

**ENHANCING ORGANISATIONAL COMMITMENT THROUGH E-TRAINING
CAPABILITY IN A PARAMILITARY ORGANISATION: THE STUDY OF NIGERIA
IMMIGRATION SERVICE**

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ABSTRACT

This study was carried out to examine the effect of e-training capability on organisational commitment in a paramilitary organisation. The study focused on the capability of e-training as enhanced by digital technology to achieve organisational commitment. The quantitative case-study research was carried out within the Nigeria Immigration Service headquarters in Abuja Nigeria, using survey questionnaire to source data. Random sampling technique was deployed from a population of 1772 senior personnel with a sample size of 326 respondents to assess their perception on the capability of e-training activities on organisational commitment. The data gathered was subjected to analysis in both descriptive statistics, using percentages and inferential statistics using regression analysis with the aid of Statistical Package for Social Science (SPSS) version 26. The findings revealed a positive significant relationship between e-training and organisational commitment with the model showing R^2 as the variability in the dependent variable organisational commitment as explained by the independent variable, e-training. The R^2 value .0242, indicates that 24.2 % of the change in the dependent variable, organisational commitment is explained by the independent variable, e-training. The F-statistics value is 90.317 with P-value of 0.000, which is statistically significant as it is less than 0.05. The implication of this is that e-training has the capability to enhance organisational commitment among the employees of the Nigeria Immigration Service. The Nigeria Immigration Service should maintain and build more on the digital technologies that enhances e-training to sustain the commitment level among the employees.

Keywords: e-training, organisational commitment, affective commitment, Normative commitment, Continuance commitment

INTRODUCTION

The advancement in digital technologies has brought a shift to the dimensions in which employees training within the organisation is being carried out. This shift that began with information technology and progressively led to digitalisation, has caused an evolutionary and paradigm shift on training activities in

recent years to e-training. The demand for corporate training has grown exponentially allowing employees to be provided with an emulated e-training without attending the traditional brick and mortar training process. Employee training is an important practice in human resource management that most private and public organisations pay attention to, in achieving their corporate goals and objectives.

It enriches employee knowledge and skills which therefore enhances employee competencies to execute job tasks efficiently and be able to adapt to changes in the environment of work (Al-Shorman et al., 2021; AlHamad et al., 2022). Meanwhile, the need for employees to stay committed with their job roles within the organisation is very expedient to the management team of corporate organisations. This commitment is also referred to organisational commitment (OC). It is the personal desire and love that employees have, to stay committed to their organisations where they work. Although training activities provides employees with the knowledge and skills needed to do their jobs and is a vital means for organizations to adapt to market changes and remain competitive (Reuben & Nwangi, et al., 2019). With the evolution of digital technology, training activities are being done electronically, which is referred to as e-training. It is an innovative training method embraced by organisations and it is gradually occupying a dominant position within organizations in order to achieve their corporate goals and objectives. The digital capability that is being put in place in the Nigeria Immigration service makes e-training a achievable.

Meanwhile, organisational commitment is a critical factor that influence the performance of employees and organisation wellbeing but there exists lack of commitment as many organisations continue to face challenges in fostering high level of commitment among their employees. Several factors contribute to this problem, which may include inadequate employee engagement and poor leadership practices among others (Nwankwo et al., 2019). This study seeks to address the problem of declining organisational commitment by examining a critical organisational strategic concept in e-training capability. The capability of e-training is assessed in, HR skill inventory, record of training and flexible time for training activities within the organisation (Ghazzani, 2014). It will be of interest to the organization under study to harness the empirical evidences to show that the investment in e-training exercises could predict organizational commitment within the public sector.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

E-Training

Kamal et al. (2016) described e-training as the combination of technology with learning, delivered using telecommunications and digital technologies, and a type to support both learning and organisational objectives. Many corporate organisations now utilises e-training strategy, due to its potentiality to reach mass groups of employees wherever they are located, doing their jobs. According to Ellis & Kuznia (2014), e-training is the advance way of teaching and training method for career employees through the digital technology tools. It is also viewed to have the capability of reaching many participants, requires shorter effective time of training, mobility of training and the potential of being globally accessible by anyone to join in at the same time. The e-training activities could be done using the video conferencing, web-based training in specialised training apps like Zoom, Google meet and others.

