

An Empirical Assessment of the Impact of Staff Training on Employees' Performance in the Federal Polytechnic Idah, Kogi State, Nigeria

Orokpo, Ogbole Francis E, PhD¹ & Orokpo, Blessing²

¹Department of Public Administration, The Federal Polytechnic Idah, Kogi State

<https://orcid.org/0000-0002-9094-8377>

²Registry Department, The Federal Polytechnic, Idah Kogi State, Nigeria

Abstract

This research work was carried out in an attempt to examine the effects of staff training and employees' performance: A focus on the Federal Polytechnic Idah. Suffice to say that to effectively get the desired results in any organization, it is not just enough to provide the facilities that will enhance job performance but the training of the workers must be properly monitored and shaped towards the level that can lead to effective and high productivity. The data for this study were collected through a defined research methodology which involved the use of questionnaire administered on a sampled population of the staff of Federal Polytechnic Idah. Descriptive statistics such as percentage and mean were used to analysed the data collected. The study is however anchored on Human Capital Theory which advocates that education (learning) is a tool for improving human capital and stimulating labour productivity. The study had the objective to find out how training of employees contributes to the achievement of the goals of the Polytechnic among others. The study revealed that staff training contributes to achieving effectiveness and efficiency of the Polytechnic. Accordingly, the study recommends amongst others that considering the positive relationship between training and employee performance, management should give much emphasis, attention and time in training and educating their staff to acquire various needed skills, experience and competence. This could be achieved through seminars, conferences, symposium, induction training etc. Also, the management of Federal Polytechnic Idah should make available more fund for training of staff, leverage and facilitate easy access to Tertiary Education Trust Fund TETFUND scholarship and sponsorship for especially academic staff.

Keywords: *Staff Training, employee, Development, Performance,*

Introduction

Training is the achievement of relevant skills or provision of necessary knowledge for employees to perform specific tasks to achieve a common goal (Olaniyan, 2008). It yields definite outcomes which include improved staff competency and capacity for performance. An organization may find it challenging to maintain competent staff in its payroll if training of its workforce is not made available or considered a priority. This will ultimately hinder the achievement of organisational goals. Organizations around the world including the Federal Polytechnic Idah, Nigeria require their employees to have the capacity to accomplish goals that justify their wages. If the organization does not obtain the desired or expected output from its employees, they will employ individuals who meet those expectations or implement strategies that ensure poorly performing employees meet performance expectations. In cases where strategies are employed to improve performance, training is the preferred solution (Onasanya, 1999). Employees gain knowledge, skills, and abilities to change their behaviour and attitudes during training which can producing high quality results for the organisation (Ahmed & Yohanna, 2014). The individual improvement seen in the employees no doubt translates to improved organisational performance and training can also ensure that the workforce can adapt seamlessly to new technology, increasing the efficiency and productivity of individuals and organizations.

In this age of technological advancement, change is a reoccurring and persistent factor and as a result, organizations must ensure training is consistent in order to tackle the challenges

that arise from political, financial, societal and pioneering changes in the environment and for organizations to survive, grow and develop, they must, therefore, increase their capacity to adjust to the external and internal needs that occur as a result of these changes. It is, consequently, the duty of every organization to raise the performance of the employees and certainly the implementation of training and growth is one of the major steps that most organisation need to accomplish this. As is evident that employees are a crucial resource, it is important to optimize the contribution of employees to the organisation's aims and goals as a means of maintaining effective public presentation. This demand for managers to confirm an acceptable provision of staff that is socially and technically capable and talented career development into high-quality departments or management positions (Sultana, Irum, Ahmed & Mehmood, 2012).

Employees are the most valuable asset of any society or institution as they can establish or break a company's or institution's reputation and can adversely affect profitability or the accomplishment of set goals. Employees often are responsible for the large volume of the necessary work to be performed as well as customer satisfaction and the quality of products or services and events. Without proper training, employees, both novel and old do not receive the information and grow the skill sets necessary for achieving their jobs at their maximum voltage. Employees who undergo proper training tend to preserve their jobs longer than those who do not. Without training, employees do not hold a solid grip on their obligations or obligations. Employee training refers to plans that provide workers with information, new skills, or professional development opportunities.

