

IMPACT OF ICT BASE TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE WITH FOCUS ON FEDERAL HEALTH INSTITUTION IN SOUTH EAST NIGERIA

Lilian Esiagu

Department of Public Administration
Federal Polytechnic Nekede
lelesiagu@gmail.com

Ajaju Helen Eyuche

Department of Business Administration and Management
School of Business Studies, Institute of Management and Technology (IMT), Enugu
Helen.ajagu@gmail.com

Anikeze Nnaemeka Hillary

Department of Public Administration, Faculty of Management Science
Enugu state university of science and Technology.
nnaemeka.anikeze@esut.edu.ng

ABSTRACT

This study investigated Impact of ICT Base Training And Development On Employee Performance With Focus On Federal Health Institution In South East Nigeria. The study was carried out in three (3) selected Federal Tertiary Health Institutions in South East, Nigeria (Nnamdi Azikiwe University Teaching Hosp. Nnew; University of Nigeria Teaching Hospital, Enugu, Federal Teaching Hospital Abakaliki)., Specifically the study is designed to; ascertain the impact of online communities/collaboration on employee job satisfaction and engagement in Federal Tertiary institutions in Nnamdi Azikiwe University Teaching Hosp. Nnew; University of Nigeria Teaching Hospital, Enugu, Federal Teaching Hospital Abakaliki, determine the impact of online course and program on employee career development in Nnamdi Azikiwe University Teaching Hosp. Nnew; University of Nigeria Teaching Hospital, Enugu, Federal Teaching Hospital Abakaliki, examine the impact of video conferencing and virtual meeting in enhancing employee communication skills in Nnamdi Azikiwe University Teaching Hosp. Nnew; University of Nigeria Teaching Hospital, Enugu, Federal Teaching Hospital Abakaliki. The study adopted survey research design. Two thousand eight hundred and seventy six (84700) employees of the four selected Federal Tertiary Institutions served as the population for the Study. A sample of four hundred (400) respondents was drawn using Taro Yamane sampling techniques. A questionnaire developed by the researcher served as the instrument for data collection. Data gotten from the respondents were analyzed using simple percentage while chi-square was employed in testing the hypothesis at 0.05 level of significance. The findings of the study revealed that online communities/collaboration has significant positive impact on employee increased job satisfaction, online course and program has positive significant impact on employee career development, video conferencing and virtual meeting has positive significant impact in enhancing employees' communication skills. Based on the findings, the following recommendations were made; the management of Federal Tertiary Health Institutions should liaise with necessary government authorities to ensure efficient provision of digital facilities that will aid the smooth integration of ICT based training and development., employees of Federal Tertiary Health Institutions in South East Nigeria should leverage on online training program in order to acquire new skills and advance their career development as the medium is more cost effect than the conventional training and development method, Federal Health tertiary institutions in South East should integrate and utilize ICT tools in their employee training and development so as to make them relevant in this age driven by computer technology

Keywords: ICT, Training, Development, performance, Tertiary Health Institutions.

INTRODUCTION

Health is wealth; it is generally believed that a healthy population is synonymous to a healthy nation. The impact of the health sector has a great impact in socio-economic development of any nation. Health sector is the pivotal stand on which any human development relies since no human society could record any success without first being healthy. A healthy workforce boasts productivity, leading to increased economic output. Additionally, a healthy population reduces the burden on the healthcare system, thus, allowing for more resources to be allocated towards research and innovation. Resulting to advancements in technology and innovation which can benefit not only the healthcare sector but also other industrial sector, Ibama (2015) posited that a strong healthcare system acts as a magnet for foreign investment. Investors are more likely to set up businesses in countries with a well-developed healthcare infrastructure, as it ensures a skilled and healthy workforce. This, in turn, attracts more businesses and creates a positive cycle of growth and development (Ibama, 2015). Moreover, the health sector also plays a vital role in reducing income inequality and promoting social mobility. By providing accessible and affordable healthcare, governments can ensure that everyone, regardless of their socio-economic background, has an equal chance of leading a healthy and productive life.

Meanwhile, various nations of the world have established tertiary health institutions to cater for the growing health needs of their populations. Tertiary health institutions, also known as teaching hospitals or academic medical centers, are specialized medical facilities that provide advanced medical care, conduct medical research, and offer medical education programs. These institutions are typically affiliated with medical schools or universities and play a crucial role in the training of medical professionals (Ibama, 2015). Tertiary health institutions offer a wide range of medical specialties and subspecialties, allowing patients to receive specialized care for complex medical conditions.

Tertiary Health Institutions foster national development and serve as beacons of excellence in healthcare delivery by strengthening the healthcare infrastructure of a country. Moreover, they often collaborate with primary and secondary healthcare facilities, ensuring a seamless continuum of care that benefits the entire population (Health Reform Foundation of Nigeria, 2008). Furthermore, tertiary health institutions are at the forefront of medical research, driving innovation and advancing the field of healthcare. Through cutting-edge research, these institutions contribute to the development of new treatments, medications, and diagnostic tools, ultimately improving healthcare outcomes and saving countless lives. By offering exceptional healthcare services, conducting groundbreaking research, and nurturing a skilled healthcare workforce, tertiary health institutions are instrumental in propelling a nation towards a healthier, wealthier, and more sustainable development.

