

ENHANCING EMPLOYEE PERFORMANCE IN THE NIGERIAN POWER SECTOR: ORGANIZATIONAL DEVELOPMENT OPTION

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Abstract

This study focused on enhancing employee performance in the Nigerian Power Sector through Organizational Development (OD), with particular reference to Port Harcourt Electricity Distribution Company (PHEDC) Calabar, Cross River State. The specific objectives include to assess, determine and ascertain the influence of organizational culture, job satisfaction and effective training on employee performance. A survey research design was used, questionnaire was administered to one hundred and ten respondents. Collected data were analyzed using regression and analysis of variance (ANOVA) F-statistics. It was discovered that OD practices; organizational culture, job satisfaction and effective training have positive influence on employee performance. It is therefore recommended that PHEDC, Calabar should embrace OD practices in order to enhance employee performance, provide better quality services and experience positive change in the management of electricity generation and supply.

Keywords: Organizational development, employee performance, organizational culture, job satisfaction, effective training.

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I. INTRODUCTION

In today's business organization, managers are giving considerable value to employees for improve business performance. Employees have different modes and abilities in working in organization, while some have high capability irrespective of incentive others have shortfall in their abilities toward effective and efficient performance (Zahargier and Balassundarum, 2011). Employees in organization are expected to have absolute commitment to desired performance standards to achieve and sustain competitive position and advantage in the organization. Achieving this high level performance through the employees has been the priority of organizations. In order to enforce the actualization of organization goals, satisfied employees are a necessity for high level performance.

Employees' effort is a pertinent factor that has helped to determine what the performance of an organization would be (Pushpakumari, 2008), and this requires having effective organizational culture, effective training and job satisfaction in the organization. In a dynamic environment in which an organization operates, it is obvious that not all employees are equipped or have the expertise to handle every tasks they are assigned to except they have the competence for the specific assignment in order to optimize the performance of the organization (Farooq & Khan, 2011). This state of employee performance is often enhanced through training which influences the skills, attitude and abilities of employees in performing their duties. An improved sustainability of an organization on the basis of effectiveness is often achieved through organizational development which improves productivity and further leads to employee commitment as norms, value and objectives aid improvement in performance of task (Awadh & Saad, 2013). Organizational development is the intentional system put in place to enhance an organization's effectiveness, customer satisfaction, and improve retention and satisfaction in the workplace. The purpose of organizational development is to address perennial evolving needs of successful organizations, a concerted collaboration of internal and external experts in the field to discover the process an organization can use to become more stakeholder effective.

A fundamental tenet of humanistic psychology, as found in the writings of organizational theorist, surrounds the belief that employees will flourish and reach their true potentials providing that their work environment is conducive to personal growth (Rees and Sharifi, 2002). The initiative for organizational development programmes emanate from an organization that has a need for change. Therefore, the Nigerian power sector, particularly Port Harcourt Electricity Distribution Company (PHEDC), Calabar can be effective and efficient in its operations by been sensitive to changes within its operating environment.

II. PROBLEM STATEMENT

The Nigerian power sector continue to evolve new methods and processes of doing things as a change process in its quests to improve employee performance and deliver better quality services to customers. Though employee's performance is known to be the driving force for optimizing productivity, the inability of an organization to effectively address performance problem in organization often result to waste of resources for the actualization of goal of the organization. In Nigeria Power Sector, the dynamics of the industry have made effective enhancement of employee performance challenging in realizing the business goals. This is particularly evidenced in Port Harcourt Electricity Distribution Company (PHEDC) Calabar, where organizational culture, job satisfaction, and effective training of employees are not paramount because of low attention in developing employees for their assigned responsibilities which could guarantee improvement in the performance and profitability of the organization.

III. OBJECTIVES OF THE STUDY

The broad objective of this study was to explore the ways of enhancing employee performance in the Nigerian Power Sector through organizational development particularly in Port Harcourt Electricity Distribution Company (PHEDC) Calabar.

The specific objectives include to:

1. Assess the impact of organizational culture on employee performance in PHEDC, Calabar.
2. Determine the effect of job satisfaction on employee performance in PHEDC, Calabar.
3. Ascertain the significance of effective training on employee performance in PHEDC, Calabar.