According to Byrne (2009), managers are trying their very best to develop employees' capabilities, ultimately creating a good working environment within the organization. In order to match with the global educational standard in the Federal Polytechnics Idah, the management is involved in developing effective training and educational plans for its staff members to equip them with the desired knowledge, sciences and abilities to accomplish institutional goals. This line of action by the top management would not only improve the staff performance, but also create positive image of the institution.

Ivancevich (2010), posits that training and development is a process that attempts to provide employees with information, skills and understanding of the organization and its goals. Additionally training and development aids an employee to continue to make the necessary positive contribution to the success of employing organization in terms of his / her good performance on the job. To start this whole process is orientation and socialization of employees into the organization.

While in some organizations there are no plans and systems in respect to training and development, others have training and development policy that are document and hence goes through the cycle of identifying training needs, design training activities, facilitate training and measure or evaluate training results. Thus, effective training programmes help the staff of the polytechnic to get acquainted with new technological advancements, and to gain full command of the competencies and skills required to perform at a particular job and to avoid on the job errors and mistakes. Amongst the important functions of human resources management, is employee development through proper training and development programmes. It is against this backdrop that this study ex-rays the impact of staff training on employees' performance in Federal Polytechnic Idah, Kogi State, Nigeria.

The human resource of an organization plays a central role in the success or failure of any organization. To ensure optimum performance on the side of the employees, they must be provided with opportunities for constant training. In the word of Flippo (1984:18), "No organization has a choice of whether to develop employees or not, the only choice is that of method". The demand for increase productivity and self-performance has become globally accepted and that it depends on efficient and effective manpower training in the modern world. Thus, the role played by manpower training and development is monumental and superseded most other organizational functions. One of the most vital ingredients and inevitable resources available to an organization is its manpower. Their level of competence in terms of skills, attitude

and knowledge, experience and loyalty, largely influence and determine the extent to which the goals and objectives of the organization is achieved. And for an organization to succeed it must conduct an effective and credible recruitment and selection exercise which should have the capability to train and thereby train the personnel recruited in various capacity and specialization for maximum output and organizational success as well. Since staff skills need to be enhanced for organizational effectiveness, organizations should give abundant meaningful training to its employees. This should provide systematic instruction on many phases of its operations.

Staff training over time have been recognized as crucial element in the attainment of organizational goals and objectives. In order to sustain economic and effective performance, it's important to optimize the contribution of employees to the aims and goals of an organization Armstrong (2003). Training and development activities have implications for attempts to motivate and involve the workforce with an aim of improving performance. One of the primary objectives of human resource management is the creation of conditions whereby the latent potential of the employees will be realized and their commitment to the success of the organization secured. Training contributes to the big 'picture' as it is implemented to bring about improvement in job performance. The ultimate purpose of training is to help organizations achieve their performance results.

This study stems out of the realization of the need to examine the effects of training of Staff on employees' performance bearing in mind the huge amounts being invested in training programmes by the polytechnic over the years. The likely repercussion of the massive neglect of effective training programmes no doubt led to a situation whereby the staff of the Federal Polytechnic Idah are not given the necessary skills, competencies and knowledge needed to carry out their job effectively and efficiently. Thereby, stagnating their functions of ensuring effective dissemination of information and impacting knowledge and hence, producing students with certificate without skill and aptitude. Furthermore, training and development in most cases are therefore more or less unplanned and unsystematic. It looks like the majority of the employees are not trained (orientation) upon appointment. As a result, administrative employees' skills and abilities have over the years not been enhanced to enable them become effective and efficient.

Research Methodology

This work is designed to find out the impact of staff training on employee performance with a focus on Federal Polytechnic Idah, Kogi State. This study used the cross-sectional survey research design in which a group of people or items are studied by collecting data from only a segment of people or items considered to be representative of the entire group or population so that generalization can be made based on the collected data. The study adopted a cross-sectional survey research design using 278 randomly selected staff of the Polytechnic for the purpose of questionnaire administration.

