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E-Training and Quality Service Delivery of Rivers State-Owned Tertiary Institutions

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Abstract: *This study investigated the relationship between E-Training and Institutional quality service of Rivers State owned-tertiary institution. The population was 40 Human Resource Managers of the Rivers State Owned-Tertiary Institutions. A census study was adopted. The Cross-Sectional Survey research design was adopted to gather data from respondents. The Spearman's Rank Order Correlation Coefficient was adopted to test the hypothesis at 0.05 level of significance. The Cronbach Alpha was used to test the reliability of the instrument at 0.70 statistically, the finding revealed that, there is a significant relationship between E-Recruitment and Institutional service quality of Rivers State Owned-Tertiary Institutions. The study concluded that there is a positive association between predictor and the criterion variables. The study recommended that Management of the institutions should implement a robust e-recruitment system that can revolutionize the hiring process, making it more efficient and transparent. By leveraging digital platforms, institutions can reach a wider pool of qualified candidates, reducing time and resources spent on traditional recruitment methods.*

Keywords: E-Training, Quality Service, Institutional Productivity

INTRODUCTION

Digital human resource management is a soft-ware or online solution that is used for data entry, data tracking and the data information requirements of an organization's human resources (HR) management, payroll and bookkeeping operations. An efficient Digital human resource management provides: administration of all staff data, reporting and evaluation of staff data, company-related records, including staff handbooks, disaster evacuation methods and security recommendations, rewards management, such as enrollment, status modifications and updating of personal data. It is an information system or managed service that provides a single, centralized view of the data that a human resource management (HRM) or human capital management (HCM) group requires for completing human resource (HR) processes such as recruitment, placement, payroll management and other human resource practices (Rouse, 2014). Digital human resource management may also be viewed as a way, through software, for businesses big and small to take care of a number of activities including solutions in recruiting, training and payroll. A human resource information system allows a company to plan its HR costs more effectively, as well as to manage them and control them without needing to allocate too many resources toward them. In most situations, human resource information systems may also lead to increases in efficiency when it comes to making decisions in HR and as a result enabling the HR practitioner to obtain many hours of his or her day back instead of spending these hours dealing with non-strategic, mundane tasks required to run the administrative-side of HR. The decisions made should also increase in quality and as a result, the productivity of both employees and managers should increase and become more effective (Ball, 2001).

The digital human resource management in this case ties actions to consequences and allow

managers to respond to employee performance immediately. Great performance is rewarded immediately while the management works with poor performance to ensure that the bottom line is not affected. The effectiveness of digital human resource management system is also measured by the fact that all the parties are included on the tracking of the organization's performance (Barton & Delbridge, 2015). Similarly, Kovach *et al.,* (2017) explained that the digital human resource management system is used to track more than numerical results as it opens up opportunities to include feedback from other employees, managers, customers, departments and employees themselves to track performance. The managers can get a rounded view of employee's performance from all these sources and allow managers to effectively personalize the methods of employee development; effectiveness of employees is achieved when they are aware that their performance is being tracked and evaluated through a reliable system (Kovach *et al.,* 2017).

Ho_1: There is no significant relationship between e-training and quality service of Rivers State-owned tertiary institutions.

E-Training

E-training is an offshoot of training, as a human resource management practice in the organisation. Kamal, Aghbari and Atteia (2016) defined e-training as combining technology with learning, delivered using telecommunication and information technologies, and a type of training delivered on a computer that supports learning and organisational objectives. In the era of globalisation, numerous organisations are embracing e-training as a preferred method, owing to its capacity to reach large audiences across diverse regions and countries. This approach not only reduces costs but also enables the efficient dissemination of information. E-training is highly regarded as a favoured learning channel due to its global accessibility and the abundance of resources it offers.

E-training is defined as a process of distance training through the use of the Internet or Intranet, giving individuals the required knowledge about various subjects chosen (Amara & Atia, 2016). E-training resembles e-learning in many ways especially in terms of the delivery method and technology used, except that it refers to a much shorter learning timeframe usually designed specifically to achieve a particular learning goal or skill (Ramayah, Ahmad, & Hong, 2012).

E-training refers to utilising digital multimedia technologies and the Internet to enhance the learning experience. It achieves this by enabling easy access to media services and facilitating remote exchanges and collaboration. E-training involves acquiring knowledge, skills, and attitudes through digital innovations for communication, information retrieval, skill acquisition, and interaction between the trainee and the trainer, whether as an individual or a group.

