



TRAINING A TOOL FOR JOB PERFORMANCE IN KWARA STATE OFFICE OF HEAD OF SERVICE, NIGERIA

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Abstract:

Training is considered a tool for job performance in any given organization; the Office of Head of Service is one such organization. The level of performance of workers in the Office of Head of Service in Kwara State is below the expectation. That is why this work examined the training programme to improve job performance in the Kwara State Office of Head of the Service. In the process of achieving the objective highlighted, the study adopted qualitative and quantitative methodology as well as the theory of Hierarchy of needs by Abraham Maslow for the explanation of the objectives and research questions. The findings revealed that inadequate training programme affects job performance in the Kwara State Office of Head of Service. It was also discovered that the training is a measure for improving the job performance in the Kwara State Office of Head of Service.

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Following up on the findings, this study recommends that the government should engage in adequate training and retraining of the skilled officers in the Office of Head of Service in Kwara State. There should also be adequate knowledge for the improvement of the performance of the staff of the Office of Head of Service in Kwara State to improve the level of communication, proper management, and reward system that will promote the process of selecting staff for training in the Kwara State Office of Head of Service.

Keywords: human resource management, auditing, culture, organization, performance, relevance, growth, employees

1. Introduction

Staff training can be seen as a systematic process with the knowledge, skills, ability, and right character that can be acquired to meet job requirements. It assists the employees in meeting up with the job performance within the organization. According to the Kwara State Government Training Policy (2014), training is an organizational effort aimed at helping an employee acquire the basic skills required for the efficient execution of functions for which he/she was hired. In an organized procedure, new manipulative skills, technical knowledge, and problem-solving abilities are acquired. Most organizations tend to ignore employees' training in their bid to maximize, it is obvious that such organizations may not see the best of staff turnover.

Despite the fact that the Kwara State Office of Head of Service is part of an executive arm of government, that is saddled with cabinet responsibility for training and motivation of its employees across all the Ministries Departments and Agencies (MDAs) in the state civil service, it lacks meritocracy in term of training and motivation, this as a result of low vacancy position on training, inability to release fund for the training programmes, lackadaisical attitude of employees towards work and absence of training aids among others.

To increase the work effectiveness and performance of workers, it is important to address a number of issues which include increasing training and motivation among employees thereby making them to be satisfied with their jobs. The Directorate of Establishment Pension and Industrial Relation in the Office of Head of Service (HOS) as a matter of fact cannot get the targeted goals of that organization accomplished unless training and motivation are put in place as appropriate machinery to enhance the employees' performance.

2. Statement of the Problem

This study was motivated due to the need for human resources management in public organizations, especially the Kwara State Office of Head of Service has to be managed effectively and efficiently. It seems that the expected training programmes for the job performance is inadequate. Hitherto, this is presumed to be a factor that generates low morale among the workers in HOS.

There are civil servants that considered not being functioning to the expectation in the State Civil Service, and this could be traced to what is perceived as a lack of necessary skills required for recruitment into state civil service (Kenny, 2002). With the dynamic nature of the Kwara State Civil Service, where the technology is introduced to the responsibility attached, the majority of the workers who are in need of training to catch up with the system seem not to be recognized by the state, and this drastically discourages the level of performance in the discharge of their responsibilities. The reward system and the poor management of communication are assumed to be other factors that affect the selection of the workers that need to acquire new training as regards their performance in the State Civil Service, this could be seen as nepotism and/or favoritism.

The study objective is to identify the extent to which the training programmes improve job performance in the Kwara State Office of Head of Service. And, the research question of the study is:

- How do the training programmes improve job performance in the Kwara State Office of the Head of Service?

3. Conceptual Clarifications

3.1 Training

Training programme help in making the acquaintance of employees with more advanced technology and attaining robust competencies and skills to be able to handle the functions and basics of newly introduced technology and equipment. It happens rarely that employees are not fully trained as regards to the new working conditions.

The training has become more obvious given the growing complexity of the work environment, the rapid change in organization and technological advancement which further necessitates the need for improved job performance. Many organizations have come to recognize that training offers a way of *“developing skills, enhancing productivity and quality of work, as well as building workers’ loyalty to the firm”*. Manpower training and development are essential to the survival of organizations either public or private. While people do perceive training and motivation as the same, the former is a learning activity that is directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task (Cole, 2003; Ivancevich *et al.* (2004)) see training as the systematic process of altering employees’ behaviour to further organizational goals, while the later is viewed as encouraging the workers to do more to the task assigned to them in the organization.