IV. LITERATURE REVIEW

a) **Employee performance**

The concept of performance is multifaceted in nature. The differences in perception of researchers and scholars on performance are based on measurement of transactional efficiency and the effectiveness towards organizational goals (Stacnack, 1996). Performance is the achievement of quality and quantity of work by employee in the course of implementing their assigned responsibilities (Resubun, Hadiwidjojo & Rofyaty, 2013; Mangkunagara, 2000). Performance implies carrying out job tasks in line with job prescription (Seed, Mussawar, Lodhi, Iqbal, Nayab & Yaseen, 2013). The researchers further defined it as the art of completing task within specified boundaries. Raza, Anjum and Zia (2014) defined it as the physical and psychological ability to carry out a particular assignment using a specific approach that can be evaluated either as excellent, average, or low in scale. According to Champell, McCloy, Oppler & Sagar, (1993) the word performance is used to elucidate diverse aspects of performance, i.e. performance of organization, performance of individual, and performance of employees. Performance in an organization involves two dimensions such as behavioural aspects which relates to situation and specification of job, and the outcome aspect which is the conversion of the behavioural aspect to the achievement of goals and objectives of the organization.

Sultana, Irum, Ahmed and Mehmood (2012) defines performance as the realization of precise assignment that is measured against set standard of accuracy, completeness, cost and speed. For instance, in employment where contract is established between parties, performance implies the achievement of a commitment in a way that helps the performer to accomplish the tasks agreed upon during the contract. This indicates that training is a means of enhancing employee performance in an effective and efficient way to help the organization remain competitive and productive to the realization of set objectives. Kenney (1992) defines employee performance as measure against the standard of performance established by an organization. Cascio (2006) adds that performance is the extent of an achievement in which an employee accomplishes the mission of the organization in a workplace. This reveals that effective performance will show how best employees are performing on their assigned tasks. In an organization, there is an existence of expectation from the employees toward their performance and employees that perform beyond set standards in meeting the expectations of the organization are considered good performers.

b) **Concept of organizational development**

The quest for global competitiveness has mandated virtually every organization to embark on organization development interventions to exploit new and improved ways to enhance employee performance. According to Grievés (2000) organizational development actually promotes humanistic values. One of the vital functions of human resource management is the function of employee development which ensures that appropriate training and developmental programmes are developed to improve performance in organization (Elnaga & Imran, 2013). Employee development entails building the capacity and capability of employees and also the organization in order to achieve the level of standard performance (Elena, 2000). A study by Champathes (2006) indicates that the more employees are developed the more they are satisfied with their assigned responsibilities which guarantee an improvement in the performance and profitability of the organization. Ghorbanhosseini (2013) considers it a systematic application of behavioural science knowledge for planned development and promotion with emphasis on strategies, structure, and organizational processes in order to improve organizational effectiveness.

Organizational development requires the use of resources of an organization for improve efficiency and productivity and could also be used to remedy problems in an organization (George, 1985). However, the remedies to organizational problems require analyzing the process involved and finding an efficient way of solving the problems. In addition, the implementation of organizational development significantly requires investment of time and money in the realization of organizational objectives. George (1985) considers the importance of organizational development in various ways. First, it brings about organizational change which ensures that the process of organization development must identify areas in organization where change is needful. This requires that the needs of each organization are analyzed and the potential effects are estimated into the change management plan. The plan must also consist of approaches that the change will improve the organizations performance; the parties that will be affected by the change and the possible means that it will be rolled out efficiently to employees. This implies that organizational development enhance the effective development of change management programmes. Secondly, organizational development serves as a strategic means of managing and planning the growth of an organization. The need for organizational development by managers is to combine the sales projection and consumer demand to help determine the growth rate of an organization.

