



Influence of organizational climate culture and Personels' Behaviours towards achieving goals target: A case of entrepreneurial training Program in south-south, Nigeria

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Article Info

ISSN (online): 2582-7138

Volume: 03

Issue: 03

May-June 2022

Received: 03-04-2022

Accepted: 18-04-2022

Page No: 67-73

DOI:

<https://doi.org/10.54660/anfo.2022.3.3.6>

Abstract

The study was carried out on influence of organizational climate, culture and personels' behaviours achieving goals target of entrepreneurial training programmes (ETP) in South-South, Nigeria. Descriptive survey research design was adopted for the study. The population of the study comprised, directors and mangers of ETP in South-South, Nigeria. The sample size of the study was three hundred and sixty (360) respondents, selected through a simple random sampling technique. The research instruments that were used to gather data were both quantitative and qualitative research instruments. A self-developed quantitative research instrument by the researcher, titled "Rating Scale on influence of organizational climate, culture and personels' behaviours towards achieving goals targets of entrepreneurial training programme in South-South, Nigeria. It was fashioned on four likert rating scale of strongly agreed (SA), Agreed (A), Disagreed (D), and Strongly Disagreed (SD), complement with qualitative research instrument was done through test re-test method at two weeks interval and 0.63 coefficient reliability was obtained. The data collected on research questions was analysed, using descriptive statistics (frequency counts, simple percentages and mean), while data collected on research hypothesis was analysed using inferential statistics (spearman rating correlation coefficient. Data collected through the qualitative research instrument was collected and transcribed, qualitatively. Based on the results of the study conclusions were made that personels' motivation could positively influenced their commitment to job. Also, personels' positive attitudes could result into achievers goal targets of ETP in South-South, Nigeria etc. based on the conclusion, recommendation were made that personels' motivation should be prioritized, working conditions of workers or personnel's should be informed on, personels should adhere strictly to norms, values and standard in the organization of ETP in South-South, Nigeria.

Keywords: Organizational climate, culture, personnels' behaviour, entrepreneurial training, goals targets

Introduction

Erinsakin (2014) ^[9] affirmed that menace of poverty is a national scourge in Nigeria and it permeates all strata of the nation. Poverty is a situation where it is difficult to meet the basic necessities of left which include, consumable and inconsumable items considered as minimum requirements to sustain livelihood. In a holistic view, Nigeria is poverty ridden nation. Millions of Nigerians lack functional education. Hence, Nigeria is categorized as a member of E-a nations, where majority of citizenry are illiterates. The basic social amenities for an enhanced qualities of life are not in existence. Social welfare services are not prioritized by the successive government, military and civilian, alike in Nigeria. These are indicators of poverty coupled with lack of vibrant vocational and entrepreneurial skills and values to engage in productive business ventures.

Poverty in Nigeria is accentuated and heightened by technological and industrial backwardness Adeoti (2001) ^[11]. The poverty situation in Nigeria has attracted the attention of Nigerian Government International Communities, Non-Governmental Organization (WHO), the United Nations Educational Cultural and Scientific Organization (UNESCO), United Nation Development Programme (UNDP), International Labor Organization (ILO), World Bank (WB), and so on.

Erinsakin (2014) ^[9], reported that several sectional and institutional policies coupled, with programmed and educational strategies to half the trend “poverty” has been adopted. Yet, poverty remains a “hydra-headed monster ravaging majority of Nigerians and without ethnic, tribal and gender preference and prejudiced it had earlier been strongly stated above that poverty is a national phenomenon and occurrence. Observable, the trend in South-South, Nigeria (Edo, Delta, Bayelsa, Rivers, Cross-Rivers and Akwa-Ibom) is more noticeable and pronounced than other regions of the nation. One would have expected that the crude oil deposit in the region would have been a source of wealth creation and income generation to the people of the region but the irony is the case. The presence of the multinational oil companies like; The Shell Petroleum Company, Sterling Oil, Exploration and Energy Production Co Ltd, Nigeria LNG Limited, Grafen Integrated Oil Field Limited, Shell Nigeria Ultra-Deep Limited, Continental Olive Limited and a host of others do not help people’s standard living in south-south, Nigeria.

