Manpower Board in 1962 following the Ashby Commission's Recommendations. Consequently, the Federal Government of Nigeria established complimentary institution like the Centre for Management Development (CMD), Administrative staff College of Nigeria, Industrial Training Fund (ITF), and Federal Training Centre to train and retrain employees as well as give orientation to fresh graduates of formal academic institutions (Ofori, & Aryeetey, 2021)

However, different training approaches or strategies existed for organizations to adopt or apply, but the suitability of a specific training strategy to be adopted is contingent on the type of knowledge and skill to be improved upon in the organization. This study had a special interest on improving the operational base of commercial airline based on the technicality of the industry and the sensitivity of skill required for operational activities. Thus, e-learning, on-boarding and workshop forms as dimension of operations training as against effective performance (criteria variable) of the eight commercial airline in Rivers State. It includes: i. Air Peace, ii. Allied Air, iii. Arik Air Nigeria Limited, iv. Dana Airlines Limited, v. Fly Aero Nigeria Limited, vi. Med-View Airline, vii. First Nation Airways Limited, and viii. Glory Airline (<https://www.finelib.com/airlines/city/portharcourt-2022>).

Problem of Study

Operation system of commercial airline are somewhat very challenging and critical for effective functioning of firms operating in the industry. This is simply because of change dynamics that cuts across global standard in ensuring safety of life and cargos, timely take off of schedule flight and arrival at the pre-boarding destinations. Hence, employees are required to submit or make available for training and retaining in order to function and perform at an expected standard. However, training in the operations sector of the industry are often characterized with fragmented interest and subjective motives that ordinarily does not meet or promote integrity of the industry. As observed, training need and enlisting for training are often skewed in favor of employee that have less or no contribution to the operation units of the industry or for personal motives. The technique and approach to be adopted are often discouraging in the sense that it does not meet today innovation and technological space of the industry; finally, for the fear of capital flight of indigenous employee may it somewhat dissatisfying for employers to sunk capital in executing training in the industry. These problems were found contributory to the poor state at which firms in the industry operates. Though

several studies has been carried out on the subject, but it is still not enough, most especially as it concerns commercial airlines operation. It is against this back drops that the researcher fall back to study operations training strategy and optimal effectiveness amongst commercial airlines in Port Harcourt Rivers State, Nigeria.

Conceptual Framework

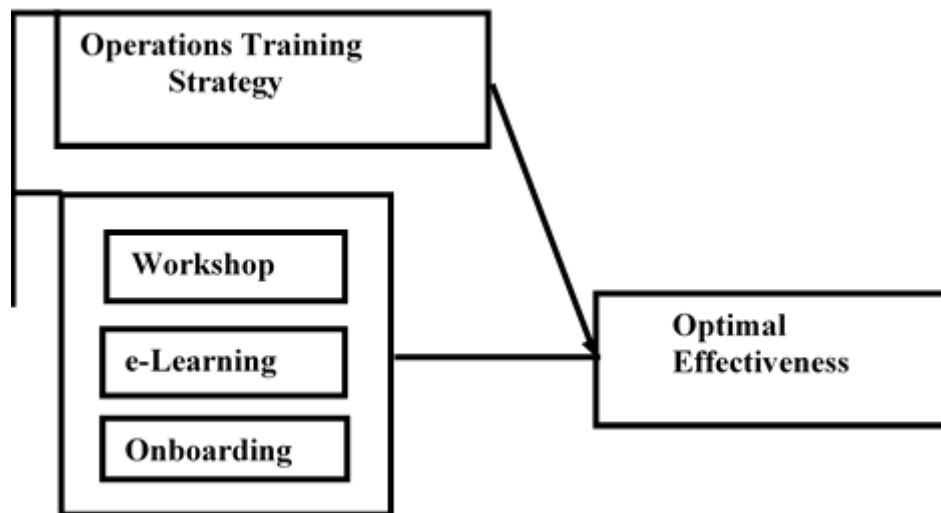


Figure 1: Adapted, Researcher's Conceptualization (2022)

Source: Krista, N. (2021); Paul, Smerich F. (2018); Michael, A. A. (2017)

Aim and Objectives of the Study

1. To find how workshop correlates with optimal efficiency in the studied organization
2. To determine how e-learning correlates with efficiency in the studied organizations
3. To ascertain how onboarding correlates with efficiency in the studied organizations

Research Questions

1. What is the relationship between workshop and optimal efficiency in the studied organization?
2. What is the relationship between e-learning and optimal efficiency in the studied organizations?
3. What is the relationship between onboarding and optimal efficiency in the studied organizations?