Training can be defined as a learning process in which workers in the organizations acquire skills, knowledge, experience, and well-behaved manner that needed to perform their jobs better for the achievement of the organizational goals. The important element of training that is very relevant for staff performance which include skills and knowledge, employee attitude and behaviour, motivation, ability and innovation, empowerment, commitments, effectiveness and efficiency, measurement, standards, communication, self-directed/management, and create own competency. According to Garavan (1997), training involves *“a planned along with a methodical attempt*

to change or enhance understanding, abilities, and mindsets using educational experiences with effort to accomplish satisfactory performance within a task or any combination of activities". Several various methods might be used to deliver instruction, including job-based instruction, videos, or courses that are provided directly or at other institutions.

3.2 Job Performance

Job performance is defined as the outcome of the duties and responsibilities executed in a manner at which the organization expects. Many organizations assess their employee's performance on an annual or quarterly basis in order to define certain areas where improvement is needed. Performance is a critical factor that motivate the achievement of the organizational success, it is measured by the input and output of both the workers and the management. The job-related activities expected of a worker and how well those activities were to be executed. It is also defined as the total expected value of workers to the organization and the discrete behavioral episodes that an individual carries out over a standard period of time for the purpose of maximizing the profit of the organization. This definition is a slightly revised version of the definition of performance presented in a previous publication in connection with a theory of individual differences in tasks. The performance of the Establishment and Training Department is intimately related to its capacity to construct and maintain a pleasant employee experience, which, in turn, enhances the organization's overall performance and competitiveness (Dacholfany *et al.*, 2022). The incorporation of new technologies has had a substantial impact on the efficiency of Establishment and Training Departments (Sampe *et al.*, 2022). Modern Human Resources systems and software have simplified HR procedures, which have made it possible for HR practitioners to be more data-driven and effective in their work.

3.3. Theories on Motivation

A needs-related model of the process of motivation suggests that motivation is initiated by the conscious or unconscious recognition of unsatisfied needs. Armstrong (2006) noted that most people need to be motivated to a greater degree to perform effectively. Huczynski and Buchanan (2007) argued that motivation is a combination of goals towards which human behaviour is directed, the process through which those goals are pursued and achieved, and the social factors involved. They further indicated that the three components of motivation are direction, effort, and persistence. Motivation is therefore a concept that is driven by desires and needs that should be satisfied. This is as a result, managers must create an enabling environment for workers to be motivated. Those who can motivate employees to improve employee retention and reinforce positive behaviour that increases performance.

4. Study Design

The survey design was adopted in this study. It was used to access and predict the views, reactions, or standings of a large number of people on the topic 'training and motivation,

a tool for job performance in Kwara State Office of Head of Service, Nigeria'. Under survey design, the study developed a questionnaire for gathering basic information.

4.1 Study Population

The study investigates training and motivation as tools for job performance in the Kwara State Office of Head of Service, Nigeria. The population of the study consists of the entire staff of the Office of the Head of Service (HOS) in Kwara State. The total population for the study is one hundred and ninety (190) staff as supplied by the Staff Officer (SO) of the Office of Head of Service this study.

4.2 Sample and Sampling Technique

A sample refers to a part of a population selected for study while a sampling technique is the method adopted for selecting such a sample from a particular population. The sample considers the objectives of this study, *"it is expedient to ensure that the sample identified is a statistical representation of the population and stands clear of bias, the sample was adequate and possess stability"* (Asika, 2008). In an attempt to determine the sample size out of the study population, as well as draw conclusions on the subject matter, the sample size was obtained by using the Taro Yamane sampling technique. The sample size used mathematical set to determine the number of respondents by engaging Taro Yamene's formula.

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

Where

n = number of sample size = ?

N= total population size = 190

e = level of significance = 5% or 0.05

n = 128.8

According to the outcome of Taro Yamane, the number of questionnaires produced and distributed was 130. Stratified and simple random sampling techniques were used to select samples among and within the departments to ensure fair representation.