Thirdly, organizational development is associated with work processes. For instance, an organization that is involved in organizational development must analyze its work processes to ascertain the efficiency and accuracy of the process so that when adopted, the performance

of employees can be achieved. This will require quality control measures to ensure that the organization standards are established and evaluators must ensure that processes are combined for significant efficiency and also develop and implement plans to improve the organization. Fourthly, product innovation is another strategic importance of organizational development and this requires the analysis of information for success to be achieved. This implies that organizational development is critical to product innovation when analysis of elements of the development of the product is carried out effectively. Hence, the need for the processes in product innovation consists of technology development, target market research, competitiveness, etc. From the above importance of organizational development on employee performance, it is apparent that it relates to professional discipline in organization which helps to focus on improving employees capabilities in organization for the achievement of the goal of the organization.

c) Importance of employee performance in organization

Every business success is tied to the performance of employees in organization when dealing with customers. This demands that managers must understand the impact of employees' performance in order to better manage the output and productivity of employees in the organization (Rodriguez, 2015). Thus, the need to properly manage employee performance will enhance profits and attainment of goals of the organization. Hawthorne studies and other research studies on productivity of workers indicates that higher performance of workers relates to employees who are satisfied with their jobs than those who are not satisfied (Elnaga & Imran, 2013). It must be noted that employees yield to turnover only when they are not satisfied with their job and therefore not motivated to portray good performance. Happy and satisfied employees have strong relationship with higher employees' performance this makes it possible for managers to motivate high performing employees to attain the target of the organization (Kinicki & Kreitner, 2007). In addition, employees become satisfied when they found to be competent in performing their tasks in which they acquire the skills through effective training programmes.

The importance of employee performance is to ensure that the effort of low performer is improved. Elnaga and Imran (2013) classified performance into five rudiments which comprise planning, monitoring, developing, rating, and rewarding. The first stage of planning involves goal setting, strategies development, outlining task and schedules for goals accomplishment. Monitoring involves looking at goals to determine how well an employee is performing to meet the goals. It's a continuous measuring of performance and giving feedback

to workers, team or work group on the progress of their task toward the set goals of the organization. The need for monitoring is to afford opportunity to know how well predetermined standards were attained and to make changes to unrealistic standards. At the state of developing, employees have to improve poor performance that existed in the timeframe that they have been working in the organization. It is apparent that in planning and monitoring, the existence of deficiencies will be addressed to move the organization forward. In rating stage, employees' performance is summarized to create benefit in order to compare performance among employees. This helps an organization to have the knowledge of the best performing staff in the organization. The stage of rewarding involves designing a reward system and giving recognition to the good behaviour than was expected in the organization.

d) **Organizational culture and employee performance**

Organization culture consists of values, behaviours, disciplines, norms, and codes of conduct. In an organization, there is bound to be strong and weak culture that aid in the execution of basic values in organization in a stronger and weaker manner respectively (Raza et al., 2014). This requires many organizations to determine the ways to regulate the behaviour of employees in line with the needs of the system and all organizations culture set the rule for employee behaviour. A culture of organization is seen as a style or model the workers in organization used to express their actions. According to Tierney (1998) organizational culture reflects the shared beliefs on the way things have to be completed and may be demonstrated using a sign, principles, beliefs, symbols, and behaviour. Yanagi (1994) support that, it is the philosophies and values shared by the employees in organization and behavioural tendencies in changing them to practical actions. Organizations culture is an important measure in advancement of employees' performance particularly where the environment is relatively comfortable to work with, then employees will be encouraged to work if the culture of the organization is viable and motivating (Saeed et. al., 2013). This shows that the existence of culture of the organization is a reflection of employee performance. Raza et al. (2014) opines that organizational culture in an organization is a center of its action and activities and this has impact on the total efficiency on the organizations products or services. The need for organizational culture is to hold an organization together, the force of organizational culture glues an organization and it ensures that all basic parts of the organization are linked together. It must be stressed that all organizations have culture that defines it and its employees; it also helps to creates peculiarity from other organizations in the industry. Culture of an organization comprises of values and behaviour and these are part of success and ultimate achievement of

the goals of the organization. Culture must be inculcated in all members of the organization and should be revised to every old and existing member as well.