The South-south or Niger Delta region of Nigeria is endowed with petroleum resources which has remained the main stay of the Nigerian economy for decades. However, the region is characterized with worsening situations of poverty, health care and education, infrastructures juxtaposed with resources revenue, asserted that oil pollution was significantly affecting the natural environment on which the local communities depend on their livelihood and sustenance. The aqua habitat has been destroyed coupled, with soil degradation. Gas flaring and oil exploration activities constitute a serious threat to health status of people in south-south Nigeria. Roads are not motorables, social qualities and not prioritized by governments. The few interventional programmes of the multinational oil companies in the south-south, Nigeria, such as royalties, scholarship, development of rural areas become sources of socio-peace instability in the region. Kidnapping, killings, stealing, robbery become applauded and daily occurrence in the south-south region in Nigeria. Prostitution suddenly becomes a legalized business, youth recklessness and restlessness become the order of the day. Also, cybercrimes offences are on a steady rise on a daily basis in Niger -Delta. “An idle brain is a devil’s workshop” says an adage.

Considering the abundance of natural mineral the nation is endowed with one continuing to wonder why poverty is still a threat of human existence in Nigeria. The myriad of social vices “419 scenus”, banditry, human rituals, endemic and pandemic corruption, commercial activities, stealing and robbery, pipe-line vandalization in the country, Nigeria, today have been partly attributed to poverty, state of Nigerians. The series of interventional strategy and its antecedent negative consequences have not achieved fully, the desired results. This is because the programmes such as; National Poverty Eradication Programme (NAPEP), Youth Empowerment Programme (YES), Structural Adjustment Programmes (SAP), Youths in Agricultural Programme (YAP), Better life for Women (BLP), have been bedeviled by several challenges. Nigeria Institute of Social and Economic Recovery (NISER) (2003), identified policy inconstancy, bad governance, over-politization corruption and diversification of funds, lack of logistics for proper monitoring and evaluation, lack of mechanisms in various programmes to ensure its sustainability, poor fundings and hosts. The above factors have made the programmes ineffective and failure. The realization of poverty made government at different

levels to swim into actions in a bid to aggressively eradicate poverty, when the country returns to a full-blown civilian rule, after a long-term political interregnum in 1999. Erinsakin (2014) ^[9], attributed this to an attempt to fulfil electioneering promises, while to some scholars they attribute programme implementation on poverty, as a commitment to welfare policy of the civilian in the new civilian rule, dispensation. One of such programmes is entrepreneurial training to programme (ETP).

Akpomu (2009) ^[13] maintained (ETP) is necessary to curtail the poverty situation in Nigeria. Further, that there is a need for re-orientation towards inculcating entrepreneurship values capable of enhancing the competencies for self-reliance, improved economy, youths’ empowerment and poverty reduction. Matami and Awodun (2005) ^[10] and Ogundele (2007) ^[16], posited that entrepreneurial training programme would induce in even and rapid economic development in the country. Erinsakin (2014) ^[9], stressed that ETP is a catalyst for wealth creation and incomes generation. ETP would offer orientation in the development of entrepreneurship skills, effective and efficient application of the skills in business management. Also, ETP has potentials to inform people about the world of business, creating employment opportunities and making people to become employers of labour.

Hassan and Olaniran (2011) ^[15], stressed that ETP is not just a theoretical approach but a development action towards alleviating poverty. Salami (2011) ^[17], opined that the high rate of unemployment and poverty is the disconnection between entrepreneurial skills and its acquisition. He notes that the quality of entrepreneurship training would determine enhancement of job creation which would subsequently reduce unemployment, poverty and social vices in Nigeria. Agagu (2007) ^[14], reiterated in a strong term that ETP is a way of making Nigerians to live a decent life devoid of economic hardship.

Some scholars have carried out studies on ETP effectiveness in Nigeria, aggregately one cannot firmly say that ETP has successfully curbed poverty in Nigeria, since, many people’s living condition is appalling, unsavory, heart breaking and pathetic. Several researchers had been carried out on the possible causes of ineffectiveness of ETP on achieving goals targets. However, from the extent literature and studies much have not been done on this focus of the present study and the few available studies were self-reported by the researcher without empirical and personal’s behaviours towards achieving goals targets. The observed gaps motivated the researchers to carry out the present study.