Table 1: Departments In the Office of Head of Service, Kwara State

S/N	Department	Population	Sample
1	Establishment of Pension and Industrial Relations	38.0	26.0
2	Staff Welfare (S/W)	35.0	24.0
3	Administration and Finance (A&F)	28.0	19.0
4	Procurement	12.0	8.0
5	Planning Research and Statistics (PRS)	20.0	14.0
6	Management Services & Training (MST)	57.0	39.0
	Total	190.0	130.0

Source: Researcher's work, 2023.

The above table shows information on the study population and sampling in the Kwara State Office of Head of Service. According to the table, a sample of 26 respondents out of a total study population of 38 staff in the Department of "Establishment Pension and Industrial Relations" were selected for the study. Also, in the Department of "Staff Welfare," a sample of 24 respondents out of 35 staff were selected. In the Department of "Administration and Finance" (A&F) a sample of 19 respondents out of 28 staff were selected for the study. In the "Procurement" Department sample 8 respondents out of 12 staff were selected for the study. Also, regarding the Department of "Planning Research and Statistics" a sample of 14 respondents out of 20 staff were selected for the study. Finally, in the Department of "Management Service and Training," a sample of 39 out of 57 staff were selected for the study. More than half of the study populations were examined in every department in the Kwara State Office of Head of Service and were selected as samples for the study.

4.4 Research Instrument

A research instrument is a device for collecting data used for answering the research questions and testing the research hypotheses. For the purpose of this study, the researcher made use of the questionnaire tagged "Training and Motivation as tools for job performance in Kwara State Office of Head of Service, Nigeria". It was chosen because of the nature, the time frame, and the sample size dealt with within the study.

The four-point Linkert scale type of questionnaire was adopted as the research instrument. The questionnaire which is in three sections (A, B, and C) was designed in such a way as to provide vital answers for the research questions and hypotheses testing.

Section "A" featured questions on the demographic data of the respondents. This includes Gender; Qualification, Age, and Year of experience. Section "B" of the questionnaire comprises statements of assertions and open-ended questions on Training and Motivation which are aspects of the research topic. Section "C" of the questionnaire comprised statements of assertions and open-ended questions on job performance in Kwara State Office of Head of Service, Nigeria. The opinions of respondents to these statements of assertion were sought through the use of a questionnaire in the Likert scale format which is a psychometric scale commonly used in questionnaires.

The responses to items of the Linkert scales of the questionnaire specify the level of agreement with the statements in the questionnaire. Linkert scale normally measures the intensity of agreement by the respondent to a statement that asserts a phenomenon. The applicable four-point Linkert scale used in the construction of the questionnaire is outlined and interpreted with points of the degree of agreement as Strongly Agree 4, Agree 3, Disagree 2, and Strongly Disagree.

4.5 Validity and Reliability of the Instrument

The research instrument was subjected to content validation to ensure that the instrument is effective by measuring what it is purposely designed to measure. To achieve this, a draft of the questionnaire was issued out to verify for guidance before the administration of the questionnaire. The input was incorporated into the process of gathering data for

the study. As for the reliability, a reliability test was eventually carried out on the data collected using the Cronbach alpha test and the result of the reliability test gave a Cronbach's Alpha of 85.3%. This implies that the data collected for the compilation of the study are highly reliable.

4.6 Procedure for Data Collection

In an attempt to compile this study, data were gathered using primary and secondary methods of data collection. Primary data was collected through a structured questionnaire to obtain firsthand information. The selected respondents were mainly for analysis, in order to answer the research questions raised. This is administered by the researcher personally by visiting the sampled respondents at their various offices with attributable copies of the questionnaire to the respondents with the help of two trained research assistants. The questionnaire is structured in a four-point Likert scale with close-ended questions that elicit information from the respondents by allowing them to choose an answer from a list of alternatives. The questionnaire for this research work has two major sections, one for the bio-data of respondents, and another for relevant research statements to measure the concepts. The secondary method of data collection consists of references to previous scholarly works on the three keywords of the research topic: Training and Motivation as tools for job performance and to familiarize the readers with the stands of various scholars on the subject matter.

4.7 Method of Data Analysis

The study employed both descriptive and inferential statistics. Descriptive statistics is used to describe the data from the survey so as to provide a snapshot of the variables used in the study. This includes; the use of frequency, percentage, means, skewness, and kurtosis. The reliability of our scales used in eliciting responses was determined by the Cronbach Alpha statistics i.e. to determine the internal consistency of the item of scale constructed in the questionnaire.