E-training is classified as the use of multimedia technologies and digital technologies to facilitate training for employees in the work place. It is a process of acquiring a set of knowledge, skills and attitudes by an individual or a group of individuals using electronic media in communicating and receiving information, acquiring skills and interacting between the trainee and the trainer. Naouel and Larbi, (2016) highlighted in their study, some of the relevance of e-training activities, which includes the following: Rapid development in innovations, applications and integration with education, learning, information and communication technologies as well as the digital technology. E-training creates interactive relationship between trainees and trainers while on the job or off the job.

Organisational Commitment

The concept of organisational commitment refers to loyalty the employee expresses to the organization (Mueller, Wallace, & Price, 1992). Organizational commitment is also viewed as the degree to which employees within a firm, adopts the values, goals of the

organisation and identifies with them in fulfilling their job responsibilities (Tanriverdi, 2008). Lok and Crawford, (2004) opined that organisational commitment is described as the bond employees' have with their organisations, where they feel like they belong to the organisation, fit into and understands the organisation. It is an organisational psychology that brings a linkage between an employee and the organisation while employee stay with each and every decision of the firm (Rashid et al., 2003).

Meanwhile, Geldenhuys et al., (2014), opined those factors such as, job stress and insecurity get vanished when the employees are committed towards their organisation. This could be created through organisational culture, open communication, innovation, efficient tasks and constructive feedback. Organisational commitment has been recognised in three dimensional ways which are affective commitment, continuous commitment and normative commitment (Meyer & Allen, 1991). Affective commitment is the employees' feelings toward joining the organization. Continuous commitment is employees' perceptions of costs if leaving the organization. It is the feeling an employee has to remain with the organisation. Whereas, normative commitment is employees' perceptions of their duties and promises toward the organization. The compliance or conformity as a result of rewards and punishment.

Theory Underpinning

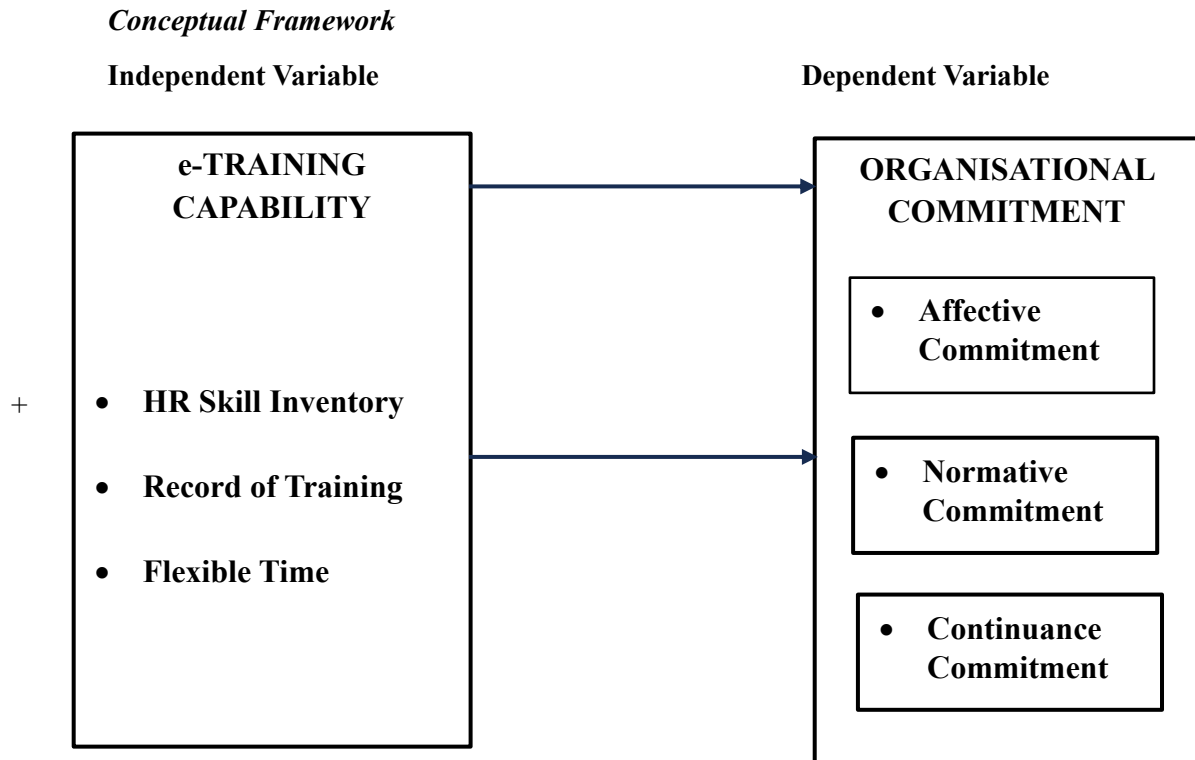
The theory underpinning this study is Unified Theory of Acceptance and Use of Technology (UTAUT). This theory was introduced to blend the diffusion of innovation theory. Venkatesh et al. (2003) developed the UTAUT model having reviewed eight models that explained ICT acceptability and usage. UTAUT was developed to explain a user's intentions to use digital technology and the subsequent user behaviour. The theory considers four paradigms as direct determinants of user acceptance and usage behaviour. These are, performance expectancy, effort expectancy, social influence and facilitating conditions. In order to design interventions, employees can