Henceforth, the Nigeria government in a bid to join the advanced countries of the world in ensuring a healthy and a prosperous nation had established several federal tertiary health institutions across six geopolitical zones in the country to cater for the growing health needs of her population. Below is a list of Federal Tertiary health institutions in Nigeria (Health Reform Foundation of Nigeria, 2008).

S/N	Name of Hospital	Location	State
1	University of Benin Teaching Hospital	Benin City	Edo
2	University of Calabar Teaching Hospital	Calabar	Cross River
3	University of Abuja Teaching Hospital	Gwagwalada	FCT
4	University College Hospital	Ibadan	Oyo
5	Obafemi Awolowo University Teaching Hospital	Ile-Ife	Osun
6	University of Ilorin Teaching Hospital	Ilorin	Kwara
7	Irrua Specialist Teaching Hospital	Irrua	Edo
8	University of Nigeria Teaching Hospital	Ituku-Ozalla	Enugu
9	Jos University Teaching Hospital	Jos	Plateau
10	Aminu Kano University Teaching Hospital	Kano	Kano
11	Lagos University Teaching Hospital	Lagos	Lagos
12	University of Maiduguri Teaching Hospital	Maiduguri	Borno
13	Nnamdi Azikwe Teaching Hospital	Nnewi	Anambra
14	University of Port Harcourt Teaching Hospital	Port Harcourt	Rivers
15	Usman Dan Fodio University Teaching Hospital	Sokoto	Sokoto
16	University of Uyo Teaching Hospital	Uyo	Akwa Ibom
17	Ahmadu Bello University Teaching Hospital	Zaria	Kaduna
18	Federal Teaching Hospital	Abakaliki	Ebonyi
19	Abubakar Tafawa Balewa University Teaching Hospital	Bauchi	Bauchi
20	National Hospital	Abuja	FCT

The Federal Tertiary Institutions was established to provide specialized care and advanced medical services to patients in need. These institutions are equipped with state-of-the-art facilities and staffed by highly trained professionals, making them a vital resource for individuals seeking medical attention. These institutions have specialized departments and clinics dedicated to specific medical specialties, such as cardiology, oncology, and neurology. This allows patients to receive specialized care from experts in their field, increasing the chances of successful treatment and recovery.

The quality of skills possessed by the employees with their knowledge and experience determined to a very great extent the success of the organization, because the employee are the vehicle by which the organization perform their specific functions. In order to be efficient in service delivery there is need for continual training and development of the employee skills. University of Nigeria Nsukka understood the need for employee training and development and as such had advocated and supported employee career development scheme in the forms of job specific training: which provide the employee with skills and knowledge to perform their current job duties more effectively it may include workshops, seminar and symposium which is often provided by the institution human resource department; cross training and job rotation program: these allows employees to gain experience in different roles and departments helping them to broaden their skills and knowledge; sabbatical and leave program: these provide employees with the opportunity to take a break from the regular duties and engage in research study or other professional development activities.

However, these career development schemes are traditional and obsolete in the era of digital technology. For tertiary institution to have competitive advantage in this age of information communication technology, it must equip her member of staff with the necessary ICT skills as a requisite of being relevant in today's academic sector. It is based on the foregoing background that the researchers wishes to investigate the impact of ICT base training and development on employee performance with focus on federal Health Institutions in South East Nigeria. Specifically the study is designed to; ascertain the impact of online communities/collaboration on

employee increased job satisfaction and engagement in Federal Tertiary institutions in South East, Nigeria, determine the impact of online course and program on employee career development in Federal Tertiary Institutions in South East Nigeria, examine the impact of video conferencing and virtual meeting in enhancing employee communication skills in Federal Tertiary Institutions in South East

LITERATURE REVIEW

Conceptual Review

Health

Health is a state of complete physical, mental, and social well-being (Ibama, et al., 2015), and not merely the absence of disease or infirmity. It is a dynamic state of being that allows individuals to function optimally and to enjoy life to the fullest. Health is influenced by a wide range of factors, including genetics, environment, lifestyle choices, and access to healthcare resources. Maintaining good health involves making informed decisions about diet, exercise, stress management, and other aspects of daily life. It is important to note that health is not solely the absence of illness or disease, but rather a state of overall well-being and functioning (Ibama, 2015).

Tertiary Health Institution

Tertiary health institutions, also known as teaching hospitals or academic medical centers, are specialized medical facilities that provide advanced medical care, conduct medical research, and offer medical education programs (Health Reform Foundation of Nigeria, 2008). These institutions are typically affiliated with medical schools or universities and play a crucial role in the training of medical professionals. Tertiary health institutions offer a wide range of medical specialties and subspecialties, allowing patients to receive specialized care for complex medical conditions.