The normality of the variables used was determined by the Skewness and Kurtosis normality test. The normality of the data will be determined whether to use a parametric or a non-parametric test on our hypotheses. The study employed the quantitative approach in which statistical computation will be used to explain the relationship between variables under investigation. Hence, regression was used to test the relationship and influence between Training and Motivation as tools for Job Performance in the Kwara State Office of Head of Service, Nigeria. All analyses were done with the aid of the Statistical Package for Social Sciences (SPSS) version.

The data collected were presented, analyzed, and interpreted using tabular form and simple percentage analysis method which aimed at identifying the distribution of responses to each question. Greater emphasis is placed on those questions that are directly related to the purpose of the study.

4.8 Descriptive Statistics

Table 2: Summary of Questionnaire Administered

Total Administered	Total Returned	Percentage (%)
130	130	100.0

Source: Author's Computation, 2023.

The table presents information on the administration of the questionnaire that was used in compiling the study. According to the table, one hundred and thirty (130) questionnaires were distributed and the same number of questionnaires were completed and returned by the respondents.

Table 3: Reliability Statistics for Each Variable

Variables	No. of Items	Cronbach's Alpha
Job performance in the office of HOS	5	.771
Training and motivation as a tool for job performance	15	.753
All variables	20	.853

Source: Author's Computation, 2023.

A reliability test was carried out to check the instrument used in gathering data. Table 4.2 shows the result of the reliability test of the variables used in the study. The items of the variable on the perceptions of the staff job performance in the office of HOS and Training and Motivation as a tool for job performance have values of .771 and .753 respectively. The overall Cronbach's alpha showed .853 % reliability which is good.

George and Mallery (2003) provide the following rules of thumb: “_ > .9 – Excellent, _ > .8 – Good, _ > .7 – Acceptable, _ > .6 – Questionable, _ > .5 – Poor, and _ < .5 – Unacceptable”, therefore the result can be rated “Acceptable”, hence we can see that Cronbach's alpha is .853, which indicates a high level of internal consistency for our scale.

The table below presents information on the demographic data distribution of the respondents. According to the table, 75 respondents (57.7 %) are male, while 55 respondents (42.3 %) are female. This indicates that male respondents participated more in the study than female respondents. In the respect of Respondents' Departments, 17 respondents (13.1%) are in the Establishment and Pension Department, 25 respondents (19.2%) are in the Staff Welfare Department, 33 respondents (25.4%) are in the Administration and Finance Department, 30 respondents (23.1%) are in Management Service and Training Department while 25 respondents (19.2%) are in Procurement Department.

Table 4: Demographics Data of Respondents

S/N	Demographics	Frequency	Percentage (%)	
Q1	Gender	Male	75	57.7
		Female	55	42.3
		Total	130	100.0
Q2	Department	Establishment and Pension	17	13.1
		Staff Welfare	25	19.2
		Administrative and Finance	33	25.4
		Management Service and Training	30	23.1
		Procurement	25	19.2
	Total	130	100.0	
Q3	Grade Level	01 – 06	13	10
		07 – 13	80	61.5
		14 and Above	37	28.5
		Total	130	100.0
Q4	Education	SSCE	11	8.5
		ND/NCE	18	13.8
		HND	48	36.9
		B.Sc./B.Ed.	53	40.8
	Total	130	100.0	

Source: Author's Computation, 2023.

The table above shows that all the departments in the Office of the Head of Service are adequately represented. Also, regarding the respondents' Grade Level, 13 respondents (10.0 %) are in Grade Level 01 – 06, 80 respondents (61.5%) are in Grade Level 07 – 013 while 37 respondents (28.5%) are in Grade Level 014 and above. This shows that respondents who have basic and technical knowledge of the subject matter were adequately considered in the study. Finally, on the Educational Background of the respondents, 11 (8.5%) respondents are Secondary School Certificate of Education holders, 18 (13.8%) respondents are holders of National Diploma (ND) / National Certificate of Education (NCE), 48 (36.8%) respondents are holders of Higher National Diploma while 53 (40.8 %) respondents are University Degree holders, hence most of the respondents have better understanding of the subject matter, therefore, can give a clear valid judgment pertaining to the questionnaire. In totality, these show that those that actively affected by the study are engaged in the study.

Table 5: Test for Normality and Descriptive Statistics for Each Variable

Variables	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Standard Error	Statistic	Standard Error
Job Performance	130	1	4	3.48	.364	.052	.212	-1.31	.422
Training and Motivation as a tool	130	1	4	3.37	.341	.493	.212	-1.20	.422

Source: Author’s Computation, 2023.

