

LEVEL OF SATISFACTION OF EMPLOYEES WITH TRAININGS, JOB DESIGN AND EMPLOYMENT SECURITY IN RIVERS STATE MINISTRY OF SPORTS

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ABSTRACT: *The study focuses on the level to which workers are satisfied with training and development, job design and employment security in the Rivers State Ministry of Sports. Three research questions and hypotheses guided this study. The design for the research is a cross-sectional survey. The sample size for the study was 243 employees of Rivers State Ministry of Sports drawn through census sampling technique. A self-structured questionnaire titled "Level of Employees' Satisfaction with Training, Job Design and Job Security Questionnaire" (LESTJJQ) was used. Mean, standard deviation and z-test were used for data analysis at 0.05 alpha level using SPSS version 23. The finding reveals that to a moderate extent employees' are satisfied with the training and development in Rivers State Ministry of Sports. To high extent workers are allowed to plan how they do their work, while some of the employees' were not satisfied with lack of job autonomy in making decisions. Also, there is a significant difference in the male and female employees' satisfaction with training and development, job design and employment security in Rivers State Ministry of Sports. It is recommended that regular training and retraining programs for employees should be developed by the various parastatals. Stakeholders should ensure an effective job design to enhance the status and self-fulfillment needs of employees. There is a need for job security to allow workers to feel valued and fulfilled.*

KEYWORDS: employees' satisfaction, training and development, job design, employment security and rivers state ministry of sports

INTRODUCTION

Sports organization is one field in which the position of managers and the job satisfaction of employees are of great importance. Every company is subject to constant transition. To achieve a

stable and sustainable community, better performance of this organization is a prerequisite. In other words, its weak performance contributes to a number of social and cultural shortcomings. The directors of sports organizations are strategists and real policy makers of sporting activities, and they must have higher capacities. As such, more than before, they need to practice their managerial roles. Clearly, if senior managers have a major role to play, they could be confident about the security of their own company and take their organization to the outer space without any trouble. Understanding which roles of sports managers are more related to worker satisfaction would help managers to identify job complexities, weaknesses and strengths as the existing status of the organization. We provide an opportunity to adapt and improve the organization and prepare an effective structure for country sports by improving weak points and maintaining strong ones, as well as by utilizing the human resources of the organization in order to achieve the goals envisaged.

Satisfaction of employees is related to the productivity and efficiency of absenteeism and flexibility of workers, which depends on factors such as the nature of the job and the context in which the work is carried out (Koustelios and Kousteliou, 2001). Additional factors associated with employee satisfaction are the reduction of errors in the workplace and the intention of employees to leave their jobs (Zournatzi et al., 2006). Salary is an important factor that contributes positively to the satisfaction of employees. More precisely, according to economic theory, the effectiveness of work, measured as job satisfaction, depends positively on income and negatively on hours of work, and also depends on a set of other job-specific and worker-specific characteristics. In addition, Moradi et al. (2012) report that self-awareness, empathy, emotional intelligence and social skills are important parameters that are positively linked to job satisfaction. The expectations of a coach from his / her profession and the behavior of the director-president of a sports group / sports association also affect the level of satisfaction at work, while job satisfaction is negatively linked to turnover and positively to the increased performance of employees (Dixon and Warner, 2010). The balance between family and work life is another important factor that influences the job satisfaction of individuals. In fact, there is empiric evidence that this work-family conflict can lead to reduced job satisfaction and increased psychological strain (Dixon and Sagas, 2007; Kalliath and Kalliath, 2013). Team work also seems to be related to the satisfaction of employees.

Employee satisfaction, motivation, commitment and performance have a direct impact on organizational effectiveness; therefore, the various human resource strategies such as training and development, job design and employment security have an impact on behavioral outcomes and organizational effectiveness. Staff training activities are an attempt to improve current or future efficiency by changing their behaviors or improving their skills and knowledge. Training to improve performance is particularly important for sport associations with stagnant or decreasing profitability and increasing mode of operation. Sport associations need to become more open about their policies and practices, and the T&D function is no exception. This means staff will expect greater openness from executives about performance review criteria, changes in corporate strategy,

career advancement opportunities, high potential program selection and even management succession (Crook, Todd, Combs, Woehr, & Ketchen, 2011).