Quality Service

Quality service plays a crucial role in enhancing customer satisfaction and loyalty. According to Shanka (2012), providing high-quality service not only meets customer expectations but also exceeds them. When customers receive exceptional service, they are more likely to feel satisfied with their overall experience. This satisfaction leads to increased customer loyalty, as individuals are more inclined to continue doing business with a company that consistently provides excellent service. Additionally, satisfied customers are more likely to recommend a business to others, which can result in positive word-of-mouth marketing and increased customer base. Therefore, investing in quality service is essential for businesses to create a strong customer base and promote customer loyalty (Shanka, 2012).

Delivering quality service that meets and exceeds customer expectations is crucial for businesses to maintain a competitive edge in today's market. According to Kandampully (1998), one strategy for

achieving this is by implementing a total quality management (TQM) approach. TQM emphasizes the importance of continuous improvement and customer satisfaction throughout all aspects of an organization. By adopting TQM principles, businesses can ensure that their service delivery processes are aligned with customer expectations. Additionally, Kandampully (1998) suggests that another effective strategy is to personalize the service experience. By understanding individual customer needs and preferences, businesses can tailor their services to create a more memorable and satisfactory experience. This can be achieved through techniques such as gathering customer feedback, conducting market research, and training employees to provide personalized and attentive service. Moreover, Kandampully (1998) highlights the significance of employee empowerment in delivering quality service. Empowered employees are more likely to take ownership of their work and go the extra mile to meet customer expectations. By providing employees with the necessary training, tools, and authority to make decisions, businesses can create a culture of empowerment that drives service excellence. In conclusion, implementing a TQM approach, personalizing the service experience, and empowering employees are all effective strategies for delivering quality service that meets and exceeds customer expectations (Kandampully, 1998).

Institutional Productivity

Institutional productivity can be simply defined as a company's results and achievements compared to goals and objectives (Richard, Devinney, Yip & Johnson, 2009). Cho and Dansereau (2010) define institutional productivity about the organisation's goals and objectives. Tomal and Jones (2015) refer to institutional productivity as the actual results or outputs of an organisation as measured against that organisation's intended outputs. Institutional productivity reflects the way an organisation takes advantage of tangible and intangible resources to achieve its goals (Hunger & Wheelen, 2012) and the culmination of an organisation's working process and activities. Nnabuife (2009) defines institutional productivity as setting up a structure or mending an already existing one to suit the organisational environment and the demands of technology. Moullin (2007) identified institutional productivity as, a measure which is used by organisations so that they can manage their efficiency well, and deliver their worth to shareholders and clients. Since institutional productivity is a multidimensional concept, it seeks to measure companies' achievement of the objectives proposed for different stakeholders in a given period (Richard *et al.,* 2009).

Performance is the end result of activities (Bayo & Hamilton, 2022). It includes the actual outcome of the strategic management process. The practice of strategic management is justified in terms of its ability to improve an organization performance measured in terms of profit and return on investment. For evaluation and control to be effective, managers must obtain clear prompt and unbiased information from the people below them in the organization hierarchy.

Firm performance is one of the most relevant constructs in the field of strategic management; a construct commonly used as the final dependent variable in various fields (Cho & Pucik, 2005; Richard, Derinney, Yip, & Johnson 2009). It is believed that the essence of performance is the creation of value, therefore, value creation, as defined by the resource provider, is the essential overall performance criteria for any organization (Monday, *et al,,* 2015). Continuous performance is the focus of any organization because only through performance are organizations able to grow and survive (Gavrea, *et al.*, 2011). A business organization could measure its performance using the financial and non-financial measures.

Autocratic Leadership

Autocratic leaders are classic "do as I say" types. Typically, these leaders are inexperienced with leadership thrust upon them in the form of a new position or assignment that involves people management. Autocratic leaders retain for themselves the decision- making rights. They can damage an organization irreparably as they force their 'followers' to execute strategies and services in a very narrow way, based upon a subjective idea of what success looks like. There is no shared vision and little motivation beyond coercion. Commitment, creativity and innovation are typically eliminated by autocratic leadership. In fact, most followers of autocratic leaders can be described as biding their time, waiting for the inevitable failure this leadership produces and the removal of the leader that follows (Michael, 2010).

Authoritarian leadership, characterized by a centralized decision-making process, strict control, and limited input from subordinates, has been a subject of considerable interest in the field of leadership studies. This comprehensive literature review delves into the dynamics, effects, and implications of authoritarian leadership in various contexts, offering insights into its role, challenges, and potential advantages.

Authoritarian leadership, also known as autocratic leadership, represents a leadership style where a single individual or a small group holds significant decision-making power and exercises control over followers (Grint, 2010). This style is often associated with minimal input from subordinates, leading to a top-down approach in organizational decision-making.