The population for this study is selected from both teaching and non-teaching staff of the Federal Polytechnic Idah which comprises of 475 teaching and 587 non-teaching staff totalling 1062. A sample is part of a population under considerations that represents the whole population. Under this research work, the researcher selected 278 persons from its population of 1062. The technique used in administering the questionnaire is simple random sampling. This means that every member in the population has equal chance of being selected for the study.

The researcher employed a formula propounded by the Researchers Advisors (2006), with the use of sample size calculator to determine her sample size and the number of the questionnaires to be administered to the selected sample. $n = 1,062$; confidence level: 95%; margin of error: 5.0%; sample size = 278, The instrument for data collection was the questionnaire. The questionnaire is divided into two sections. The first section sought for demographic information from the respondents while the second section generated information relating to the statement of problem, objective and research questions. The questionnaire was designed using the Likert five-point scale ranging strongly agree to strongly disagree.

Data was sourced from two sources which are: Primary and secondary source of data. The primary data used for this work include personal interview and response from questionnaire administered to the respondent of the organization. Apart from the primary source, secondary data were also collected. It was absolutely necessary to gather historical data from the available document for the study to find out the correlation between entrepreneurship development and poverty reduction in Nigeria. These documents include: textbooks, journals among others. Other relevant existing documents and academic journals as well as the study of the previous relevant empirical studies were consulted in the course of the study.

For the purpose of presenting data collected, percentages, mean scores, and tables was used to analyse the basic data collected from the respondents. Thus, the mean score is used to accept or reject each of the item in respect to the impact of staff training on employee performance. Data were analysed using the Likert five-point scale ranging from strongly agree to strongly disagree.

Data Presentation and Analysis

A total number of 278 questionnaires was administered, out of which 210 were returned valid. This represents about 76% response rate. This response is adequate for analysis and generalizations on the issue(s) under investigation.

The bulk of data generated in this study was analysed using quantitative and qualitative/descriptive statistical tools such as percentages, mean, frequencies and tables. To ensure proper collection and analyses of data in this study, the researcher resolved to collect both primary and secondary data. This is aimed at making sure that all the relevant materials or information required for the study were acquired and utilized. Deductions and inferences were reached for better understanding and clearer explanations of the findings, and then recommendations were made.

Relationship between Staff Training and Employee Performance in Federal Polytechnic Idah

Statements	SA	A	UND	D	SD	Mean	Remark
	5	4	3	2	1		
There is effect of staff training on employee's performance in Federal Polytechnic Idah?	86 40.9%	79 37.6%	30 14.2%	10 4.76%	5 2.38%	4.1	Accepted
Staff training and development will enhance performance and the institution productivity	88 41.9%	66 31.4%	52 24.7%	4 1.9%	-	4.1	Accepted

Source: Field Survey, 2022

There appears to be a common sense of agreement amongst respondents from the table above that staff training enhances performance and the institution productivity. This no doubt depicts the fact that staff training has a significant effect on the level of performance of staff and further enhances their performance and productivity.

Effectiveness of Staff Training and development Policies

Statements	SA	A	UND	D	SD	Mean	Remark
	5	4	3	2	1		
The institution staff training and development policies have been effective?	58 27.6%	69 32.8%	47 22.3%	32 15.2%	4 1.9%	4.0	Accepted

Source: Field Survey, 2022

From the table above, respondents show that the institution staff training and policies have been effective with 27.6% representing 58 respondents strongly agreed and 32.8% representing 69 respondents agreed and with a mean score of 4.0. No doubt, a lot of staff attest to the fact that they have benefited in one way or the other from the institution staff training and development and it further shows that the organization recognizes the need for training its staff and have a training policy.

Staff Training and Employees Motivation

S/N	Statements	SA	A	UND	D	SD	Mean	Remark
		5	4	3	2	1		
4	Staff Training motivates employees and enhance their performance	68 32.3%	75 35.7%	33 15.7%	28 13.3%	6 2.85%	3.8	Accepted

Source: Field Survey, 2022

From the table above 32.3% representing 68 respondents strongly agreed while 35.7% representing 75 respondents agreed that staff training motivates employees and enhances their performance on the job. In sum, training not only motivates but also capable of improving the professional/technical knowledge of the trainee.