Statement of the Study

The implementation of ETP is to reduce poverty which seems to have been permanently settled with many Nigerians. Hence, several programmes to curb the occurrence have not yielded the desired goals targets. This had attracted many scholars’ and researchers attention. Several researchers had been carried out on ETP and allied issues, observable, much have not been done empirically on influence of organizational climate and personal behaviours towards goals targets: A case of entrepreneurial training programmes in South-South, Nigeria.

Research Questions

Two research questions were raised to guide the conduct of the study.

1. Does motivation has influence of personels' commitment to job productivity in ETP in south-south, Nigeria.
2. Will position personels' attitudes result into achieving goal target of ETP in South-South, Nigeria?

Research Hypothesis

One research hypothesis was formulated to guide the research HO1: There will be no significant relationship between perceptions of personel on ETP unemployment reduction in south-south, Nigeria.

Purpose of the Study

A broad purpose of the study was on influence of organizational climate, culture and personels' behaviours towards achieving goals targets: A case of entrepreneurial training programmes in south-south, Nigeria. The specific objectives are to:

1. Ascertain the influence of personels, commitment to job productivity in ETP South-South, Nigeria;
2. Determine personels' attitudes towards achieving goals targets of ETP in South-South, Nigeria; and
3. Establish whether there is a relationship between perception of personel on ETP and unemployment reduction in South-South, Nigeria.

Significance of the Study

The findings of the study will be significantly in the following ways; Firstly, the result of the study will enable the providers of ETP to know the relationship between importance of motivation and job satisfaction on goals attainment of ETP in Nigeria. Besides, the result of the study would and ETP providers to some up with policies and programmes to enhance personels welfare within the organization of ETP.

Also, the results will provide a base line data on the effectively of ETP in terms of goals targets attainment.

Lastly, the research or study will add to the existing literature within the confine of the study, thus, becomes of good source of reference to researchers in future.

Methodology

Descriptive survey research design was adopted for the study. The study population of comprised the director and managers of ETP in South-South, Nigeria. The sample size of the study was three hundred and sixty (360) respondents, selected through a random sampling technique. From each of the six states in South-South, Nigeria (Edo, Delta, Bayelsa, Rivers, Cross Rivers and Akwa-Ibom, Sixty managers and directors of ETP centres were selected.

The research instrument that were used to collect data were both quantitative and qualitative. A self-developed research instrument by the researchers, titled "Rating scale on influence of organizational climate, culture and personels' behaviour towards achieving goal targets; A case of entrepreneurial training programme in South-South, Nigeria", fashioned on four likert rating scale; strongly agreed (SA), agreed (A), Disagreed (D) and Strongly disagreed (SD) was used to collect quantitative data. It was complemented by four group discussion (FGDs) that was used to gather quantitative data. Two research questions were raised and one research hypothesis was raised for the study. The research instrument's were validated by the two experts and in test and measurement, while its reliability was

determined by using, test-re-test method. 0.63 coefficient reliability was obtained. Data generated on research questions were analysed using descriptive statistics (frequency counts, simple percentages and mean), while data collected was analyzed through the research hypothesis was analyzed using, inferential statistics (spearman rating correlation coefficient). Data generated through the FGDs was collated, transcribed and analysed, qualitatively.

Theoretical Framework

Theories are regarded as analytical events which are relevant in the exploration of observed relationship and also, upon which a study is anchored. Therefore, this study was anchored on neoclassical organizational theory, considered relevant to the research.

Neoclassical Organizational Theory

Alfred Marshal is the father on propounder of neoclassical organization theory. Alfred Marshal (26 July, 1842-13 July, 1924). He was an English economist, who was one of the most influential economists of his time. Neoclassical theory is also referred to as human relations of thought. Neoclassical organization theory was propounded based on classical theory. It was an extension and modified version of classical organizational theory. It was developed because of the lapses observed in classical organizational theory that it did not achieve complete production efficacy and workplace harmony.

The Neoclassical approach identifies the importance of physiological and social aspects of workers as an individuals and their relationships within and among the group of the organization. Neoclassical organizational theory emphasizes that organization is a social system, and its performance is affected by human efforts. The classical theory emphasized the mechanical and physiological variables and denied them the primary factor in inferring checked, it was found that the positive aspect of these factors did not evoke a positive response to work behaviour. This eventually resulted into human behaviour in organization.