use the UTAUT tool to determine the likelihood that technology introduction will be successful within the organisation like using it for activities as e-training. This theory is linked to the key determining variable of this study, which is e-training that has to do with the application of digital technology on training activities within the organisation.

Empirical Review

This study reviewed past related empirical studies as found in literature. Most of the studies examined the relationship between e-training and organisational performance and on employee's performance. The need for empirical studies on the effect of e-training on organisational commitment have been suggested in such literature as areas to explore in future studies (Islam, 2022). A quantitative study carried out by (Nandoumenodji & Lumwagi, 2023) on the influence of e-training on the performance of Bidco oil refineries in Kenya, found e-training having a strong positive correlation with organisational performance. Whereas, Ismail et al, (2022) carried out a related study on effect of e-training on employees' performance in Malaysia. The quantitative study revealed that the variables were not significant to each other. Meanwhile, (Islam, 2022), found that a positive and significant relationship exist between e-training and employees performance, e-training on job performance respectively. Meanwhile, Zareier and Navimipour (2016) carried out a quantitative study on the effect of e-learning systems on employees' commitment. The study used questionnaire survey as research instrument and found the validity of the model of employees' commitment being influenced by e-learning system. Studies on e-training in corporate organisations have been seen to predicting employees and organisational performance and not organisational commitment. This gap exists in that line of studies as observed in reviewed literatures.

Null Hypothesis (H_{01}): e-training has no significant effect on Organizational Commitment in the Nigeria Immigration Service.



Source: Authors conceptualization as adapted from: Ghazzani (2014); Meyer and Allan, (1991)
 Fig 1. Conceptual Model

METHODOLOGY

This study is quantitative with case study approach. It was carried out in the Nigeria Immigration Service, Headquarters in Abuja. The paramilitary organization is saddle with the responsibilities of ensuring the controlling of person's in and out of the Nigeria, issuance of travel documents including Nigeria Passport to Nigerians within and outside Nigeria, issuance of residence permits to foreigners in Nigeria, Controlling of Smuggling of Migrants, Control of Nigeria Borders (Air, Sea and Land), Investigation and Surveillance. The service headquarters was the study area due to the technological capability situated there to control the effective management of the paramilitary organization.