The table shows that the number of observations in “N Statistics” is 130 which represents the total number of questionnaires analyzed. Also, the minimum and maximum statistics of the scores obtained from the questionnaire were within the boundary of the Likert scale in the questionnaire (1-4) hence, the data is clean. The mean result of the variables was above the cut-off of 2.5, with items of staff Job performance in the office of HOS variable having the highest mean of 3.47 and items of Training and Motivation as a tool for job performance variable having the lowest mean of 3.37 respectively. The standard deviations for all variables were far away from the mean, indicate that there were no problems with the variables. The Skewness and Kurtosis indices were very small which indicates that the variables most likely do not include influential cases. The assumption is that outliers or influential cases have (<-2 or >2) outputs. Again, the skewness and kurtosis statistics as shown, indicate that the majority of the data were normally distributed the Skewness value and the Kurtosis value are within the range of -3 to 3 in accordance with Pallant, 2007, Aifuwa and Okojie, 2015. Therefore, parametric statistics in terms of Regression is used to analyze the hypotheses formulated.

Table 6: Perceptions on Job Performance of the Staff in the Office of Head of Service

Job Performance of the Staff in the Office of Head of Service is perceived as being:	Mean	Standard Deviation	Position
Grounded on rules and procedures	3.46	.500	1 st
Goal congruent and directed	3.43	.497	2 nd
Technologically inclined	3.25	.437	4 th
Carried out with a high level of enthusiasm and commitment	3.16	.446	5 th
Carried out with a high level of interpersonal, situational, and job adaptability.	3.43	.497	2 nd

Source: Author’s Computation, 2023.

The table presents the mean and rank distribution of items on the perceptions of the job performance of the staff of the Office of Head of Service as perceived by the respondents. The table shows that job performance perceived as being grounded on rules and procedures with a mean of 3.46 and ranked 1st position, job performance being perceived as goal congruent and directed and carried out with high level of interpersonal, situational, and job adaptability are second on the rank with a mean of 3.43, being

technologically inclined is fourth on the rank with a mean of 3.25. It has been respecting and upholding the rights of the suspects with a mean of 3.16.

Table 7: Opinion of the Respondents on Training and Job Performance

Training and Job Performance in the Office of Head of Service: HOS	Mean	Standard Deviation	Position
Through its training program management has fostered staff tenacity and effectiveness so far	3.42	.644	1 st
constantly assess the learning needs of the staff to boost their problem-solving skills	3.33	.520	2 nd
Offer modern and relevant learning content in training to take care of work stress	3.03	.871	5 th
Reinforce what is learned in training for better handling of emergencies and crisis	3.31	.637	3 rd
Track the training effectiveness of the staff to deal with uncertain and unpredictable situations	3.14	.688	4 th

Source: Author's Computation, 2023.

The table shows the mean and rank distribution of items of the questionnaire on the training and job performance in the Office of the Head of Service as perceived by the respondents. The table shows that the office of the Head of Service, through its training programme management fosters staff tenacity and effectiveness so far with a mean of 3.42, is ranked in 1st position, the Office of Head of Service constantly assesses the learning needs of the staff to boost their problem-solving skills is ranked in 2nd position with a mean of 3.33, the office of Head of Service reinforcement of what is learned in training for better handling of emergencies and crisis is ranked in 3rd position with a mean of 3.31, the Office of Head of Service tracking training effectiveness of the staff to deal with an uncertain and unpredictable situation is ranked in 4th position with a mean of 3.14, ranking in 5th position is the Office of Head of Service offering modern and relevant learning contents in training to take care of work stress with a mean of 3.03.

Since all the means of the items in the questionnaire are above the average of 2.5.

4.9 Regression Results and Hypotheses Testing

In this section, the regression results of the training and motivation variables and job performance quality are presented and analyzed. The hypotheses formulated for the study are also tested from the results as presented below;

H₀₁: Training has no significant influence on the job performance of the staff in the Office of the Head of Service.

Table 4.9: Summary of Regression Result of the Model of the Study

Model Summary						
Model	R	R Square	Adjusted R Square		Std. Error of the Estimate	
1	.376 ^a	.141	.134		.33837	
a. Predictors: (Constant), Training as a tool						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.742	.379		4.594	.000
	Training	.515	.112	.376	4.584	.000

a. Dependent Variable: Job performance

Source: Author's Computation, 2020.