Staff Training and Quality of Students Produced by the Institution

S/N	Statements	SA	A	UND	D	SD	Mean	Remark
		5	4	3	2	1		
6	Training staff will impact on the quality of students produced by the institution	56 26.6%	72 34.2%	53 25.2%	18 8.57%	11 5.23%	3.9	Accepted

Source: Field Survey, 2022

From the above table, most of the respondents are of the views that staff training impact on the quality of students produced by the institution. This goes to show that you cannot give what you don't have hence the need for training and re-training of staff irrespective of the huge cost involved as it will eventually reflect on the kind and quality of students produced by the institution.

Table 4.2.8: Management Attitude towards Staff Training

S/N	Statements	SA	A	UND	D	SD	Mean	Remark
		5	4	3	2	1		
7	Management attitude towards staff training have not been commendable	32 15.23%	45 21.4%	61 29%	68 32.3%	4 1.9%	3.2	Accepted

Source: Field Survey, 2022

From table above majority of the respondents 29% representing 61 respondents and 32.3% representing 68 respondents are undecided and disagreed that management attitude towards staff

training have been commendable. This goes to show that despite have a training policy, training and development programme is in most cases not extended to all staff in the organization which of course calls for questioning of the yardstick adopted for the selection of trainee in the organization.

Staff Training and Funding

Statements	SA	A	UND	D	SD	Mean	Remark
	5	4	3	2	1		
Government is not providing adequate fund for staff training	45 21.4%	54 25.7%	63 30%	30 14.2%	18 8.57%	3.4	Accepted
Funds for training programmes are not released as at when due	51 24.2%	46 21.9%	62 29.5%	44 20.9%	7 3.3%	3.4	Accepted

Source: Field Survey, 2022

The table above clearly indicates that respondents are of view that government is still not providing enough funding for staff training and when these funds are eventually available; they are not released most especially to staff that are going on off- the-job training. Thus, funding remains a major challenge to staff training.

Staff Training Methods

S/N	Statements	SA	A	UND	D	SD	Mean	Remark
		5	4	3	2	1		
10	The institution uses all the training methods for staff	76 36.1%	51 24.2%	59 28%	20 9.52%	4 1.9%	3.5	Accepted

Source: Field Survey, 2022

From table above, majority of the respondents accepted that the institution uses all the training methods for staff as the situation arises. This is a welcome development as it helps the organization to leverage on the method that is suitable for the staff as the situation and resources demands.

Challenges facing Staff Training

S/N	Statements	SA	A	UND	D	SD	Mean	Remark
		5	4	3	2	1		
10	Staff training is bedevilled with a lot of challenges	72 34.2%	65 30.9%	58 27.6%	10 4.76%	5 2.38%	4.0	Accepted

Source: Field Survey, 2022

The table shows that 34.2% representing 72 respondents and 30.9% representing 65 respondents strongly agree and agree that staff training is bedevilled with a lot of challenges ranging from inadequate finance, not carrying out training need assessment and evaluation before and after training exercises, playing of politics in approving staff training among others. Confronting these training challenges remains a major task for management.

Discussion of Findings

The study *inter alia* identified the following major findings and discussed them:

- Staff training motivates employees' and enhances their performance; The findings obtained from this study shows that staff training remains one of the essential tools for achieving

employees' performance and by extension organizational effectiveness and motivation of staff. This is supported by data on tables above which is akin to the observation of Arinze et al (1999) that managing and developing human resources effectively and efficiently plays a critical role in ensuring a satisfied, motivated workforce and it also plays an important role in increasing staff performance and productivity, enhancing an organization's competitive advantage and contributing directly to organizational goals.