The neoclassical organization theory that an organization is a mix of both informal and formal aspects of organization. This aspect was ignored in classical theory. The organization informal structure is majorly formed, due to the social interaction with workers basic assumption of neoclassical organization theory are:

1. Business organizations are identified as social system.
2. Human factors are regarded as the most important elements in the organization. Human factors refers to job commitment, attituded to job, perception and attitude to organization goals.
3. The theory revealed the importance of social and psychological factors is determining the workers' productivity and satisfaction.
4. The management aims to develop socials and leadership skills with technical skills. It must be done for the welfare of the workers and the organization.
5. Morale and productivity work together in organization.

The choice of neoclassical organization theory to this study therefore, hinged on worker, social and psychological factor (job satisfaction, motivation, commitment, perception of organizational goals) which were stressed in the theory and also the variables of this study. Also, that Neoclassical organizational on human side of an organization.

Conceptual framework

Organizational climate and culture

More often times people sees organizational climate as the same with organizational culture. Both are not the same. Both organizational climate and culture are constructs that are very vitals in order to achieve organization goal targets. Organizational climate is about the employee within an organization experience culture, think of the climate as the mood of the organization. Hussains (2021), stated that organizational climate affects and influence the employees' performance motivation, and job satisfaction. The concept of organizational climate was introduced in the late 1940 and has become a very essential metaphor for managing and detaining employees in the organization. Organization climate differentiate one organization form one another. It influences employee's behaviour towards job performance and achievements of organizational goals.

A good organizational climate is very essential in any organization stated that it might be difficult to improve organizational performance without building a positive organizational climate there will be job satisfaction, commitment, zeal, readiness, psychological stability and motivation on the part of employees towards organizational tasks.

According to Azhar (2003) ^[3], organizational culture is the combination of important assumption that are shared in common by each member of an organization and are often unstated. Basically, organizational culture is fundamentally is made up by two major common assumption values and beliefs. Robbins (1985) ^[4], organizational culture as a uniform perception of an organizational culture is also defined by Rousseau (2000) ^[5] as a set of commonly experienced stable characteristics of an organizations which shows the distinctive features of an organization which differentiate its from others is defined as a pattern of a shared assumption on solve their problems and it worked effectively they accepted these assumption as valid and thus they teach these assumption to the newly joined members of the organization as standard ways of thinking, perceiving and approaching towards the problems what is fundamental is that organizational culture is a phenomenon that is shared by the members of an organizational operates unconsciously.

Presentation of findings and discussion of results

Presentation of findings

Research questions one: Does motivation has influence on personals' commitment to job productivity in ETP in south-south, Nigeria.

Table 1: Showing frequency counts, simple percentage (%) and mean (x) on does motivation has influence on personals' commitment to job productivity in ETP in south-south, Nigeria

S/N	Items	SD	D	`A	SA	Mean	Decision
1	Facilitators show positive attitude to work when their salaries were paid on time	23/ 6.38	33/ 9.16	36/ 10	268/ 74.44	3.52	Accepted
2	Facilitators are not willing to work when there is irregularities in payment of the salaries	270/ 75	32/ 8.88	28/ 7.77	30/ 8.33	1.49	Rejected
3	There is always punctuality to work when facilitators are well treated	10/ 2.77	18/ 5	42/ 11.66	290/ 80.55	3.7	Accepted
4	Poor treatment of facilitators do not discourage facilitators to be punctual at work places	244/ 67.77	62/ 17.22	12/ 3.33	42/ 11.66	1.58	Rejected
5	When working environment is conducive and comfortable, facilitators work with a greater efforts towards goals attainment of ETP	44/ 12.22	24/ 6.66	36/ 10	256/ 71.11	3.4	Accepted
6	Poor working environment do encourage facilitators to put in greater efforts towards goals attainment of ETP	241/ 69.94	45/ 12.5	35/ 9.72	39/ 10.83	1.64	Rejected
	Total	832/ 38.51	214/ 9.90	189/ 8.75	925/ 42.85	2.55	Accepted

Table 1 presents the findings on research question one on item (1), 268 (74.44), 36 (10), 33 (9.16) and 23 (6.38) were obtained as responses for strongly agreed, agreed, disagreed and strongly disagreed. On item (2), 30 (8.33), 28 (7.77), 32 (8.88) ad 270 (75) were got as responses for strongly agreed, agreed, disagreed and strongly disagreed. On item (3) the following responses; 290 (80.55), 42 (11.66), 18 (5) and 10 (2.77) were obtained for strongly agreed, agreed, disagreed and strongly disagreed