According to Durai (2010), job design is, in essence, a combination of the nature of the job and the work method adopted in the quality of the task. The first work design theory was developed by Viteles in the early 1950s. In this theory both work rotation and task enlargement were used to address problems resulting from a decrease in the morale and efficiency of workers due to the monotony and boredom of job specialization (Hsieh and Chao, 2004). Additionally, Chaneta (2011) sets out the criteria that should be taken into account for job design, which are as follows: maximize the degree of specialization; minimize the time required to do the job; minimize the level of skill required; minimize learning time / training time; maximize machine utilization; and minimize the degree of flexibility in the performance of the job. From the perspective of workers, job design provides clarification on the position and responsibilities of staff, tailored preparation to address the future needs of employees and the company, team cohesion, incentives for personal and professional growth and, ultimately, increased job satisfaction and loyalty to the organization. Furthermore, job security gives staff a much-needed sense of structure. Job satisfaction drops when employees feel threatened by a lack of job security. Conversely, an employee with a strong sense of job security plans to work for the company in the foreseeable future, so that he maintains a relationship with colleagues and completes his job in order to remain employed. A worker with a lack of job security is insecure because the future of his or her job is uncertain. According to the expectancy theory workers would make the greatest effort if they expect the effort to contribute to results that will be compensated in a favorable manner. Campbell et al. (2007) find that workers' expectations or perceptions of future job losses are strong and reliable predictors of actual job losses in the following year, and that perceived job insecurity is not just a subjective invention of a dissatisfied employee, but rather a materialization of the workplace or of the macroeconomic realities. From the study carried out by Adikom and Oluwuo (2018) among other items, it was found that human resource management practices (teamwork, performance evaluation, training and development) together significantly predict teacher job satisfaction. Also, Greece and Greece (2013) conducted a study which investigated aspects of job design, they found that job design, if effective helps to enhance employee interest in work and improve job satisfaction, contributing to a high level of employee performance and productivity. A review of the empiric studies shows the unattended problems in the field of sport in terms of workers satisfaction with human resource management practices (training and development, job design and job security). It is against this backdrop that the author tends to carry out this study.

Statement of the Problem

The study stems from the difficulties and the need to handle the human resources of sports organisations more effectively. It is important to note that the neglect of HRM procedures, strategies and goals has faced some obstacles, such as poor training and development, job design and employment security. Sadly, the availability and adequacy of skilled coaches are worryingly lacking in our organizations, unless they are educated abroad but come home to Nigeria as coaches, the required materials are either inaccessible or adequate. With a large labour supply and high

unemployment rates (turkstat, 2009), workers observe the insecurity in the labour market and in their immediate work environment. Also, maximizing the time required to do the job. To this effect, the HR practices such as trainings and development, job design and employment security is study.

Aim and Objectives of the Study

This study focuses on the level to which workers are satisfied with training and development, job design and employment security in the Rivers State Ministry of Sport. Specifically, the study tends to;

1. determine the extent of employees' satisfaction with training and development in Rivers State Ministry of Sports.
2. ascertain the extent of employees' satisfaction with job design in Rivers State Ministry of Sports.
3. find out the extent of employees' satisfaction with job security in Rivers State Ministry of Sports.

Hypotheses

The following hypotheses were formulated and were tested at 0.05 alpha level.

1. There is no significant difference in the male and female employees' satisfaction with training and development in Rivers State Ministry of Sports.
2. There is no significant difference in the male and female employees' satisfaction with job design in Rivers State Ministry of Sports.
3. There is no significant difference in the male and female employees' satisfaction with job security in Rivers State Ministry of Sports.

METHODOLOGY

The design of the research in this study is a cross-section survey. The study was conducted in the Ministry of Sports , Rivers State. The study population is 280 staff, 50 sports workers ' ministry and 230 parastatal workers. The sample size for the study is 243 of the population in the census sampling technique analysis. A self-structured questionnaire entitled "Level of Employees ' Satisfaction with Training, Job Design and Job Security Questionnaire" (LESTJJQ) was used. The questionnaire weighted polychotomous and adjusted four point Likert-scale answer choices of "Very High Extent" (4 points), "High Extent" (3 points), "Low Extent" (2 points) and "Very Low Extent" (1 point). The content of the questionnaire was determined by five experts at the University of Port Harcourt. Cronbach alpha was used to determine the inter-item and inter-scale reliability of the questionnaire, with a co-efficient reliability index of 0.831. Two hundred and eighty copies of the questionnaire were sent to the workers to fill out the questionnaire, but 243 were correctly completed and returned. Mean and standard deviation were used for research questions while z-test was used to test hypotheses at 0.05 alpha level using SPSS version 23.

RESULTS

Research Question 1: To what extent are the employees' satisfied with training and development in Rivers State Ministry of Sports?