- ii. There is a link between training and organizational performance; Similarly, Katou (2009) opined that there is a large and growing body of evidence that demonstrates a positive linkage between the development of training and organizational performance. Interestingly, these results corroborate the importance of training as part of an overall effort to achieve cost-effectiveness and high job performance. It is also evident from the results that majority of the employees feel motivated to work after training. This is significant because motivation generally seeks to boost employee 's morale to work hard and thus increase productivity according to Seligman (1978).
- iii. Staff training reduces the amount of time spent by the school management in supervising employees; From the responses in the tables above, it shows that staff training reduces the amount of time spent by the school management in supervising employees thus the staff will become more dexterous in their ability to impact knowledge to student and the discharge of their duties and responsibilities with minimal supervision. It is also the finding of the study that staff training impact on the quality of students produced by the institution. Also, management attitude to staff training has not been too satisfactory despite have a training policy, training and development programme is in most cases not extended to all staff in the organization which of course calls for questioning of the yardstick adopted for the selection of trainee in the organization.
- iv. Fund is critical to effective staff training; From the data presented and analysed, it is obvious that insufficient fund is a critical impediment to effective staff training. As the funding provided for training is grossly insufficient particularly for the academic staff. This no doubt promotes lopsided pattern of training programmes in favour of the academic staff. This in the view of Adebayo (2000), leads to a state where preferential treatment is given to some staff to the neglect of others. The implication is that those who need such training the most are denied of them. to this end, Iyayi (2007), says the support of top management and adequate budget for training programmes are amongst the conditions for achieving the success of such programme.
- v. Various methods of training are used by the institution; From the analysis above, it clearly shows that majority of the respondents are of the view that the institution uses all the training methods for staff as the situation arises. This no doubt helps the organization to leverage on the method that is suitable for the staff as the situation and resources demands. Monappa and Thayer (1979) is of the opinion that it is pertinent to analyse and select the best method or combination of methods when carrying out training programme. They further maintained that the choice of a method would depend on a variety of factors such as competence of instructors, relevance to the participants, the programme design, and its cost implication. In the same vein, Nwachukwu (2007), notes that there are no hard and fast rules as to how to select methods and techniques of training. What matters according to his view is that the appropriate method should be used for a particular purpose.
- vi. There are challenges facing staff training; Also from the responses of the respondents as regards of the challenges facing staff training can be summarized as follows; inadequate finance for training programmes in the polytechnic, not carrying out training need assessment evaluation before and after training exercises, playing of politics in approving staff for training, that is, the criteria for training is not based on merit rather on political consideration and improper deployment of trained staff which often reduce the gains of training to staff and the polytechnic. Nwankwo (1988) summarized the problem associated with training as those related to the bureaucracy, the socio-economic and technological environment of

public organization in Nigeria. Aguda and Audu (2009) observed that there is also reluctance on the part of organizations to release many officers for training programmes because training is expensive in terms of time and money involved. Laying credence to our findings, Udeze (2000) opined that organizational politics is a major problem of training in Nigeria.

Conclusion

This research thus examined staff training and employees' performance, a study of the Federal Polytechnic Idah. The study attempted to establish a relationship between training and development and staff performance. The study had the objective to find out how training of employees contributes to the achievement of the goals of the Polytechnic among others. The study revealed that staff training contributes to achieving effectiveness and efficiency of the Polytechnic. Again, respondents revealed that there were issues constraining staff training at the Federal Polytechnic Idah. Furthermore, most of the respondents admitted that staff training no doubt impact on their work performance positively. The findings are that many of the respondents feel motivated by the training programme. Clearly also, an overwhelming majority of respondents do believe that training has had a positive effect on their performance and further agreed that training indeed had effect on their job skills.

The study affirmed that staff training has a positive impact on employee performance. Training and development ultimately upgrade not only the productivity of employees but also of the organization. Training enhances employees' initiative and quality of work, thereby assisting them to be more committed to achieving the organizational goals and objectives and in turn enhancing employees' effectiveness within the organization.

Training may lead to better performance if employees are provided with complementary inputs/resources. However, any programme not guided by clear policy is prone to implementation setbacks. The absence of clear policy puts matters to chance and miracles cannot be expected. Through training, knowledge, skills and change in attitudes are imparted which enhance confidence, competence and commitment respectively. It is apparent that performance of individual is jointly influenced by ability and training. Thus, training influences performance through ability factor and plays only partial role in determining the overall level of individual performance. Thus, training is necessary to develop and maintain internal efficiency of organisation.