Performance

Performance refers to the achievement of specific goals, objectives, or outcomes, typically in the context of work, business, or other organized activities (Bakker et al., 2006). It involves the efficient and effective use of resources, such as time, money, and personnel, to achieve desired results. Performance can be measured in various ways, including productivity, quality, customer satisfaction, and adherence to standards or regulations. It is often evaluated through metrics, such as key performance indicators (KPIs), which help organizations and individuals assess their progress and identify areas for improvement (Kirovska and Qoku, 2014; Dessler, 2019; Pulakos, 2009, Sathi, 2022; Shaout and Yousif, 2014). Achieving high levels of performance requires effective planning, coordination, and execution of tasks, as well as continuous monitoring and evaluation of results.

ICT

ICT stands for Information and Communication Technology. It encompasses a broad range of technologies, including computers, software, networks, and other devices that to process, store, and transmit information (Wildan, 2023). ICT plays a crucial role in facilitating communication, collaboration, and the exchange of data and knowledge across various platforms, such as the internet, email, and social media. It is used in a wide range of industries, including business, education, healthcare, and government, to enhance efficiency, productivity, and connectivity. ICT continues to evolve and advance, with new technologies and innovations emerging regularly to meet the changing needs of individuals and organizations (Wildan, 2023, Anikeze, 2024).

Online community/collaboration group

An online community or collaboration a group of individuals who come together to share ideas, discuss topics of interest, and work together on projects or goals, using digital platforms and tools. These communities can be

formed on social media, online forums, messaging apps, or specialized collaboration software. Online communities provide a space for people to connect, communicate, and collaborate, regardless of their physical location (Wildan, 2023; Singh and Chaudhary, 2018; Pulakos, 2009). They can be used for various purposes, such as networking, problem-solving, and socializing. Online communities can be open to the public or restricted to specific members, and they can range in size from small, informal groups to large, organized communities with thousands of participants.

Job satisfaction

Job satisfaction refers to the degree to which employees are content with their jobs and feel fulfilled by their work (Shaout and Yousif, 2014; Lussier and Hendon, 2021; Long et al., 2013; Bakker 2006). It is influenced by various factors, including the nature of the work itself, the work environment, compensation and benefits, opportunities for growth and advancement, and the relationship with colleagues and supervisors. Job satisfaction is important because it can have a significant impact on employee well-being, productivity, and retention. When employees are satisfied with their jobs, they are more likely to be motivated, engaged, and committed to their work, leading to higher levels of performance and job longevity (Asim, 2013; Igbokwe and Anikeze, 2024) Conversely, low job satisfaction can result in decreased productivity, increased turnover, and other negative outcomes for both employees and employers.

Video conferencing/Virtual Meeting

A video conference or virtual meeting is a form of remote communication that allows participants to connect and collaborate through a digital platform, using video and audio technology (Wildan, 2023). These meetings enable individuals to communicate and share information with others, regardless of their physical location. Video conferences and virtual meetings can be used for various purposes, such as business meetings, training sessions, and social gatherings. They provide a convenient and cost-effective way for people to connect and collaborate, without the need for travel or in-person meetings (Chuo, et al., 2011; Bhattecherjee et al., 2008; Arbaugh 2000). Video conferences and virtual meetings can be conducted using a range of tools and platforms, including Zoom, Microsoft Teams, Google Meet, and WebEx.

Training and development

Training and development is an important activity that increases the performance of employee in an organization and is a building block which enhances the growth and success of an organization. Armstrong (2009) stated that organizations could benefit from training and development through winning the —heart and minds ofl their employees to get them to identify with the organization, to exert themselves more on its behalf and to remain with the organization. Training and development are the processes of investing in people so that they are equipped to perform well and are part of an overall human resource management approach that hopefully will result in people being motivated to perform (McDowall & Saunders 2010, Anikeze et al, 2024). On the same vein Anikeze (2007) posited that for an organization to maximize its productivity and efficiency it has the responsibility and indeed the bounding duty to ensure the development of its staff.

Employee Training and Development

This can be described as "an educational process that involves the sharpening of skills, concepts, changing of attitude and gaining of more knowledge to enhance the performance of employees". Human resource management regards training and development as a function concerned with organizational activity aimed at bettering the job performance of individuals and groups in organizational settings. It is an attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. Employee performance depends on many factors like job satisfaction, knowledge and management but there is relationship between training and performance (Chris, 2010, Anikeze, et al., 2024).This shows that employee performance is

important for the performance of the organization and training and development is beneficial for the employee to improve.

Despite great roles of training and development in organizational growth and success, many organizations lack basic skills that will encourage the growth and success of their organization by training and developing of employee. According to Chiaburu & Teklab (2005), job training and development is a complicated matter and has been the focus of much of the training literature.