Historically, authoritarian leadership has been observed in various political, military, and organizational settings. Dictatorships and autocracies often exemplify extreme forms of authoritarian leadership. Furthermore, the acceptance and effectiveness of authoritarian leadership can vary across cultures and societies, reflecting cultural norms and values (House et al., 2004).

Research has identified several key characteristics of authoritarian leadership. These include a centralized power structure, limited delegation of authority, clear hierarchies, strict rules and regulations, and limited employee involvement in decision-making (Cheng et al., 2004). This style is often contrasted with more participative and democratic leadership approaches.

The impact of authoritarian leadership on organizational outcomes is complex and context-dependent. Some studies suggest that in situations requiring quick and decisive action, such as crisis management, authoritarian leadership may be effective (Yukl, 2012). However, in the long term, it can lead to lower employee satisfaction, reduced innovation, and potential resistance (Farh et al., 2007).

Authoritarian leadership is not without its challenges and controversies. Employee dissatisfaction, limited creativity, and potential conflicts are common concerns associated with this style (Grint, 2010). Moreover, it may stifle employee motivation and engagement, leading to reduced organizational performance (Cheng et al., 2004).

Benefits of Digital HRM

Numerous studies highlight the advantages of Digital HRM in enhancing institutional productivity. First and foremost, automation and efficiency gains are prominently featured. Cloud-based HR software and AI-driven tools reduce administrative burdens and allow HR professionals to focus on more strategic tasks (Marler & Boudreau, 2017). Additionally, digital HR systems offer employee self-service portals, improving the overall employee experience and reducing HR workload.

Measuring organizational productivity in the context of digital HRM involves examining various factors, such as efficiency gains, employee engagement, and decision-making capabilities. Research indicates that organizations embracing digital HRM practices experience improved efficiency and

cost savings (Rasmussen & Ulrich, 2015). Enhanced employee engagement is another notable outcome, as digital HR tools facilitate better communication, feedback, and performance management (Strohmeier & Piazza, 2015). Moreover, the ability to analyze vast HR data sets through digital HRM enables organizations to make data-driven decisions. The integration of analytics in HR functions provides insights into workforce trends, allowing organizations to align their strategies with their human capital (Van Den Heuvel et al., 2018).

While digital HRM offers numerous benefits, it is not without challenges. Data privacy and security concerns are at the forefront, as the handling of sensitive HR data necessitates stringent safeguards. Resistance to technology adoption, particularly among older employees, can hinder successful implementation (Davenport, 2018). Organizations must also address the skills gap in HR, ensuring their HR professionals are equipped to leverage digital tools effectively.

The future of Digital HRM holds promising trends. Predictive HR analytics, which use machine learning algorithms to forecast workforce trends, are gaining traction. Employee Experience (EX) platforms are emerging to enhance employee engagement and satisfaction. Blockchain technology is being explored for secure HR data management, while the rise of remote work is shaping new digital HRM practices (Davenport, 2018).

Digital HRM is a transformative force that holds the potential to significantly impact institutional productivity. It offers efficiency gains, improved employee engagement, data-driven decision-making, and numerous other benefits. However, organizations must navigate challenges related to data security, technology adoption, and skill development to fully leverage digital HRM's potential.

Theoretical Foundation

Technology Acceptance Model

Davis (1989) developed the technology acceptance model (TAM) in studying the determinants of information technology (IT) usage for instance, use of IT in recruitment and selection. The goal of TAM was to provide an explanation of the determination of computer acceptance that is generally capable of explaining user behavior across a broad range of end user computing technology user population while at the same time being both persuasive and theoretically justified (Davis, 1989). TAM can be seen as an adaptation of the generic Fishbein and Ajzeris theory of reasoned action (TRA) and was developed to explain individual system used in the workplace to enhance service delivery such as in recruitment and selection of staff in organizations. TAM posts that perceived ease of use (PECU) and perceived usefulness (PU) are important factors that determine the user attitude toward his/her intention to use and actual usage of IS. According to technology acceptance model, usage behavior is a direct function of behavioral intention which in turn a function of attitude towards usage reflect feeling of favorableness or un-favorableness towards using the technology and PU which reflect the benefit that using the technology will enhance performance. Attitude is determined jointly by PU and PECU. Furthermore, a key purpose of TAM is to provide a basis for discovering the impact of external variables on internal beliefs, attitudes, intentions and usage.

TAM is to predict information system acceptance and diagnose design problems before users have any significant experience with a system (Davis, 1989). Davis has developed scales to measure perceived usefulness, perceived ease of use, attitude toward using, and behavioral intentions to use. These scales have been validated in previous research and were adapted for use in this study. These tools allow researchers and practitioners the ability to apply scales which have already been developed and empirically validated in previous research, thereby avoiding the potentially time-consuming and costly effort required to develop a new measurement instrument. Thus, the variables

presented in TAM (as measured by the aforementioned scales) offer practitioners a practical, cost- effective method for evaluating new technology and predicting the degree to which end-users will actually use that technology before the system is actually implemented.