The findings of the study revealed positive and significant effects of the training of Staff on employees' performance in the Federal Polytechnic, Idah. This implies that effective staff training in terms of employees' enhancement, job knowledge, skills, competence, and morale, improve employees' performance in terms of productivity, timeliness, and work quality. Thus, the study concludes that staff training in Federal Polytechnic, Idah has a significant effect in influencing the performances of employees.

5.3 Recommendations

In view of the findings, the following recommendations were made:

1. Considering the positive relationship between training and employee performance, management should give much emphasis, attention and time in training and educating their staff to acquire various needed skills, experience and competence. This could be achieved through seminars, conferences, symposium, induction training etc.
2. The management of Federal Polytechnic Idah should make available more fund for training of staff and facilitate easy access to Tertiary Education Trust Fund TETFUND scholarship and sponsorship for especially academic staff and management should also encourage the non-teaching staff with some token since their training in most cases is not covered by TETFUND especially further studies.

3. Training of all staff should be based on the need of the respective staff after details conduct of need assessment by the management of the institution.
4. Staff who performed exceptionally well during training sessions should be motivated or rewards for such outstanding performances as this will spur other staff into action and may certainly nurture an inbuilt desire to excel, which will ultimately impact positively on the general performance of staff.
5. Training programmes of the organization should be on a continuous basis and not based on survival, that is, conducting training only when the organization is confronted with particular problems. Also, Re-training of already trained staff should be periodically organized so as to spring up the desired employees' performance that will inspire better institutional performance and service delivery.
6. The management of the Federal Polytechnic Idah should on regular basis conduct training evaluation to ascertain the effect of such training on the staff for future planning and training intervention programme.
7. Finally, Governmental and private organizations should increase the tempo of capacity building and staff development as it will increase productivity and result into nation building.

References

- Adamu, S. (2008). *Manpower Planning and Administration*. Lagos: National Open University of Nigeria.
- Adeleye, A.D., Adegbite, S.A. & Aderemi, Helen. O. (2014). Training and Manpower Development in Public Research and Development Organizations. *International Journal of Academic research in Management*, 3(3), 257-275.
- Adeniji, M. A. (2010). Training and its Multiplier Effect on Productivity. *Pacific Northwest Library Association Quarterly*, 75(3), 119-127.
- Ahmed, I & Yohanna, Y. (2014). Training and Development as a Tool for Enhancing Employee's Productivity: A Case Study of Ashaka Cement Company, Nigeria Plc. *IOSR Journal of Business and Management*. 16. 17-26.
- Cole, G. A. (2004). *Management Theory and Practice* 6th ed. Thomson Learning.
- Eleve, B. (2012). *How Does Training and Development Impact University of Maryland University College*.
- Flippo, E.R. (1984). *Personnel Management* (6th Ed), New York: McGraw-Hill.
- Ivancevich, J. M. (2010). *Human Resource Management*. (8th ed). Boston: Irwin McGraw-Hill.
- Jackson, T. (2002). Reframing Human Resources Management in Africa: A Cross-Cultural Perspective. *International Journal of Human Resources Management* 13, 7, 998-1018.
- Jorgensen, M.; Davis, K.; Kotowski, S.; Aedla, P.; Dunning, K. (2005). Characteristics of Job Rotation in the Midwest US Manufacturing Sector. *Ergonomics*, 48(15), 1721-1733.
- Kraak, A. (2005). Human Resources Development and the Skills Crisis in South Africa: The Need for Multi-pronged Strategy. *Journal of Education and Work* 18, 1, 57-83.
- Leard, G. (2010). Benefits of Training for Both the Organization and Employees, Helium online Available at <http://www.helium.com/items/1774143-training-and-its-benefits-why-training-workers-is-training-necessary>.
- Laing, I.F. (2009), "The Impact of Training and Development on Worker Performance and Productivity in Public Sector Organizations: A case study of Ghana Ports and Harbours Authority" MBA Thesis, Institute of Distance Learning, Kwame Nkrumah University of Science and Technology.
- Mack, E (2009). Understanding simulation-based learning, Life Support Training Centre Singapore General Hospital.
- Malaolu, V.A. & Ogbuabor, J.E. (2013). Training and Manpower Development, Employee Productivity and Organizational Performance in Nigeria: An Empirical Investigation *International Journal of Advances in Management and Economics*, 2(5), 163-177.