Hypotheses of the Study

H₀₁: There is no significant relationship between workshop and optimal efficiency in the studied organization.

H₀₂. There is no significant relationship between e-learning and efficiency in the studied organizations

H₀₃. There is no significant relationship between onboarding and efficiency in the studied organizations.

Conceptual Review

Organizations which see optimal efficiency in the operations of their business are classically seen as high flying organizations. For an organization such as the commercial airline industry whose activity are highly competitive must at once be concerned about the service they render as to ensure optimality. In the study of Sandamali, et al., (2022) it was found that, employee must be aware and practically be on the known of new technological method for getting things done in the most effective and efficient way. Wokoma, & Amadi, (2022), alluded that, one of the high point for achieving this is through training. The application of training methods is an aspect of which care must be taken in determining and evaluating the most appropriate kind of training that should be administered, knowing that there are no one off approach that best suits or fit every training need. So in the identification of training need, appropriate training method, the location for the training

Training and development has become an accepted phenomenon in organizations (Valle, et al., 2022; Palieowie, & Ekwen, 2022). This is due to its objectivity; strategic positioning and its direct contribution towards organizational goals and objectives. Training and development refers to the process of obtaining KSA (knowledge, skills and abilities) needed to carry out a specific activity or task to improve performance. Therefore, benefits of training and development are both for employer and employees. The term training has been defined by different scholars from different perspectives. Otoo, et al., (2022), explained that, raining as an act through which employee's skills are developed to perform a specified task. Babme, & Longjohn, (2020) observed that, training is a predesigned structured process of imparting skills and knowledge that will facilitate the transfer of training to the workplace. Training is therefore, a prearranged education deliberately planned to enhance knowledge, skill, and attitude that will facilitate employees' accomplishment of tasks. In another word, Shaw, (2021) defined training as a process and method of designing the training content and delivering it in a manner to improve employee's skills to perform their task efficiently. Thus, training is perceived as a method of acquiring a programmed knowledge to shape employees behavior in the desired manner toward accomplishing a specific activity. Velada, & Caetano, (2022) considered training as an aspect of human resource intervention which improves employee's competency to perform productively. Employee training is a planned activity which focuses on increasing and enlarging the capabilities, improving the technical and conceptual skills of employees so that they can possess the necessary abilities to handle complex situations and better perform their job (Ann, & Matthew, 2021). The central idea underlying training in any sector is how best to keep employees current, vibrant and versatile so that they can continuously perform their roles effectively in this age of rapid socioeconomic, political, scientific and technological

changes and globalization (Aguinis, & Kraiger, 2022). Through regular training activities the employees will avoid becoming rustic. The need for employees to improve their knowledge, skills, attitudes and behaviors while on the job is even more critical now in developing nations than ever before. This situation implies that employees need to be kept abreast of the time and the trends of knowledge development in their discipline so as not to become obsolete and made redundant. The ultimate goal of self-development is the enhancement of individual's job satisfaction and the optimization of skills, talent and task accomplishment. Egba, & Brown, (2022), stressed that manpower development of employees is geared towards acquiring or sharpening the capabilities of employees required in performing various obligations, and functions associated with their present or future expected roles. This implies that training equips the employee with the wherewithal for effective performance of duties and routine assignments (Berge, 2021). Armstrong (2014) in Mabaka, et al., (2021) affirmed that training is a process or strategy of upgrading and expanding the abilities, talent and knowledge of employees. As such, a fruitful training program must add to the development and improvement of workers at all levels. Training influences employee development such that the workers' state of mind is improved with a view to eliciting their commitment to duties and organizational effectiveness. Punia (2020) further posits that training is possibly regarded among the reliable strategies for manpower improvement. It implies the orientation of an employee for achieving the goals of the organization, for realizing a maximum output and accomplishment (Yusuf, et al., 2022).

e-Learning

With the world going digital, you can no longer stick to traditional training programs that have to be delivered in classrooms and whose efficacy is dependent on the skills and personalities of the trainers. Olamuze, & Luke, (2021), indicated that, your learners who may be scattered physically want more freedom to choose the training they want to take and the time and place where they want to take it. Going digital is the only way you can meet the demands of the modern learner, who wants fast, personalized, bite-sized information, wherever they are (Kirkpatrick, 2022). Saale. & Bardon, (2021) emphasized that, e-Learning modules can be accessed anywhere and anytime. This is especially helpful for your sales and other client-facing staff and on-field workers who can't make it to the classroom or remain tethered to their desks. Adim, C. V., & Mezeh, A. A. (2022), also avowed that, Online learning makes it easy for you to keep your employees updated on the latest developments in the industry and thus maintain a competitive advantage. e-Learning courses can be easily and cost-effectively updated to reflect real-time changes.