The population consists of 1772 personnel from the ranks of Immigration assistant to Assistant Comptroller General, whose offices are domiciled in the Service Headquarters, Sauka Abuja. The sampling technique adopted for this study is random sampling technique. The sample size is 326, which was determined from the population using the Slovin's formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where :

N= is the total population

n= is the sample from the population

e= is the error term, which is 5% (95% confidence interval)

$$n = \frac{1772}{1 + 1772(0.05)^2}$$

$$n = \frac{1772}{1 + 4.43} = 326$$

The research instrument was a structured questionnaire, divided into three sections: Social and Demographic Information, Measures to assess e-training capability and measures to assess Organizational Commitment (affective commitment, Normative Commitment and Continuance commitment). Five-point Likert scale measurement was adopted from (5) strongly agreed, (4) Agreed, (3) undecided, (2)

Disagreed, to (1) strongly disagreed. The questionnaire was administered to 326 senior personnel of the case study organization while 285 were retrieved, representing 87% of the total administered. The data collected was coded and analysed using regression analytical tool in Statistical Package for Social Sciences (SPSS), version 26, with the use of descriptive Statistics of tables and percentages to capture the demographic part of the respondents and inferential statistics were adopted using Regression analysis to test the formulated hypothesis.

Materials and Measurements

The structured questionnaire with tested measures from literature was used to gauge

the two variables. To suit the context of this study, the questionnaire for each of the two variables were adapted as used and revised from previous studies including (Abiodun et al., 2013; Ghazzani, 2014; Meyer & Allen, 1991). The reliability analysis produced Cronbach's alpha scores of .794 for e-training and .636, .739, .769 for organisational commitment. The study model formulated as $OC = \beta_0 + \beta_1 ET + e_1$ Where: β_1 = Regression Coefficient, OC = Organisational Commitment, ET= Electronic Training and e =error

The reliability results indicated an acceptable level of internal consistency among the items assessing each construct as reported in Table 2.

RESULTS AND DISCUSSIONS

Table.1. Social-demographic Profile of Respondents.

Characteristics	Frequency	Percentage (%)
Sex		
Male	130	45.6
Female	155	54.4
TOTAL	285	100
Age		
Below 20yrs	8	2.8
20-29yrs	113	39.6
30-39yrs	69	24.2
40-49yrs	87	30.5
50-above	8	2.8
TOTAL	285	100
Marital Status		
Single	118	41.4
Married	149	52.3
Divorced	6	2.1
Separated	7	2.5
Widowed	5	1.8
TOTAL	285	100

Literacy Level

WASSCE/GCE	32	11.2
NCE/OND	94	33.0
HND/BSC	111	38.9
Post Graduate	48	16.8
TOTAL	285	100

Length of Service

1-5YRS	98	34.4
6-10YRS	69	24.2
11-15YRS	67	23.5
16-20YRS	32	11.2
21+YRS	19	6.7
TOTAL	285	100

Departments/Directorates

Human Resource Management	142	49.8
Finance and Accounts	35	12.3
Migration	27	9.5
Passport and Other Travel document	41	14.1
Visa & Residency	2	0.7
Others	38	13.3

Source: Field Survey 2024.

The analysis in Table 1 shows the demographic characteristics of the respondents of this study. This analysis indicates a near balance representation of both male and female representatives, male respondents having 45.6% (130) while the female respondents is 54.4% (155). It shows 8.8% differences between the sexes reflecting a gender friendly recruitment process into the Nigeria Immigration Service.

In terms of age: There are five age groups, of which those who selected below 20 years are 2.8% which are 8 employees, those within the age bracket of 20-29 years were 39.6% which are 113 persons, those within the age bracket of 30-39 years were 24.2% which are 69 persons, those within the age bracket of 40-49 years were 30.5% which are 87 persons and those within the age bracket of 50 years above were 2.8% (8). The highest respondents are

within the age bracket of 20-29 years with 39.6% reflecting an overview of young talented personnel within the workforce.

In terms of marital status, 41.4% (118) were singles, 52.3% (149) were married, 2.1% (6) were divorced, 2.5% (7) were separated, and 1.8% (5) is widowed. Majority of the respondents representing 52.3% (149) were married. Meanwhile, the literacy level of the respondents shows well educated workforce with people with HND/BSC as the highest level of respondents with 38.9% (111), followed by NCE/OND with 33.0% (94), by Post Graduate 16.8% (48), and WASSCE/GCE with 11.2% (32). It shows that the NIS appreciates, and encourages her personnel's to be educated by providing enabling environments and conditions for upgrade.