Employee performance

Employee performance is defined as the outcome of individuals with respect to process, results, relevance, and success (Nassazi, 2013, Anikeze et al., 2023). According to Arinanye (2015), the measures of success are focused on productivity, efficiency, effectiveness, quality, and attendance of work. It is the overall achievement of a particular task measured against pre-selected standards of accuracy, cost, and speed; or the strategic approach to enhancing organizational effectiveness by improving the performance of individuals who work in the organization.

ICT Base Training

ICT-based training refers to training programs that utilize Information and Communication Technology (ICT) tools and platforms to deliver instructional content, facilitate learning, and enhance skills development. Some common examples of ICT-based training include:

1. E-learning platforms (e.g., Moodle, Blackboard)
2. Online courses and tutorials
3. Virtual classrooms and webinars
4. Simulation-based training
5. Gamification and game-based learning
6. Mobile learning (m-learning)
7. Video conferencing and virtual meetings
8. Online collaboration tools (e.g., Slack, Microsoft Teams)
9. Artificial intelligence (AI)-powered adaptive learning
10. Virtual and augmented reality (VR/AR) training

ICT-based training offers benefits like:

1. Flexibility and accessibility
2. Personalized learning experiences
3. Cost-effectiveness
4. Scalability and reach
5. Interactive and engaging content
6. Real-time feedback and assessment

7. Enhanced collaboration and communication

ICT-based training is used in various settings, including:

1. Corporate training and professional development
2. Education and academic institutions
3. Government and public sector training
4. Non-profit and community organizations
5. Individual skill development and lifelong learning

Overall, ICT base training aims to provide individuals with a solid foundation of knowledge and skills that will enable them to effectively use and manage information technology systems and tools in their personal and professional lives.

The Impact of Online Communities/collaboration groups on Employee Job Satisfaction

Online communities and collaboration platforms have become an integral part of the modern workplace. These platforms provide employees with opportunities to connect, collaborate, and share ideas, which can significantly impact their job satisfaction. Online communities offer employees a sense of belonging and connection. By participating in online discussions, forums, and social media groups, employees can build relationships with their colleagues, share experiences, and receive support and encouragement. This sense of community can help reduce feelings of isolation and improve overall job satisfaction (Kirovska and Qoka, 2014; Pulakos, 2009; Shaout and Yousif, 2014).

Furthermore, online communities provide employees with access to a wealth of knowledge and resources through sharing of articles, tutorials, and relevant information on best practices, employees can enhance their skills and knowledge, which can lead to increased job satisfaction and career growth (Noe, 2017; Nassaiz 2013). Additionally, online communities can facilitate collaboration and idea-sharing, allowing employees to work together towards common goals and feel a sense of accomplishment. Moreover, online communities can also help employees feel more connected to their organization's mission and values. By participating in online discussions and sharing their thoughts and ideas, employees can contribute to the company's culture and feel a sense of ownership and pride in their work. This sense of purpose and meaning can significantly improve job satisfaction and employee engagement.

Conclusively, online communities and collaboration platforms have a positive impact on employee job satisfaction as it provide employees with a sense of belonging, access to knowledge and resources, and opportunities for collaboration and idea-sharing, online communities can help create a more positive and productive work environment. As organizations continue to embrace digital technologies, leveraging online communities can be a powerful tool for improving employee job satisfaction and engagement which has positive impact on the overall performance of the organization.

The Impact of Online Courses on Employee Career Development

In today's rapidly evolving digital landscape, online courses and programs have become an integral part of employee career development. These courses offer a wide range of benefits that can help employees enhance

their skills, knowledge, and overall career trajectory (Basheer and Ibramhim, 2011, Arbaugh, 2000, Bhattecherjee et al, 2008). One of the primary advantages of online courses is their flexibility. Unlike traditional classroom-based courses, online courses can be accessed from anywhere, at any time, allowing employees to learn and grow without the constraints of a fixed schedule. This flexibility is particularly beneficial for employees who have busy work schedules or who live in remote locations. By taking online courses, employees can expand their knowledge and skills without having to take time off work or relocate to a different location (Chang and Tung, 2008; Bhattacharjee et al, 2008; Chen, 2008; Chuo et al, 2011).

Another significant benefit of online training program is their ability to offer a wide range of topics and subjects. Whether an employee is interested in learning a new language, improving their leadership skills, or enhancing their technical expertise, there is an online course available to meet their needs. This diversity of options allows employees to tailor their learning experience to their specific career goals and aspirations (Chuo et al, 2011). In addition to their flexibility and breadth of offerings, online courses also provide a cost-effective solution for employee career development. Unlike traditional classroom-based courses, which can be expensive due to tuition fees, textbooks, and other associated costs, online courses are often more affordable. This reduced cost makes it easier for employees to access the training and education they need to advance in their careers without incurring significant financial burdens.