A study by Awadh and Saad (2013) indicates that organization culture relates to management and the essential factors that make the effective culture management consist of the structural stability and integration of superior standard of organization. Hodgetts and Luthans, (2003) observe that the culture of organization at different level differentiate background, ethics, and racial differences which impact upon performance. Therefore, the organization culture with diverse backgrounds seems to acquire common set of values and belief to be effected by organization system. Robbins and Sanghi (2007) reveals that the attraction of the norms belief and values of organization has strong effect on the performance as well as the sustainability of the organization. This implies that norms promote sustainable performance of an organization and management and it relates to achievement of profitability in the organization. Organization culture is noted to have varying impacts on the performance of employee and their motivation level (Davoren, 2009). This is common as workers consider themselves as part of corporate culture. For instance, management must carry out structured recruitment process that would attract and engage current staff with the same values and beliefs that form the organization culture. The important of this is that it enhance employee integration to the organization and also create corporate culture with performance systems. However, where culture and management system of the organization is not aligned, then there is need to redirect them for employee behaviour to results in the achievement of goals of the organization.

Conceptual linkage exists between organizational culture and employee performance. However, performance is said to be dependent variable that seek to recognize other independent variables that produce variation in its performance (Uddin, Luva & Hossian, 2013). This is argued by Martin and Sichel (1999) that organizational culture is just theoretical and it relates to performance and has strong positive influence on performance. Thus, with the variation the role of culture helps in nurturing, sustaining, and enhancing the performance of organization. In addition, the clarification is that the nature of cultural system in organization offers coordination of tasks and minimizes the inefficiency in employee efforts and the resources of the firm (Kopelmal et al., 1990). The importance of culture in a dynamic environment is that it helps organization to achieve its objectives and gain competitive advantage and this is possible by recruiting high performing individuals, also employees requires supportive organizational culture to aid them reach their objectives (Uddin et al., 2013). It is noted that the conscious coordination of individuals, groups and organization interacts and this depends on organizational culture to shape the individual performance (Kozlowski & Klein, 2000). This

shows that factors such as performance appraisal employee recognition, compensation, training, motivation etc depends on employee performance of an organization. The importance of individual factors has been considered between organizational culture and employee performance. But investigation is required for appropriate understanding and forecast of the relation between organizational culture and employee performance (Gardner & Schermerhorn, 2004). This results to the fact that organization culture has a function of internal integration and coordination between the operations of an organization and the employees. It must be considered that the existence of organizational culture be it a strong culture or weak culture serves as a force for change or a barrier to organization. This constantly put managers in a challenging situation of altering the culture of the organization in line with the dynamic of the environment in order to achieve optimal employee performance that would leads to improved productivity and sustainability of the organization in a long run.

e) **Job satisfaction and employee performance**

Hira and Waqas (2012) in their study on job satisfaction stress that job satisfaction is a vital factor of employee's performance and a predictor of work behaviour. Their findings shows that the advantage of job satisfaction is to reduce grievance and complaints in respect to workers; better turnover and absenteeism, minimizing training cost, improving punctuality, and morale of workers. Conceptually, employee satisfaction is also known as job satisfaction (Saleem et al., 2013). They defines job satisfaction as the perception and sensation of employees about their work and the organization. This reveals that employees who are happy with their jobs will be attentive to attract customers and on the other hand employees who are not happy or satisfied will result in customer unhappiness. In the words of Azriri (2011), job satisfaction signifies a collection of positive or negative feelings that employees hold towards their work. In an organization, when employees are employed they bring in their needs, desires and experiences with expectation, at this point job satisfaction represents the extent to which expectations match the rewards. This shows a relationship between job satisfaction and the behaviour of individual in workplace. Kaliski (2007) opines that job satisfaction applies to employee's sense of success and achievement in his job or job and it has a strong link to productivity as well as personal well-being. The true nature of job satisfaction in organization entails performing a job that one enjoys, performing it well and being rewarded for ones efforts. It is the enthusiasm of workers and the happiness in which they work. This indicates that job satisfaction can be actualized through recognition, promotion, income and the achievement of other goals which result in a state of fulfillment of an employee.

In all organization, it is common that satisfied workers often lead to improved job performance. A strong focus on this has made managers to create a conducive and satisfied workforce to operate the well being of the organization (Bako, 2012). Considering the various dimension of job satisfaction by Ayeni and Popoola (2007), they opine that job satisfaction is the emotional response to job situations and cannot be inferred upon; it is often determined by how well outcome meet expectations; and it represent various attitude that are most pertinent characteristics of job about which people have effective response. Bako (2012) emphasizes that job satisfaction is multidimensional in approach, it includes psychological responses to employee's job, and the responses are cognitive, affective, and behavioural components. This shows that jobs satisfaction is associated with the state of mind and feeling of workers towards the satisfaction of their job. And job satisfaction in organization is influenced by the component of a supervisor, the physical environment of an organization, and the extent to which employee's job is accomplished.