On item (4), 42 (11.66), 12 (3.33), 62 (17.22) and 244 (67.77) responses were obtained for strongly agreed, agreed, disagreed and strongly disagreed. On item (5), 256 (71, 11), 36 (10), 254 (6.66) and 44 (12.22) responses 9 were obtained for strongly agreed, agreed, disagreed and strongly disagreed. Finally, on item (6), responses obtained were; 39 (10.83), 35 (9.72), 45 (12.5) and 241 (69.94) for strongly agreed, agreed, disagreed and strongly disagreed respectively. Generally speaking, the result indicates that the average rating scale of four ($x = 2.5$) is greater than the mean of average of rating scale of four ($x=2.55$). This implies that personals motivation informs of good working condition, regular payment of salaries and good treatment of facilitators could make them to commit themselves seriously to job productivity in ETP in

south-south, Nigeria.

Table 2 present the findings on research question two. On item (7), responses obtained indicate the following; 288 (80), 36 (10), 24(6.66) and 12 (3.33) for strongly agreed, agreed, disagreed and strongly disagreed. On item (8), responses got were; 23 (6.88), 48 (13.33), 56 915.55) and 233 (64.72) for strongly agreed, agreed, disagreed and strongly disagreed. On items (9) the followings responses were also got; 293 981.38), 23 (6.38), 25 (6.94) and 19 (5.27) for strongly agreed, agreed, disagreed and strongly disagreed respectively.

On item (10), responses obtained indicated; 23 (6.38), 26 (7.22), 56 (15.55) and 255 (70.83) for strongly agreed, agreed, disagreed and strongly disagreed. On item (11) responses obtained were; 244 (67.77), 63 (17.5), 28 97.77), and 25 (6.94) for strongly agreed, agreed, disagreed and strongly disagreed. On item (12) responses got were; 26 (7.22), 12 (3.33), 38 (10.55) and 284 (78.88) for strongly disagreed, agreed disagreed and strongly disagreed respectively.

Generally speaking, the average rating scale of four ($x=2.5$) is lesser than the mean of average rating scale of four ($x=2.53$) thus implies that personnel' positive attitudes

(favourable disposition to ETP goals, psychological satisfactions and so could result into achieving goal targets of ETP in south-south, Nigeria.

Table 2: Showing frequency counts, simple percentage (%) and mean (x) on will personnel positive attitudes to job result into achieving goal targets of ETP in South-South, Nigeria

S/N	Items	SD	D	`A	SA	Mean	Decision
7	ETP goals can be achieved only if facilitators are performed their duties effectively	12/3.33	24/ 6.66	36/10	288/80	3.66	Accepted
8	When facilitators are reluctant, ETP goals can still be achieved	233/64.72	56/ 15.55	48/13.33	23/6.38	1.61	Rejected
9	If personals are well disposed to ETP goals, goal targets will be easily achieved	19/5.27	25/ 6.94	23/6.38	293/81.38	3.63	Accepted
10	Unfavourable disposition of personnel to ETP goals can mar attainment of goals targets of ETP	255/ 70.82	56/ 15.55	26/7.22	23/6.38	1.49	Rejected
11	Psychological satisfaction of personnel could result into effective implementation of ETP	25/6.94	28/ 7.77	63/17.5	244/67.77	3.46	Accepted
12	Personnel depression and worriness will have negative impact on effective implementation of ETP	284/78.88	38/10,55	12/3.33	26/7.22	1.38	Rejected
	Total	828/ 38.33	227/10.50	208/9.62	897/41.52	2.53	Accepted

Research Hypothesis

HO1: there will be no significant relationship between

personnel perception of ETP and unemployment reduction in south-south, Nigerian.