- Mathis, R.L. & Jackson, J.H. (2009). Human Resource Management. Mason: South-Western Cengage Learning.
- Mehta, T.N. & Bhat, K.J. (2014). Training Effectiveness. *International Journal of Advance Research in Computer Science and Management Studies*, 2(7), 43-49.
- Milkovick, G.T. & Boudreau, J.W. (2004). Personnel, Human Resource Management: A Diagnostic Approach (5th ed.). Delhi: Business Publications Inc.
- Monappa, A & Saiyadain, M. (2008). Personnel Management 2nd ed. New Delhi: Tata McGraw-Hill.
- Monappa A. & Thayer, P. W. (1979). Personnel Management. New Delhi: McGraw Hill Company Ltd.
- McGhee et al (1996). *Nature of Learning*. Boston: McGraw-Hill Book Company.
- Mohammed, I. (2004). Measuring Training Effectiveness. *Journal of Management Research*, 4(3), 147-155.
- Niazi, A. S. (2011). "Training and Development Strategy and Its Role in Organizational Performance," *Journal of Public Administration and Governance*, 1(2), 42-57.
- Noe, R.A. (2010). Employee Training and Development (5th ed). New York: McGraw-Hill Irwin.
- Noe, R.A. (2013). *Employee Training and Development* (6th ed.). New York: McGraw-Hill.
- Nganga, R., Weru, J.W., Iravo M. A, & Sakwa, M. (2013). The Relationship Between Training and Development on Performance of State Owned Corporations. *International Journal of Academic Research in Business and Social Sciences*, 3((9), 57-75.
- Nwachukwu, C. C. (2007). Management Theory and Practice. Onitcha: Africa First Publishers Ltd.
- Nwankwo, G.O. (1988). Education and Training for Public Management in Nigeria. Ibadan: UPC.
- Olaniyan, D., & Ojo, L. (2008). Staff Training and Development: A vital tool for Organization Effectiveness. *European Journal of Scientific Research*, 24(23), 326-331.
- Onasanya S.A.B (1999). Effective Personnel Management & Industrial Relations. Lagos: Centre for management development.
- Onuka, A.O.U. & Ajayi, K. O. (2012). Effects of Manpower Development on Workers' Job Performance. *European Journal of Educational Studies*, 4(3), 423-433.
- Osuala, E. (2001). Introduction to Research Methodology. Ibadan: African-Fep Publishers Ltd
- Pfeffer, J. (1994). *Competitive Advantage through People*. Boston: Harvard Business School Press.
- Quarty, S. H. (2012). Effect of Employee Training on the Perceived Organizational Performance: A Case Study of the Print-Media Industry in Ghana. *European Journal of Business and Management*, Vol.4, No.15.
- Rao, V.S. (2011). "*Human Resources Management: Text and Cases*," (2nd ed.), Excel Book, New Delhi
- Reynolds J. (2004). *Helping People Learn*. London. CIPD.
- Robert, B (1991). Economic Growth in a Cross Section of Countries. *Q. J. Econs*, 106 (2) 407-414.
- Sultana, A., Irum, S., Ahmed, K. & Mehmood, N. (2012). Impact of Training on Employee Performance: A Study of Telecommunication Sector in Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 4(6), 641-646.
- Sultana, A., Irum, S., Ahmed, K. & Mehmood, N. (2012). Impact of Training on Employee Performance: A study of Telecommunication Sector in Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 4(6), 646-661.
- Uthman, O.S. (2014). Assessment of Training and Development and its Effect on Employees' Job Performance in Yaba College of Technology, *Afro Asian Journal of Social Sciences* 5(5.2), 1-18.