In contemporary organization, job satisfaction is a factor that relates to efficacy and effectiveness of such organization. Therefore, with the existing managerial paradigms which insists that workers in organization should be treated with respect or as human beings who have their personal needs, personal desire as positive indicator of the essence of job satisfaction. The emergence of job satisfaction reveals many negative consequences of job dissatisfaction such as lack of loyalty, increase number of accidents and increase absenteeism (Spector, 1997). According to Spector (1997), there are three characteristics of job satisfaction. The first characteristic entails that organization should be guided by human values. This characteristic portrays that an organization should be oriented in treating worker reasonably and with respect. It must be noted that high level of job satisfaction is a sign of emotional and mental state of workers. Secondly, since the behaviour of employees often rely on the extent of their job satisfaction it will affect the activities of the organization positively or negatively. Thirdly, the activities of organization directly depend on the indication of job satisfaction. Therefore, with evaluation of job satisfaction the diverse level of satisfaction in the organization will be defined to boost performance.

Job satisfaction in an organization is driven by financial reward. Kreitner and Kinicki (2006) confirm that financial reward is a strong factor that produce job satisfaction in relation to need fulfillment model. According to Nawah and Bhatti (2011), pay and security serves as motivator to workers in private sector while opportunities for professional development and salary packages serve as motivators to people in public sector which serve as job satisfaction factors. Sequentially, the most important or top factors that create job satisfaction for improved

performance in organization consist of financial resources, workload, and technology impact. However, Nawah and Bhatti (2011) observed that compensation system in an organization will affect job satisfaction and the intentions to quit and retention rate will be influenced. This implies that higher compensation level will results in higher job satisfaction and retention rates will be higher, indicating that reward in an organization enhances job satisfaction. In addition, Samad (2007) and Okpara (2004) in their studies discover that in a situation where workers are satisfied with their job and the environment of the organization, including their compensation and leadership they will be extremely committed to the success of the organization compare to when they are not satisfied. This implies that employees turnover, productivity, and employee performance are influenced by the factors of job satisfaction for the actualization of set goals of the organization. It must be noted that when workers are satisfied and committed they become performers and contributors to the enhancement of organizational productivity. Thus, it is obvious that compensation has impact on the job satisfaction of employees and organizational commitment, and organization with a better compensation system will have a positive effect on the employees.

f) **Effective training as a drive to employee performance**

Effective training helps to improve employee's performance and it bridge the gaps that exist between current performance and the desired performance standard (Sultana et al., 2012). Training in organization may be carried out in form of mentoring, coaching, participation/corporation by workers. It is apparent that the nature of training programme does not develop individual alone but also the organization at large and this result in better utilization of human resources to enhance the organizations competitiveness (Jie & Roger, 2005). David (2006) noted that training does not develop the employee capabilities but sharpen their creativity and thinking ability in order to engage in effective decision making in a manner that is productive. It is a fact that training helps to develop self-efficacy and higher performance of employees, it has also help to replace incessant practices with an efficient best practices. Ciaburu and Teklead (2005) supports that training is a planned intervention that enhance employee job performance. It is established to improve skills in employees that are deemed pertinent for the actualization of set goals of an organization. Decrease in anxiety and frustration in an organization is resolved through the quality of training programme and this makes workers to perform their duties with desired level of performance (Chen, 2004). Superior performance is now the strong reason why many organizations engage in developing an effective and efficient training that is result driven.

In organization, training plays a significant function in performance improvement as well as optimizing productivity and this help to position organization in a favourable state for competition (Sultana et al., 2012). Training involves planning and it is systematic to ensure that skills, knowledge and competency that are necessary to perform work effectively are achieved. Gordon (1992) stresses that, positive association exists between training and employee performance. While training create benefits for the employee and organization at large, it influences the performance of employee positively through development of employee knowledge, skills, ability, competence and behaviour (Sultana et al., 2012). This depict that an organization that is committed at raising profit for the shareholder and providing services to the customers must invest in training of the employees (Evans & Lindsay, 1999). Employees in organization are both important and expensive resource. This reveals that sustaining growth through effective performance is pertinent, increasing the contribution of employees to goals of the organization. The need for training is central to the role of management and it is necessary in ensuring that there is adequate supply of staff that is technically and socially proficient.