On-Boarding

Onboarding refers to the processes in which new hires are integrated into the organization. It includes activities that allow new employees to complete an initial new-hire orientation process, as well as learn about the organization and its structure, culture, vision, mission and values (Taruru, et al., (2022). Nikandrou, et al., (2022) posited that, for some organizations, the

onboarding process consists of one or two days of activities; for other organizations, this process may involve a series of activities spanning one or many months. When onboarding is done well, however, it lays a foundation for long-term success for the employee and the employer (Awueye, et al., 2021). It can improve productivity, build loyalty and engagement, and help employees become successful early in their careers with the new organization.

Workshop

There are probably as many interpretation as there are workshops and workshop but, in general, a workshop is a single, short (although short may mean anything from 45 minutes to two full days) educational program designed to teach or introduce to participants practical skills, techniques, or ideas which they can then use in their work or their daily lives (Samwel, 2022). Most workshops have several features in common: They are generally small, usually from 6 to 15 participants, allowing everyone some personal attention and the chance to be heard. They are often designed for people who are working together, or working in the same field (Partlow, 2022). They are conducted by people who have real experience in the subject under discussion.

Theoretical Framework

Vitcor Vroom Expectancy Theory of Motivation (1964). This theory explain 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 to result in employee performance and organizational performance (Ladd, & Henry, 2022). The following formula can be used to explain the theory. $Motivation = Expectancy \times Instrumentality \times Valence$ [i.e. $E \times I \times V$]. E = Expectancy means ‘‘the relevant employee’s expectations that his attending training will leads to the desired result; i.e. the acquisition of skills that will improve performance. I = 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 (Ndele, & Walter, 2022).

Skill Acquisition Theory propounded by Robert Dekeyser and first published by B. Van Pattern in 2014 was also found relevant for the study. The theory accounts for how people progress in learning a variety of skill from initial learning to advance proficiency (Vanpatten & Benati 2010 in Naomi, & Marshall, 2022). The theory posited that skill studied include both cognitive and psychomotor skill, in domains that ranges from classroom learning to application in sport and industry. (Odhon’g & Omolo, 2015 in Lyndah, et al., 2021)

Human Capital Theory propounded by an economist Gray Becker and Theordore Schilts in 1960s was very supportive to this study. The theory pointed out that education and training were preconditioned for the effective performance of work in an organization (Windel, & Lesson, 2022). In his book Human Capital in 1964 developed a theoretical basis for deciding on investment in human capital Ofori, & Aryeetey, (2021).

Growth Theory propounded by Robert Solow and Trevor Swan in 1956 was also found supportive for this study. The theory states that economic growth is as a result of three factors: labor, capital and technology. It founded its assumption on short-term equilibrium, where results from varying amount of labor, and capital in the production function (Olamuze, et al., 2021).

Empirical Review

Saale, & Bardom, (2021), this paper examines the effects of training on employee performance in organizations. This study use Victor Vroom's expectancy theory of motivation to explain the relationship between training and employee performance in organizations. Tariela, (2021) analyzed employee training and organizational performance. The research was conducted at Barclays Bank Uganda Limited in Kampala. The general objective of the study was to determine the effect of employee training on organizational performance.

Wokoma, & Amadi, (2022) examined the relationship between on the Job Training and Employee's Performance in Courier Industries in Dares Salaam, Tanzania. The research was conducted with an intention of finding out the relationship between on-the-job training and employee performance in DHL and FedEx courier industries that operate in Dares Salaam Tanzania.

Lyndah, et al., (2021) investigated the relationship between Training and Development (T&D) as a Human Resource Practice and the organizational performance (OP) of the Kenyan state corporations. The study hypothesized that; there was a positive relationship between T&D and OP and therefore the need to investigate how specific the two variables relate. Jenita, (2021) conducted a study on employees training and organizational performance: mediation by employees performance. The purpose of the study was to analyze how the teachers' effectiveness can be improved simply by suitable education and training.

Methodology

The study adopted correlation design, with the use of a structured questionnaire as primary source of data. The analytical technique employed for the study was Spearman Rank Correlation Co-efficient with the aid of Statistical Package for Social Service (SPSS) Version 25.00. Thus, the population for the study was 8 commercial airline, hence it was a census study. Sample size of fifth six (56) respondents was derives by means of purposive or judgmental of non-probability technique, which comprised of senior staff (engineers and others) of the studied organizations. The researcher considered the size of 56 adoptable because of the sensitivity of subject studied.