Furthermore, online courses offer a unique opportunity for employees to engage with peers and experts from around the world. Through online forums, discussion boards, and other interactive platforms, employees can collaborate with others, share ideas, and learn from diverse perspectives. (Chiu, et al., 2007; Arbaugh 2000; Basheer and Ibrahim, 2011) This global connectivity can broaden employees' horizons, expose them to new ways of thinking, and provide valuable networking opportunities that can benefit their careers in the long run.

From all ramifications online courses and programs have a profound impact on employee career development. Their flexibility, diverse offerings, cost-effectiveness, and global connectivity make them an invaluable resource for employees looking to enhance their skills, knowledge, and overall career trajectory. By embracing online courses, employees can take control of their career development and position themselves for success in the modern workplace.

Effect of video conferencing and virtual meetings on employees communication skills and organizational performance

With the incidence of the COVID-19 pandemic there has been tremendous transformation in the way businesses and organization operate, with remote work becoming the norm. Video conferencing and virtual meetings have become essential tools for maintaining communication and collaboration among employees. This literature review aims to explore the impact of video conferencing and virtual meetings on employee communication skills, focusing on aspects such as non-verbal communication, verbal communication, and interpersonal skills.

Non-verbal communication plays a crucial role in conveying messages and emotions in face-to-face interactions. However, video conferencing and virtual meetings often lack the non-verbal cues that are present in in-person meetings. This can lead to misunderstandings and misinterpretations among employees.

Studies have shown that non-verbal cues such as facial expressions, body language, and gestures help to enhance the understanding of messages and emotions (Gudykunst & Ting-Toomey, 1988). Without these cues, employees may struggle to convey and interpret emotions and attitudes, which can negatively impact their communication skills. Verbal communication is another essential aspect of employee communication skills.

Video conferencing and virtual meetings require employees to adapt their communication style to a digital platform. This can be challenging, as employees need to ensure that their messages are clear, concise, and easily understood through audio alone. Research suggests that verbal communication skills are crucial for effective communication in virtual settings (Kappas & Knapp, 2004). Employees need to be able to articulate their thoughts and ideas clearly and concisely, as well as actively listen to others to ensure understanding. Video conferencing and virtual meetings provide employees with the opportunity to practice and improve their verbal communication skills, which can be beneficial in both personal and professional settings.

Interpersonal skills are essential for building and maintaining relationships in the workplace. Video conferencing and virtual meetings require employees to develop and maintain relationships with colleagues and clients through a digital platform. This can be challenging, as employees need to be able to establish trust, empathy, and rapport with others through text-based and audio communication. Studies have shown that interpersonal skills are crucial for effective communication in virtual settings (Turban, Bolino, & Bloodgood, 2001). Employees need to be able to collaborate, negotiate, and resolve conflicts effectively, even when they are not in the same physical location. Video conferencing and virtual meetings provide employees with the opportunity to practice and improve their interpersonal skills, which can be beneficial in both personal and professional settings.

Video conferencing and virtual meetings have had a significant impact on employee communication skills. While they present challenges in terms of non-verbal communication, verbal communication, and interpersonal skills, they also provide employees with opportunities to practice and improve these skills. As remote work continues to grow, it is essential for employees to develop and maintain effective communication skills in virtual settings to ensure success in their personal and professional lives.

Theoretical framework

Equity theory by Lawler and Adams (1956)

This theory was proposed by Adams (1956), whereby he wanted to know how employees would react when subjected to fair or unfair treatment as compared to other employees. According to this theory, employees that are treated unjustly compared to others will bring about a state of tension that may lead them to minimize their effort at work or even quit their jobs. This theory tries to show the outcome of employees that believe in being treated justly at their place of work. It indicates the importance of justice and fairness at the workplace such as employees having the feeling of control over their future with their employees. This is because an unfair system that is full of victimization, unpredictability undermines the employee belief that effort will result in a negative outcome. They should be able to see the importance of acting with all modesty towards their subordinates, and also how equity may come in handy in different situations and its effect to the organization as a result of employee reactions (Al-Zawahreh & Al-Madi). This theory is very much relevant to this study in that it points out some of the reasons as to why employees may decide to underperform at their work stations

Empirical Literature Review

Ibrahim and Brobbey (2015) carried out a study to instigate whether the financial sector in Ghana's performance of employees could be affected by motivation. The results of the research indicated that granting leadership opportunities, employee recognition, meeting up their expectations and interacting with employees actually motivated employees. Lack of incentives, comfort levels, poor management, a good work environment, technological advancement, evaluation of employees, managerial standards and motivation were also seen as factors that could actually influence the performance of employees. The findings further indicated that motivation in an organization enhances efficiency and also helped employees meet their personal needs as well

as attaining the goals of the organization and enabling them have a good relationship with themselves in the organization.