Researches have shown that improved capabilities, skills, and knowledge of employees are significant sources of competitive advantage. The need for developing the preferred skills, abilities, and knowledge to perform a job requires viable training programmes to give employees a sense of motivation and commitment in the organization (Elnaga & Imran, 2013; Tai, 2006). Engaging workers to accomplish their tasks demand that an organization has to provide training to elevate the potentials of the employees. In addition, the adoption of long range planning and investing in the future have help to improve the employee performance with the aid of effective motivation and commitment. It must be emphasized that recognizing employees and training them will motivate them to put their ability toward the achievement of goal of the organization (Elnaga & Imran, 2013). Training employees for improved performance in any workplace is a necessity to help employees have a sense of responsibilities of their job and this provide workers with the necessary information and opportunity for development of their career. According to Colarelli and Montei (1996) for a company to have competitive advantage it must discover the importance of training in order to enhance the employee performance for strategic goal attainment. Hence, it is evidenced that effective training influence return on investment and employee retention in organization.

In the words of Farooq and Aslam (2011) developing employees' capabilities and creating positive working environment in organization are efforts managers make toward optimizing performance. These indicates that capacity building relates to employee

performance and it depends on the quality of training programmes of the organization. However, most of the struggle by senior managers on the importance of training is not only to improve employee performance but to create the right image of the organization to the external environment (Jia-fang, 2010). This is to say that training programme has to be effective for employees to be acquainted with emerging technological advancement and have the required competencies and skills for a job without error or mistakes in discharging their responsibilities. Kathiravan et al (2006) posits that training in an organization is directed at eliminating weak and bad aspects of organizational results with the aim of improving the traditional practices which has no impact on the achievement of set targets of the organization.

Jagero, Komba and Mlingi (2012) in their study stresses that a relationship exist between employee training and performance in task accomplishment. The study reveals that employees that have undergone training are capable of performing their tasks effectively and efficiently. This confirms that training relate to employees performance. Training is characterized as formal and systematic changes of employee behaviour through learning that occurs based on education, instruction, development and planned experience (Armstrong, 2000). With the practical training implication, effective training is important to organization. Jagero et al (2012) maintains that effective training help to save money that is wasted on cheap but inefficient training. This is argued by Thomas (1997) that employee training consists of teaching employees the skills that help them to become more productive and efficient workers. It is obvious that several careers involve on-the-job-training, and workforce that is been trained has benefits for employees and employers. Training must be carried out to familiarize new employees with new roles and responsibilities of their position as well as the policies of the organization. Thus, training employees help them to have strong motivation because the organization have invested in their development and this leads to absent or low rate of turnover of workers.

V. RESEARCH HYPOTHESES

The following null hypotheses were generated and tested:

- H₀₁: Organizational culture does not have any influence on employee performance in PHEDC, Calabar.
- H₀₂: Job satisfaction does not have any influence on employee performance in PHEDC, Calabar.
- H₀₃: Effective training does not have only influence on employee performance in PHEDC, Calabar.

VI. METHODOLOGY

This study used survey design and was purely based on primary data. The survey method characterized by personally administered questionnaire was adopted as the method of data collection in this study. 110 questionnaire were distributed to employees of PHEDC, Calabar. Collected data were analyzed using regression and analysis of variance (ANOVA). F-statistics

VII. RESULTS

Hypothesis 1:

Organizational culture does not have any influence on employee performance

Table 1

Model summary showing the influence of organizational culture on employee performance

Model	R	R-Square	Adjusted Square	R	Std. Error of the Estimate
1	.754 ^a	.568		.564	2.16524

a. Predictors: (Constant), Organizational Culture

Table 2

ANOVA^a showing the influence of organizational culture on employee performance

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	666.356	1	666.356	142.132	.000 ^b
1 Residual	506.334	108	4.688		
Total	1172.691	109			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Culture

Table 3

Coefficients^a showing the influence of organizational culture on employee performance