Table 1: Extent of employees' satisfaction with training and development in Rivers State Ministry of Sports

S/N	Items	\bar{X}	SD	Remarks
1.	Organisation conducts training programmes frequently.	2.66	0.95	High
2.	I have attended training programmes.	2.56	1.04	High
3.	The training session have helped me to improve my work efficiency.	2.82	0.78	High
4.	I am satisfied with the information provided by the trainer during the training session	2.42	0.90	Low
5.	There was pay or promotion after each training programme.	3.01	0.77	High
6.	Organisation is providing as much as initial training as you need.	2.50	0.88	High
7.	Organisation provides as much as ongoing training as you need to perform your task project.	2.80	0.87	High
8.	I have been sent to attend any employees' development program till date.	2.68	0.72	High
	Grand mean	2.68	0.86	

Result in Table 1 indicated that some of the employees' are highly satisfied with training and development as their mean score ranged from 3.01-2.50. On the contrary, the employees' are not satisfied with the information provided by the trainer during the training session as illustrated by mean of 2.42. The grand mean of 2.68 shows that to a slightly high extent employees' are satisfied by the training and development in Rivers State Ministry of Sports.

Research Question 2: To what extent are the employees' satisfied with job design in Rivers State Ministry of Sports?

Table 2: Extent of employees' satisfaction with job design in Rivers State Ministry of Sports

S/N	Items	\bar{X}	SD	Remarks
9.	The job allows me to make my own decisions about how to schedule my work	2.71	1.01	High
10.	The job allows me to decide on the order in which things are done on the job	2.58	0.90	High
11.	The job allows me to plan how I do my work	3.11	0.70	High
12.	The job gives me a chance to use my personal initiative or judgment in carrying out the work	3.37	0.60	High
13.	The job allows me to make a lot of decisions on my own	3.27	0.84	High
14.	The job provides me with significant autonomy in making decisions.	2.25	1.03	Low
15.	The job allows me to make decisions about what methods I use to complete my work	3.06	0.76	High
16.	The job gives me considerable opportunity for independence and freedom in how I do the work.	3.11	0.74	High
17.	The job allows me to decide on my own how to go about doing my work	2.77	0.85	High
Grand mean		2.91	0.83	

Table 2 revealed that to high extent workers agree that the job allows them to plan how they do their work; it gives chance to use personal initiative or judgment in carrying out the work; it allows them to make a lot of decisions on their own; make decisions about what methods they use to complete the work and the job gives them considerable opportunity for independence and freedom to do the work with mean range of 3.06 – 3.37. In contrast, some of the employees' do not agree that the job provides them with significant autonomy in making decisions. The grand mean of 2.91 shows a high extent of employees' satisfaction with job design in Rivers State Ministry of Sports.

Research Question 3: To what extent are the employees' satisfied with job security in Rivers State Ministry of Sports?

Table 3: Extent of employees' satisfaction with job security in Rivers State Ministry of Sports

S/N	Items	\bar{X}	SD	Remarks
18	Unions ensure that workers are earning a fair living wage.	3.08	0.83	High
19	Unions offer job security	2.65	0.85	High
20	The perception of job security positively affects job performance.	3.00	0.80	High
21	I perceive that I can contradict with my supervisor without feeling the threat of getting in trouble	2.91	0.83	High
22	I cannot get fired unless there is "just cause".	2.16	0.93	Low
23	I could lose my job at any moment without further explanation.	2.64	1.04	High
24	I feel proud to tell other people where I work	2.49	0.83	Low
25	My job offers me a very strong package of benefits	3.08	0.80	High
	Grand mean	2.75	0.86	

Result in Table 3 indicated that some workers agreed on employees' satisfaction with job security in Rivers State Ministry of Sports based all the items except item 42 and 44 with mean scores of 2.16 and 2.49 respectively. The grand mean of 2.75, shows that workers are highly satisfied with job security in Rivers State Ministry of Sports.

Test of Hypotheses

Hypothesis 1: There is no significant difference in the male and female on employees' satisfaction with training and development in Rivers State Ministry of Sports.

Table 4: z-test analysis of the difference in the male and female on employees' satisfaction with training and development in Rivers State Ministry of Sports

Variable	N	Mean	SD	df	z-cal.	p-value	Level of Significance	Decision
Male Employees'	129	2.84	0.69	241	4.261	0.000	0.05	Reject
Female Employees'	114	2.51	0.61					

In Table 4, the mean scores of 2.84 and 2.51 for male and female employees' respectively. Furthermore, at 241 degree of freedom and 0.05 level of significance; the calculated z-value of 4.261, and p-value of 0.000 was by far less than the alpha level of 0.05. Hence, the null hypothesis was rejected and therefore gender significantly influence employees' satisfaction with training and development in Rivers State Ministry of Sports.

Hypothesis 2: There is no significant difference in the male and female employees' satisfaction and job design in Rivers State Ministry of Sports.