Waiyaki (2017) sought the relationship between motivation and staff performance in a study carried out at Pam Golding Properties. The study revealed that the management of Pam Golding Properties partially used motivational goal-setting as a motivator to their employees. They also allowed the employees to be involved when setting their goals, although they did not find them challenging or difficult at all, despite them being specific. The study also showed that there was a lack of regular training and development for the employees to improve their key skills and knowledge and this is an area that should be addressed. Additionally, there was no mentorship program for employees either during on-boarding or to achieve their goals and this would be greatly beneficial to them. The study concluded that the employees at Pam Golding Properties were highly dissatisfied with the monetary packages that were offered by the company. The employees saw these incentives as not competitive compared to other organizations in the same field. In conclusion, the study agreed to the fact that money was a great motivator and the organization should actually look into satisfying its employees accordingly by it. Indeed, a positive relationship between motivation and performance can be deduced from this study.

Nadeem, Ahmad, Muhammad and Hamad (2014) put various companies in Multan city, Pakistan under scrutiny to determine whether motivation affected the performance in these organizations. In the study, an analysis of different aspects of motivation more specifically in private organizations were made and found out that most of them were not motivated. The findings of the study indicated that motivation is necessary for each and every firm for it surely affects the overall performance of the employees and helps them achieve their overall goals.

Aroosiya and Ali (2013) carried out a study to ascertain whether performance of employees in Sri Lanka at their school could be affected by their job design. The findings found that there was a direct relationship between the two variables to the school's employees. The study recommended that a school should strive to put to place an effective task identity, feedback and autonomy in order to enhance the performance of the teachers, which would in turn improve the overall performance at JD for school teachers

Achieng, Ochieng and Owuor, (2014) carried out a study that intended to find out whether job design affects the performance of bankers in Kisumu City. According to this study, task significance, task variety and task identity had an impact on the accomplishment of these bankers. However, task autonomy was not seen as a factor for performance in this study. In conclusion to the study, job design was seen as a factor determining the performance of employees and creation of a task identity for these employees was recommended in order to enhance their performance.

A study carried in Tanzania by Oswald (2012), purposed to identify whether performance of health providers in the district of Tarime is affected by their working conditions putting into consideration the four-performance indicator which include; competence, productivity, availability and responsiveness with relevance to study. The results of the findings showed an adverse effect on the performance of the health providers. The availability of equipment, drugs and a sound building for work was enough to enhance the performance of workers and absence of the same would indicate poor performance to the employees.

Tetteh, Asieda, Odei, Bright-Afful, & Akwaboah (2012), carried out a study purposed to find out whether there was a positive or negative relationship between employees and the environment that they were working in. Results of the findings indicated that the relationship between employees and their managers were poor. The study concluded that the environment which an employee in subjected affected their performance at Produce Buying Company in a big way and positively. With regards to these findings, it is only right to acknowledge that companies should improve the working conditions of an organization to enhance staff performance.

A study carried out by Quinlan, Croucher, Stambitz, & Vickers (2013), based on a literature review evaluated the knowledge state that there was on voice of employees, the conditions through which they worked in health and safety as well their ability to develop and positive outcome in SMEs was done. The main focus of the study

was practices with relations to OHS, salaries and wages, time of work practices done by the human resource. The research established that there was some sort of positive relation between the areas of study and various types of positive outcomes the enterprise. Positive results entailed low employee turnover, greater contribution of employees to the overall wellbeing of the organization, enhanced productivity as well as great profits, great sales and customer satisfaction.

METHODOLOGY

The study was carried out in three (3) selected Federal Tertiary Health Institutions in South East, Nigeria (Nnamdi Azikiwe University Teaching Hosp. Nnew; University of Nigeria Teaching Hospital, Enugu, Federal Teaching Hospital Abakaliki). The study adopted survey research design. Two thousand eight hundred and seventy six (84700) employees of the three selected Federal Tertiary Institutions served as the population for the Study. A sample of four hundred respondents was drawn using Taro Yamane sampling techniques. A questionnaire developed by the researcher served as the instrument for data collection. Data gotten from the respondents were analyzed using simple percentage while chi-square was employed in testing the hypothesis at 0.05 level of significance.

PRESENTATION AND ANALYSIS OF RESEARCH QUESTION

This is the statistical presentation of the respondents' view to the research question.

Research Question 1: what are the impact of online communities/collaboration on employee increased job satisfaction and engagement?

Table 1.1: showing the respondents views on the impact of online collaboration on employee increased job satisfaction and engagement

Impact of online collaboration on employee increased job satisfaction and engagement	Frequency	Percent
online communities and collaboration can help foster a positive work culture where employees feel valued, supported and connected	78	19.50
Online communities and collaboration can facilitate recognition and appreciation f employees contributions. This recognition can boost morale, motivation and job satisfaction.	70	17.50
Online communities/collaboration can improve work life balance, reduce stress and increase job satisfaction by providing employees with more control over their work environment.	97	24.25
Online communities/collaboration provide a wealth of information that can help employees learn new skills, stay up today with industry trends, and feel more empowered in their roles, leading to increased job satisfaction	80	20
Online communities/collaboration help foster a sense of teamwork cooperation, and belonging, which can positively impact job satisfaction.	75	18.75