TAM has been found to be extremely robust and has been replicated using different tasks and tools (Adams, Nelson, & Todd, 1992; Mathieson, 1991). In a comparison of several models, Mathieson (1991) found that TAM predicted intention to use a spreadsheet package better than alternative models. The paths suggested by TAM each explained a high degree of variance. Similarly, in another comparison of theoretical models, Taylor and Todd (1995) found out in their study of information systems that TAM provided a good fit to data, explaining the variance in behavior, intention, and attitude. TAM's value lies in its parsimony, specifically; the model is strongly grounded in existing psychological theory, yet is easy and as a result, cost-effective to apply. Furthermore, it makes explicit links to the concept of usability by means of the ease-of use construct.

Research Design

The cross-sectional survey design was adopted and used for this study because it enables the researcher to take a snapshot of respondents analyse and as well as generalization, it also was used because of its requirements to collect data from a wide range of subjects to elicit acceptable generalization.

Population of the Study

The population for this study consists of the four-government owned tertiary institutions in Rivers State. The institutions are as follows; Rivers State University, Ignatius Ajuru University of Education Rumuolumeni, Port Harcourt, Kenule Benson Polytechnic Bori and Captain Elechi Amadi Polytechnic Rumuola.

Sample of the Study

This study will focus its data collection to the Establishment Unit of the Registry where personnel matters are handled in these institutions. However, preliminary field survey revealed that there are at least ten (10) managers in each of the Establishment Unit in these institutions. These respondents will be drawn from administrative units, human resources unit, operations. Therefore, the study respondents were 40 HR Managers.

Method of Data Collection Techniques

Primary data will be collected through designed questionnaire to be distributed to all management and supervisory staff of all selected Rivers State owned tertiary institutions in Rivers State.

Method of Data Analysis

The purpose of analysis was to the reduce data to intelligible and interpretable forms so that the relations of the research problems can be studied and tested. Data from the field will be sorted and cleaned. It will then be categorized and coded systematically and entered into the data editor of the Statistical Package for Social Sciences (SPSS) version 23.0. To examine the strength of the relationship between variables, Spearman's Rank Order Correlation Statistics was employed. Analysis and tests for hypothetical statements was based on the adoption of a 95% confidence interval at a 0.05 level of significance.

Results

E-Training and Institutional quality service

Correlations matrix for E-Training and measures of institutional productivity

			E-Training		
Spearman's rho	E-Training	Correlation Coefficient	1.000	.332**	.402**
		Sig. (2-tailed)	.	.000	.000
		N	35	35	35
		Correlation Coefficient	.332**	1.000	.767**
		Sig. (2-tailed)	.000	.	.000
		N	35	35	35
	Resource Optimisation	Correlation Coefficient	.402**	.767**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	35	35	35

**. Correlation is significant at the 0.01 level (2-tailed).

Table shows a Spearman Rank Order Correlation Coefficient (rho) of 0.332 on the relationship between e-training and growth rate. This value implies that a weak positive relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that a moderate increase in growth rate was as a result of the adoption of e-training. Therefore, there is a moderate correlation between e-training and growth rate of Rivers State-Owned Tertiary Institutions.

Therefore, to enable us accept or reject hypotheses 3 and 4 as well as generalize our findings to the study population the p- value was used as shown below:

H_{o1}: There is no significant relationship between e-training and quality service of Rivers State-owned tertiary institutions.

Similarly displayed in the table above is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table , the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between e-training and quality service of Rivers State-owned tertiary institutions.

CONCLUSION

The study concludes that digital human resource management positively influence institutional quality service of Rivers State-Owned Tertiary Institutions.

Specifically, also and in line with the objectives of this study, the study concludes that e-training positively influences institutional productivity of Rivers State-owned tertiary institutions.

RECOMMENDATIONS

Based on the findings and conclusion above, the following recommendations are hereby made:

1. Management of the institutions should implement a robust e-recruitment system that can revolutionize the hiring process, making it more efficient and transparent. By leveraging digital platforms, institutions can reach a wider pool of qualified candidates, reducing time and resources spent on traditional recruitment methods.

2. Management of the institutions should invest in a learning management system (LMS) that offers a diverse range of courses, enables personalized learning paths, and provides analytics to track progress. This approach not only enhances the knowledge base of the workforce but also fosters a culture of continuous learning, positively impacting institutional performance.

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