The table presents the regression results of the variables of the study. The table shows a beta coefficient of .515 and is significant at the 0.05 level ($p = 0.000$). Therefore, the null hypothesis that training as a tool has no significant influence on the job performance of staff in the office of the Head of Service is rejected, hence the alternative hypothesis that training as a tool has a significant influence on the job performance of staff in the Office of Head of Service is upheld. Besides, a beta sign of .515 by the independent variable shows that training as a tool has a positive impact on the predicting dependent variable (Job Performance). This means that an increase in the use of independent variable training as a tool leads to corresponding achievement in the dependent variable (Job Performance).

H₀₂: The level of the dynamic of technological involvement in training has no significant influence on the job performance of the staff in the Office of the Head of Service.

5. Discussion of Findings

From all indications, the findings from data collected on the training and motivation are as tools for job performance in the Office of the Head of Service through the respondents indicated that the Office of Head of Service lacks on-the-job training, apprenticeship training, job instruction training, and programme learning training can to aids job performance for the civil servants

The majority of staff who participated in the administration of the questionnaire also indicate that the job training is more concentrated by the HOS than any other type of training programmes which limits the progress of the employees toward greater job performance in the HOS.

The findings also revealed that on-the-job training that is available as a tool for job performance in the Office of the Head of Services did not cut across all the MDAs, it only covers the syndrome likely covered in various departments.

It is also revealed that the Establishment and Training Department of the Office of Head of Service failed to planning for the training programmes but only to come up with selection of the beneficiaries of the training at any time, which always affect the budgetary system of the HOS.

In the findings, the HOS also have problems in the operation of technology and this is because most of the qualified staff were orthodox in practices they are more interested in the utilization of traditional systems rather than the modern system of operation

6. Summary, Conclusions and Recommendations

6.1 Summary

The research work centers around Training as tools for job performance in the Kwara State Office of Head of Service, Nigeria. Since the employees underwent a training programme when they were appointed, it then means that it will increase their knowledge and understanding of the job. The training programme is one of the methods implored by an organization to ensure efficiency in the performance of the employees. The study showed that the training programmes do contribute immensely to increasing the employees' performance by exposing them to some important activities and work ethics of Kwara State Office of Head of Service. However, orientation is one of the important aspects of training organized for employees' effectiveness. Since the employees have undergone some form of training, it will enhance their knowledge of the job. The research work showed that the Kwara State Office of Head of Service can achieve the expected goals by organizing other training programmes for their employees and training programmes which include Job Training, Workshops, Seminars, and Conferences are very important.

6.2 Conclusion

This research study, training a tool for job performance in Kwara State Office of Head of Service has been able to bring to the fore the problem encountered by the organization in putting up a proper channel. These problems are; non-productivity in recognition of the appropriate staff for the training programme, poor reward system, and poor management communication, other problems include; lack of finance, lack of training facilities as well as personnel, technological advancement, and poor manpower training and development policy. It can also be said that when staff are properly managed in an organization, they tend to trust and rely on the organization, thereby developing their loyalty towards the improvement of the organization. Hence, this will help to improve their performance and enhance their attitude towards work productivity and efficiency.

It was discovered that good training and motivation are responsible for employees' efficiency and effectiveness in their workplace, uses the position of staff to select employees for training. We observed that the selection criterion gives equal opportunity to all categories of workers and the attitude of top management toward training

6.3 Recommendations

The training policy of the Kwara State Office of Head of Service should be enhanced so as to be able to increase employees' performance. Training is also a motivational technique; the workers are motivated when they discover that the resources of the organization bring out for their training. The Organization should ensure that the training programme is done regularly.

Training should be well planned before effecting action. The Establishment and Training Department of the Office of Head of Service should be made the timing of importance for a proper and effective implementation training programme.

Management should analyze and design their job in such way that employee's needs will be considered for effectiveness. In designing a job, management should take note that the employees are one important factor that can either allow for success or failure, hence management must consider the interest of the employees in designing the job.

Nepotism and inequality should be avoided in the compensation process. Management should ensure that the right people with the right requirements are put in the right places to ensure effective and efficient policy formulation and implementation. This will however promote effective human resources practices.

Conflict of Interest Statement

The authors have no conflict of interest to declare

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