The analysis of length of Service shows that 34.4% (98 persons) are those who have worked within 1-5years in the organization, 24.2% (69 persons) have worked between the space of 6-10years, 23.5% (67 persons) have worked between the space of 11-15years, 11.2% (32 persons) have worked between 16-20years, and 6.7% (19 persons) have worked between 21+years . This indicates that there is good spread of experience and committed personnel (65.6%) working at the Service

Headquarters which provides learning platform for young personnel with 1-5yrs length of service input. Furthermore, the analysis shows that at the directorate levels of the organization the highest respondents worked in Human Resource Management with 49.8% (142), followed by Passport and other travel document with 14.1% (41), by others 13.1(38), Finance and Accounts with 12.3% (35), by Migration with 9.5% (27) ,and Visa and Residency 0.7% (2).

Table 2. Reliability Statistics

Variable	Cronbach's alpha	No of items
e-training	.794	4
Organisational Commitment:		
Affective Commitment	.636	5
Normative Commitment	.739	6
Continuance Commitment	.769	8

Source: Field Survey 2024

Table 3. Model Summary : Test of hypothesis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.492 ^a	.242	.239	.46935	.242	90.317	1	283	.000

a. Predictors: (Constant), ET

Source: Field Survey 2024

Table 4. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.896	1	19.896	90.317	.000 ^b
	Residual	62.343	283	.220		
	Total	82.239	284			

a. Dependent Variable: ORGC

b. Predictors: (Constant), ET

Source: Field Survey 2024

Table 5. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity
		B	Std. Error	Beta			Tolerance
1	(Constant)	3.010	.091		32.918	.000	
	ET	.248	.026	.492	9.504	.000	1.000

a. Dependent Variable: ORGC

To determine the relationship between the dependent variable and independent variable, a regression analysis was used, to examine the effect independent variable (e-training (ET)) has on the dependent variables (organizational commitment (ORGC)). The result is presented in Table 3 above which shows that the evaluation technique was satisfactory.

The regression model is assessed by R^2 and Adjusted R^2 . The R^2 shows the variability in the dependent variable as explained by the independent variable. The R^2 value .0242, indicates that 24.2 % of the change in the dependent variable (ORGC) is explained by the independent variable (ET). The F-statistics for the e-training as shown in the ANOVA Table 4, is 90.317 with P-value of 0.000, is statistically significant as it is less than 0.05. This indicates that the formulated null hypothesis (H_{01}) which states that e-training has no significant effect on organizational commitment, is hereby rejected. This result is consistent with a similar study on commitment by Zareie and Navimipour (2016), which found a relationship between e-learning and commitment.

Discussion of Findings

The results from Tables 2- 4, coefficient table above provides us with the necessary information to predict organizational commitment from e-training. In general, on the effect of e-training on organizational commitment in the selected paramilitary agency-Nigeria Immigration Service, revealed e-training model with coefficient of determination $R^2 = 0.242$ at 0.005 was significant for this investigation. This revealed that e-training explained 24.2% of the variation in organizational commitment. It can be concluded that e-training has a significant positive effect on organizational commitment in the Nigeria Immigration. The study is able to prove empirically that e-training activities within the organization has the capacity to enhance organisational commitment among the employees in the study organisation. The implication of the findings is that, the Nigeria Immigration Service (NIS) should progressively utilize and further invest on digital technologies for their training programs to further develop and enhances skills that gears towards the growth and development of employee's career thus enabling the employee to feel valued and satisfied as this keeps

influencing their commitment level in the organization.

CONCLUSION AND SUGGESTIONS FOR FUTURE STUDIES

The study revealed a significant relationship between e-training capability and organisational commitment through a quantitative empirical study. The innovation in e-training as a way of improvement on the traditional training methods has been shown to be capable to enhance organisational commitment among employees in a public sector organisation like the Nigeria Immigration Service. The study revealed in an empirical proof, that the three-dimensional indicators of organisational commitment of affective, normative and continuance when combined together can be driven through e-Training capability within the organisation. Further studies could be conducted in other paramilitary agencies to show the possibilities of e-training predicting organisational commitment. Further studies could also be carried out by introducing a mediating variable on the relationship between e-training and organisational commitment within the paramilitary organisation

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