Table 5: z-test analysis of the difference in the male and female employees' satisfaction and job design in Rivers State Ministry of Sports

Variable	N	Mean	SD	df	z-cal.	p-value	Level of Significance	Decision
Male employees'	129	2.99	0.38	241	3.092	0.002	0.05	Reject
Female employees'	114	2.83	0.43					

In Table 5, the mean scores of 2.99 and 2.83 for male and female employees' respectively. Moreover, at 241 degree of freedom and 0.05 level of significance; the calculated z-value of 3.092 and the p-value of 0.002 was by far less than the alpha level of 0.05. Hence, the null hypothesis was rejected and therefore there is a significant difference in the male and female employees' satisfaction and job design in Rivers State Ministry of Sports.

Hypothesis 3: There is no significant difference in the male and female with job security in Rivers State Ministry of Sports.

Table 6: z-test analysis on difference in the male and female employees' satisfaction with job security in Rivers State Ministry of Sports

Gender	N	Mean	Std. Deviation	Df	Z-cal	p-value	Level of Sig.	Decision
Job Security Male employees'	129	2.72	0.47	241	-0.886	0.376	0.05	Accepted
Female employees'	114	2.79	0.65					

Result in Table 6 reveals that the mean score of male and female employees' are 2.72 and 2.79. And that the standard deviations of their scores are 0.47 and 0.65 respectively. However, when this means difference was subjected to an independent z-test, it was observed that the calculated z-value is -0.886 and the p-value 0.376 is greater than 0.05 level of significance, so the null hypothesis was accepted. Hence, Gender does not significantly influence employees' satisfaction with job security in Rivers State Ministry of Sports.

SUMMARY OF FINDINGS

1. It shows that to a slightly high extent employees' are satisfied by the training and development in Rivers State Ministry of Sports.
2. It revealed that to high extent workers agree that the job allows them to plan how they do their work, while some of the employees' do not agree that the job provides them with significant autonomy in making decisions. The grand mean of 2.91 shows a moderate extent of employees' satisfaction with job design in Rivers State Ministry of Sports.
3. some workers agreed on employees' satisfaction with job security in Rivers State Ministry of Sports based on all the items except that they can get fired unless for no "just cause" and do not feel proud to tell other people where they work with mean scores of 2.16 and 2.49 respectively.
4. There is a significant difference in the male and female employees' satisfaction with training and development in Rivers State Ministry of Sports.
5. There is a significant difference in the male and female employees' satisfaction and job design in Rivers State Ministry of Sports.
6. There is a significant difference in the male and female employees' satisfaction with job security in Rivers State Ministry of Sports.

DISCUSSION OF FINDINGS

Training and development helps to increase the quality of employees at both the individual and the organizational level. The study reveals that to a slightly high extent employees' are satisfied by the training and development in Rivers State Ministry of Sports. This tally with studies done by Afsana, Afrin, & Tarannum (2016); Singh, (2016) that found a positive relationship between training and development and the employment performance of employees. It is very important for every organization to improve not only the skills, attitudes and behavior of workers, but also to adapt them to new technology, which in turn increases the productivity of both individuals and organizations. In addition, job satisfaction is affected by job design. Jobs that are rich in positive behavioral elements-such as autonomy identification of tasks, importance of tasks and feedback-contribute to the happiness of workers. The result revealed that to high extent workers agree that the job allows them to plan how they do their work, while some of the employees' do not agree that the job provides them with significant autonomy in making decisions. This is in line with Parvin (2011) who stated that the aim of the job layout is to increase the level of job satisfaction which ultimately results in the good performance of employees. According to Hodgetts and Hegar, (2005) the issue of job design is also very relevant in human relations in. After all, since job design gives workers a sense of understanding of work, recognition of work and its value, and provides them with a variety of skills, flexibility and input promote motivation and, by extension, job satisfaction. In the same vein, the result revealed that some workers agreed on employees' satisfaction with job security in Rivers State Ministry of Sports based on all the stated items except that they can get fired unless for no "just cause" and do not feel proud to tell other people where they work. This is in concordance with Thomas et al. (2006) that there are problems in the area of job security, such as job change, job loss and failure to achieve proper jobs. According to industrial

and organizational psychologists, job security is one of the factors of job satisfaction and commitment. Also, Preuss and Lautsch (2002) concluded that job security reduces job satisfaction and organizational commitment.

Recommendations

The following recommendations were made based on the findings of the study:

1. Regular training and retraining programs for employees should be developed by the various parastatals.
2. Stakeholders should ensure an effective job design to enhance the status and self-fulfillment needs of employees.
3. There is a need for job security to allow workers to feel valued and fulfilled.

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