Model	Unstandardized coefficient		Standardized Coefficients	t	Sig.
	B	Std. Error			
			Beta		

1. (Constant)	2.850	691	4.125	.000
Organizational Culture	.741	.062	.754	11.922 .000

a. Dependent Variable: Employee Performance

Tables 1, 2, and 3 shows the regression analysis carried out in testing the two variables; organizational culture (X), and employee performance (Y), used in formulating hypothesis one. The result reveals that organizational culture has an influence on employee performance in PHEDC, (B=0.741; P<0.05). The null hypotheses was therefore rejected. There was a significant F-statistics (142.13) indicating the model’s prediction strength ($R^2 = 56.8\%$, P<0.05). The R^2 implies that about 56.8 percent of variation in employee performance is explained by organizational culture.

Hypothesis 2:

Job satisfaction does not have any influence on employee performance

Table 4
Model summary showing the influence of job satisfaction on employee performance

Model	R	R-Square	Adjusted Square	R	Std. Error of the Estimate
1.	.752 ^a	.566		.562	2.17149

a. Predictors: (Constant), Job Satisfaction

Table 5
ANOVA^a showing the influence of job satisfaction on employee performance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	666.431	1	663.431	140.695	.000 ^b
1 Residual	509.260	108	4.715		
Total	1172.691	109			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Satisfaction

Table 6
Coefficients^a showing the influence of organizational culture on employee performance

Model	Unstandardized coefficient	Standardized Coefficients	t	Sig.
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	B	Std. Error	Beta		
1. (Constant)	2.525	.720		3.505	.001
Job Satisfaction	.753	.064	.752	11.862	.000

a. Dependent Variable: Employee Performance

Tables 4, 5 and 6 represents the regressions analysis done in testing the variables in hypothesis two; Job satisfaction (x), and employee performance (y). It reveals that job satisfaction has an influence on employee performance in (B=0.753, P<0.05). H₀₂ was therefore rejected. It also shows a significant F-statistics (140.70) indicating the model's prediction strength (R² = 56.6%, P<0.05). The R² means that about 56.6 percent of variation in employee performance is explained by job satisfaction in PHEDC, Calabar.

Hypothesis 3: Effective training does not have any influence on employee performance

Table 7

Model summary showing the influence of effective training on employee performance

Model	R	R-Square	Adjusted Square	R	Std. Error of the Estimate
1.	.737 ^a	.543		.539	2.22719

a. Predictors: (Constant), Effective Training

Table 8

ANOVA^a showing the influence of effective training on employee performance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	636.972	1	636.972	128.412	.000 ^b
1 Residual	535.719	108	4.960		
Total	1172.691	109			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Effective Training

Table 9

Coefficients^a showing the influence of effective training on employee performance

Model	Unstandardized coefficient	Standardized Coefficients	t	Sig.
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	B	Std. Error	Beta		
1. (Constant)	3.335	.684	4.872	.000	
Effective training	.702	.062	.737	11.332	.000

b. Dependent Variable: Employee Performance

Tables 7,8 and 9 reports the regression analysis carried out in testing the dependent variable (Y) employee performance, and independent variable (X) effective training, in hypothesis three of the study.

The result reveals that effective training has an influence on employee performance in PHEDC, Calabar (B=0.702, P<0.05). H₀₃ was therefore rejected. The result also shows a significant F-statistics (128.41) indicating the model's prediction strength (R² = 54.3%, P<0.05). The R² therefore means that about 54.3 percent of variation in employee performance is explained by effective training in PHEDC, Calabar.

VIII CONCLUSION

The need to properly manage employee performance will enhance profitability and attainment of goals in PHEDC, Calabar. It must be noted that employees yield to turnover only when they are not satisfied with their job and therefore not motivated to portray good performance. The culture of organization at different levels differentiate background, ethics, and racial differences which impact upon performance (Luthans, 2003). The need for organizational culture is to hold an organization together, the force of organizational culture glues an organization and ensures that all basic parts of the organization are linked together. Also, employees become satisfied when they are competent in performing their responsibilities in which they acquire skills through effective training. The study therefore concludes that, organizational culture, job satisfaction and effective training have significant influence on employee performance in PHEDC, Calabar.

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