Table 3: Showing spearman rating correlation coefficient on there will be no significant relationship between personnel perception on ETP and unemployment reduction in South-South, Nigeria

S/N	ETP in South-South Nigeria	Personnel Perception on ETP	R _x	Unemployment Reduction	R _y	R _{x-R_y}	D ²
1	CBN, South South Dev. Centre, Calabar, Cross-River	77	1	88	1	0	0
2	EIRD Centre, Akwa Ibom	46	3	32	4	-1	1
3	AISE Centre, Akwa Ibom	44	4	36	3	1	1
4	Entrepreneurship and small business development centre, federal polytechnic, ukam, Akwa-Ibom	23	9	20	5	4	16
5	CBN-EDC Port-Harcourt, Rivers State	19	10	17	6	4	16
6	Entrepreneurial centre UNIPORT, River State	26	8	15	7	1	1
7	Young entrepreneurs community development training centre,	35	6	14	8	-2	4
8	ERAFRNK Computer school and entrepreneurship; studies centre, Yenagoa	50	2	44	2	0	0
9	Entrepreneurship centre, Edo polytechnic, Edo State	7	12	5	12	0	0
10	Centre for Entrepreneurship development, Benin city, Edo State	38	5	8	11	-6	36
11	WNBDC, Delta State	11	11	9	10	1	1
12	Vocational and entrepreneurship development centre, Agbor, Delta State.	34	7	12	9	-2	4

$\sum D^2 = 80$

Variables	N	DF	D ²	D-cal	D-critical	Decision
X	12	10	80	0.95	0.648	X
Y	12					

X = significant at 0.05 alpha level

Since β -calculated is greater than β -critical, the hypothesis is rejected. This implies that there is a high positive significant relationship between ETP and unemployment reduction.

Discussion of Results

The result on research question one indicates that there is a positive relationship between personels' motivation and jobs commitment in ETP in south-south, Nigeria. The result aligns with the opinion of Sallah Zaham, said and Ali (2016) that motivational employee in organization would provide a high commitment towards achieving organizational goals. Further, that commitment is a vital element in an organization which depends on motivated employees. The result was also buttressed by the responses of some respondents during the fact group discussions.

A respondents asserted that: Prompt payment of any salary and other incentives that I can being receiving in the organization are reasons for why commitment to job.

A female respondent during FGD Session-Agbor, Delta State, Nigeria

In the same vein, another respondent had his to say that my regularity and seriousness at work place is because personels' welfarism is prioritized by the organization (ETP).

A male respondent during FGD session, Calabar, Akwa-Ibom

The findings on research questions two indicates that there was a positive relationship between personels' positive attitudes and achievement of goals targets of ETP in South-

South, Nigeria. The result was corroborated by the submission of Vakola 2005)^[8], that positive of personel in any organizational would result into achieving organizational goals. Also the result was also supported by the opinion of Celik 2003), that manager's positive behavior towards the personnel could spur them to put on positive attitudes towards them jobs in organization.

The result was supported by the submission during the FGO session. The achievement that have been recorded in the last few years in this programme could be attributed to positive disposition of personal goal targets of the programme.

A male respondents responses during the FGD-Yenagoa, Bayelsa State, Nigeria

The result on research hypothesis one states that there is a high positive relations between the perosnls perceptions on ETP and unemployment reduction in South-south, Nigeria. The result was in consonance with the opinion of Erinsakin (2014)^[9] that ETP could offer orientation on entrepreneurship values which would result into unemployment reduction. Also, the result aligns with the opinion of Agagu (2007)^[14] supported by Salami (2011)^[17], opinion that the high rate of unemployment and poverty is the disconnection between entrepreneurial skills and its acquisition.

The above result was also supported by the responses of some respondents during the (FGDs). A respondent to say:

If many jobless people have entrepreneurial skills, the unemployment would be at a minimal level in the country.

A female responses during the FGDs session Benin City, Edo State, Nigeria

1. Similarly, another respondent maintained that.
2. Lack of entrepreneurial values is the major factor that causes a high rate of joblessness in Nigerian society.

A male respondent during FGDs session-Ukana, Akwa-Ibom

Conclusion

Based on the findings of the study conclusions were made that motivation has positive influence on workers or personnels' commitment to job. Also, personnels positive attitudes could result into achieving the goal targets of entrepreneurial training programmes in South-South, Nigeria.

Finally, the personels of ETP in South-South, Nigeria perception was that unemployment status of the people could reduce in the region.

Recommendations

Based on the conclusion on the study, the following recommendations were made;

1. Personnels' motivation should be prioritized in ETP in south-south, Nigeria.
2. The working condition of the personal of ETP in south-south, Nigeria should be improved on by the providency of ETP.
3. Enlightenment programe through media should be made use to sensitize not only the personels of ETP but public at large o the influence of ETP on unemployment reduction.

The personels of ETP in South-South, Nigeria should strictly where to the norms, values and standard of ETP.

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