Table 1: List of Firms and Departments of Respondents

S/N	Firms	Department	Status		Total
			Engineer	Others	
1	Air Peace	Operations	3	4	7
2	Allied Air	Operations	2	3	5
3	Arik Air	Operations	3	4	7
4	Dana Air	Operations	2	7	9
5	Fly Aero	Operations	3	5	8
6	First Nation	Operations	2	5	7
7	Glory Air	Operations	3	3	6
8	Med-View	Operations	2	6	7
Cumulative			20	37	56

Source: SPSS 25.00 Output.

Field Survey, (2022).

Table 2: Correlation Matrix of Bivariate Analyses

		e-Learning	On-boarding	Workshop	Effectiveness
e-Learning	r -Value				
	t -Value				
	N	56			
On-boarding	r -Value	.41**			
	t -Value	0.00			
	N	56	56		
Workshop	r -Value	0.12	0.04		
	t -Value	0.35	0.76		
	N	56	56	56	
Effectiveness	r -Value	0.21	0.08	0.23	
	t -Value	0.12	0.53	0.09	
	N	56	56	56	56

Source: SPSS 25.00 Output. Field Survey, (2022).

Table 2 showed the Spearman correlation coefficient (r) on the relationship between variables of the study.

Discussion of Findings

In achieving objective one, findings showed that there was a significant positive relationship between e-learning and efficiency in the studied organizations. To proof this statement, it was found that the r – value of $0.00 < 0.21$ r – value, and 0.12 t - value. Hence, the null hypothesis was rejected and the alternate accepted. The findings buttress the assertion of Amadi, & Oparanma, (2022) that the world going digital, you can no longer stick to traditional training programs that have to be delivered in classrooms and whose efficacy is dependent on the skills and personalities of the trainers.

Objective Two, in accomplishing this objective, Bekee, (2021) opined that, efficiency is optimally accomplished when employee are given are subjected to the relevant and new methods of carrying out their task, most especially as there are coming back from vacation, leave holidays or even at the start of work in every week. The values in Table 2 above revealed that, it was found that the r – value of $0.00 < 0.08$ r – value, and 0.53 t - value. It was indicative that onboard has a weak positive significant relationship with optimal effectiveness in the organizations of study. On-boarding of all new employees are on-boarded, but the quality of the onboarding makes a difference. It can improve productivity, build loyalty and engagement, and help employees become successful early in their careers with the new organization, (Fashina, et al., 2021). This deposit is in compliance with the findings which state that, there is a significant positive correlation between onboarding and efficiency in the studied organization.

For objective Three, it was found that the p , r , and t – values were sign at $0.60 > 0.00$, which signified a strong relationship. Hence there is a significant positive correlation between workshop and optimal effectiveness in the studied organization. (Jenita, 2021). That workshop instill in an employee the relevant knowledge that promotes efficiency by virtue of been in a particular work place produces the best work attitude from him, the finding collaborates with the work of Lyndah, et al., (2021) which states that, The motive to belong is a fundamental human need and is crucial to human survival and progress.

Conclusion

This study examined the training strategy and employee resilience which is one of the key role of human capital manager in organizations and the findings from the study unveils that, there is a strong positive significant correlations that existed between operations training strategy and optimal effectiveness in the organization of study. This implied that, when managers/administrators embark on effective training the dwindling performance associated with the way and manner employee carries out his task as a result of changes influenced by the external environment which culminate into poor organizational performance could be remedy. Hence, it becomes very important to devise a formidable strategy to eradicate the constraints that stand against human resource training to a halt.

Recommendations

- i) Management of organizations should work with the strategic plan of the organization to ensure the judicious utilization of resources allocated for human capital training are adequately utilized
- ii) The trainees should also be given adequate pre and post training motivation, in order to ensure that trainees transfer the knowledge and skills to workplace.
- iii) Identification of training needs and trainees should be objectively done based on previous training feedback and training needs indicators of employees and organization as against the subjective sentiments of sending trainees for training without isolating the training needs.

Limitations of the Study

This study encountered some difficulties. Some of the problems include:

As a student researcher, funding was a strong limiting factor to an elaborate research. Funding constituted a limitation in terms of cost of materials, secretarial services, transportation etc. Some of the respondents were not willing to give out needed information but after a convincing plea, they yielded. Moreover, there was only a short period of time to compile the research work. The time limit for the submission of the research work and other personal engagements which occupied most of the researcher's time constituted a constraint.

Suggestion for Further Studies

The work centered on training strategy and employee resilience. The researcher therefore suggested that further study on the research topic be carried out industrial sector level using likewise correlation design to ascertain the degree of relationship between variables, among selected firms for generalization.

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