Total	400	100.0
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Source: Researcher, 2024

From the table 1.1, 19.50% of the respondents were of the opinion that online communities/collaboration foster a positive work culture where employees feel valued, supported and connected, 17.50% of the respondents were of the opinion that online communities/collaboration can facilitate recognition and appreciation of employees contribution, this recognition can boost morale, motivation and job satisfaction, 24.25% of the respondents occurred that online communities/collaboration can improve work life balance, reduce stress and increase job satisfaction by providing employees with more control over their work environment, 20% agreed that online communities/collaboration provide a wealth of information that can help employees learn new skills, stay up to date with industry trends and feel more empowered in their roles, leading to increased job satisfaction, while 18.75% of the respondents agreed online communities/collaboration help foster a sense of teamwork, cooperation and belonging which can positively impact on job satisfaction. The findings of the table therefore revealed that online communities/collaboration has significant impact on employee increased job satisfaction an engagement.

Research Question 2

What are the impact of online course and program on employee career development in Federal Tertiary Institutions in South East Nigeria?

Table 1.2: Showing the respondents views on the impact of online course and programs on employee career development in Federal Tertiary Health Institutions in South East Nigeria

Impact of online course and programs on employee career development in Federal Tertiary Health Institution in South East Nigeria	Frequency	Percent
Online course and program provide a cost effective alternative for employee to advance their career	116	29
Online course and program provide flexible professional training which allows employees to learn and develop their career at their own pace	98	24.50
Online course and programs enables the employees to constantly upgrade their knowledge and hence become relevant in the industry	96	24
Online course and program break the barrier constraint in accessing training and development program as the employee can access these program from the comfort of their houses.	90	22.50
Total	400	100.0

Source: Researcher, 2024

From the table 4.5, 29% of the respondents were of the opinion online course and program provide a cost effective alternative for employee to advance their training, 24.50% of the respondents were of the opinion that online course and program provide flexible professional training which allows employees to learn and develop tier career at their own pace, 24% of the respondents concurred that online course and program enables the employees to constantly upgrade their knowledge and hence become relevant in the industry, and finally 22.50% agreed that online course and program beak the barrier constraint in accessing training and development program as the employee can access these program from the comfort of their houses. The findings of the table

therefore revealed that online course and program has significant impact on employee career development in Federal Tertiary Institutions in South East Nigeria.

Research Question 3

What are the impact of video conferencing and virtual meeting in enhancing employee communication skills?

Table 1.3: The respondents' views on the impact of video conferencing and virtual meeting in enhancing employee communication skills

The impact of video conferencing and virtual meeting in enhancing employee communication skills	Frequency	Percent
By participating in video conferencing employees can practice communication skills more often this can help them become more confident and effective communicators.	96	24
Video conferencing allows employees to observe and learn from non verbal clues of others. This can help employee improve their non verbal communication skills and become more attuned to the non verbal cues of others	108	27
Video conference can help employees improve their active listening skills by requiring them to concentrate more intently on the speaker and provide immediate feedback	105	26.25
Video conference can help enhance employee tolerance to differing opinions of people	91	22.75
Total	400	100.0

Source: Researcher, 2024

From the table 1.3, 24.90% representing majority of the respondents were of the opinion that by participating in video conferencing employees can practice communication skills more often, this can help them become more confident and effective communicators, followed by 27% of the respondents who were of the opinion that video conferencing allows employees to observe and learn from non verbal clues of others. This can help employee improve their non verbal communication skills and become more attuned to he non verbal cues of others, 26.25% of the respondents concurred that video conferencing can help employees improve their active listening skills by requiring them to concentrate more intently on the speaker and provide immediate feedback and finally 22.75% of the respondents agreed that video conference can help enhance employee tolerance to differing opinion of people. From the findings of table above, it could be inferred that video conferencing has significant impact in enhancing employee communication skills

TEST OF HYPOTHESES

The hypotheses were tested using the chi-square statistical tool

Hypothesis I

H₀: online communities/collaboration has no significant impact on employee increased job satisfaction.

Table 4.1 was used for testing hypothesis I

Impact of online collaboration on employee increased job satisfaction and engagement	Frequency	Percent
online communities and collaboration can help foster a positive work culture where employees feel valued, supported and connected	78	19.50
Online communities and collaboration can facilitate recognition and appreciation of employees contributions. This recognition can boost morale, motivation and job satisfaction.	70	17.50
Online communities/collaboration can improve work life balance, reduce stress and increase job satisfaction by providing employees with more control over their work environment.	97	24.25
Online communities/collaboration provide a wealth of information that can help employees learn new skills, stay up today with industry trends, and feel more empowered in their roles, leading to increased job satisfaction	80	20
Online communities/collaboration help foster a sense of teamwork cooperation, and belonging, which can positively impact job satisfaction.	75	18.75
Total	400	100.0

Chi Square table

O	E	(O-e)	(O-e)²	$\frac{(O-e)^2}{E}$
78	80.2	-2.2	4.84	0.06
70	80.2	-10.2	104.04	1.30
97	80.2	16.8	282.24	4.02
80	80.2	0.2	0.04	0
75	80.2	-5.2	27.04	0.38
400				5.76

Table value = 5.991, calculated value = 5.66

Decision: Since the calculated value (5.76) is less than the table value (5.99), the H_0 (null hypothesis) is accepted. This implies that online communities/collaboration had positive significant impact on employee increased job satisfaction and engagement of Federal Tertiary Health Institutions in South East Nigeria.

Hypothesis II

H₀: democratic leadership played no significant role in youth participation in governance in South East Geopolitical Zone of Nigeria.

Table 4.2 was used for testing hypothesis II

Impact of online course and programs on employee career development in Federal Tertiary Health Institution in South East Nigeria	Frequency	Percent
Online course and program provide a cost effective alternative for employee to advance their career	116	29
Online course and program provide flexible professional training which allows employees to learn and develop their career at their own pace	98	24.50
Online course and programs enables the employees to constantly upgrade their knowledge and hence become relevant in the industry	96	24
Online course and program break the barrier constraint in accessing training and development program as the employee can access these program from the comfort of their houses.	90	22.50
Total	400	100.0

Chi Square table

O	E	(O-e)	(O-e)²	$\frac{(O-e)^2}{E}$
116	80.2	35.8	1,281.64	15.98
98	80.2	17.8	316.84	3.95
96	80.2	15.8	249.64	3.11
90	80.2	10.2	104.04	1.29
400				24.33

Table value = 5.991, calculated value = 0.47

Decision: Since the calculated value (24.33) is greater than the table value (5.99), the H_0 (null hypothesis) is rejected. This means online course and program has positive significant impact on employee career development.

Hypothesis III

H₀: video conferencing and virtual meeting has no significant impact in enhancing employee communication skills.

Table 4.3 was used for testing hypothesis III

The impact of video conferencing and virtual meeting in enhancing employee communication skills	Frequency	Percent
By participating in video conferencing employees can practice communication skills more often this can help them become more confident and effective communicators.	96	24
Video conferencing allows employees to observe and learn from non verbal clues of others. This can help employee improve their non verbal communication skills and become more attuned to the non verbal cues of others	108	27
Video conference can help employees improve their active listening skills by requiring them to concentrate more intently on the speaker and provide immediate feedback	105	26.25
Video conference can help enhance employee tolerance to differing opinions of people	91	22.75
Total	400	100.0

Chi Square table

O	E	(O-e)	(O-e)²	$\frac{(O-e)^2}{E}$
96	80.2	15.8	249.64	3.11
108	80.2	27.8	772.84	9.63
105	80.2	24.8	615.04	7.66
91	80.2	10.8	116.64	1.45
400				21.85

Table value = 5.991, calculated value = 0.47

Decision: Since the calculated value (21.85) which is greater than the table value (5.99), the H₀ (null hypothesis) is therefore rejected. This means that video conference and virtual meeting has significant impact in enhancing employee communication skills.

4.4 Summary of the findings

1. Online communities/collaboration has significant positive impact on employee increased job satisfaction
2. Online course and program has positive significant impact on employee career development
3. Video conferencing and virtual meeting has positive significant impact in enhancing employees' communication skills.

Conclusion

From the findings of this study the following conclusions are drawn; that employees who received ICT-based training showed a significant improvement in their performance compared to those who did not receive training. The training programs, which included video conference, online training programs, digital communities and collaboration, equipped employees with the necessary skills to enhance their productivity and efficiency.

One of the key findings of the study was that ICT-based training improved employee job satisfaction. By providing employees with the tools and knowledge they needed to perform their tasks more effectively, organizations were able to reduce employee job stress and increase overall job satisfaction.

Another important aspect of ICT-based training is its ability to enhance employee collaboration and communication. With the advent of digital platforms and tools, employees were able to collaborate and communicate more effectively, leading to improved teamwork and coordination.

The empirical study revealed that ICT-based training has a positive impact on employee performance. By investing in ICT-based training programs, organizations can enhance employee productivity, job satisfaction, and collaboration. It is evident that in today's competitive business environment, organizations that embrace ICT-based training will have a competitive edge over those that do not.

Recommendations

Based on the findings and conclusion draw, the following recommendations are therefore made;

1. The management of Federal Tertiary Health Institutions should liaise with necessary government authorities to ensure efficient provision of digital facilities that will aid the smooth integration of ICT based training and development.
2. Employees of Federal Tertiary Health Institutions in South East Nigeria should leverage on online training program in order to acquire new skills and advance their career development as the medium is more cost effect than the conventional training and development method
3. Federal Health tertiary institutions in South East should integrate and utilize ICT tools in their employee training and development so as to make them relevant in this age of information communication technology

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