**EFFECT OF STAFF TRAINING ON THE PERFORMANCE OF CIVIL SERVANTS**

**A STUDY OF MINISTRY OF AGRICULTURE ENUGU STATE**

**BY**

**GOBERT UDODILIM CHIGBOGU**

**REG. NO. U13/MSS/PAD/008**

**DEPARTMENT OF BUSINESS MANAGEMENT PUBLIC ADMINISTRATION PROGRAMME**

**FACULTY OF MANAGEMENT AND SOCIAL SCIENCES**

**GODFREY OKOYE UNIVERSITY UGWUOMU-NIKE**

**ENUGU STATE**

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**GODFREY OKOYE UNIVERSITY, UGWUOMU-NIKE ENUGU STATE**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF BACHELOR OF SCIENCE (B.sc) IN PUBLIC ADMINISTRATION**

**SUPERVISOR: Dr. IDEDE ANTHONY**

**JULY, 2017**

**CERTIFICATION**

I, Gobert Udodilim Chigbogu, an undergraduate student in the Department of Business Management Godfrey Okoye University with Registration Number, U13/MSS/PAD/008, do hereby certify that the work embodied in this project is original and has not been submitted in part or in full for any other diploma or degree of this or any other University.

**Gobert Chigbo**

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**APPROVAL PAGE**

This is to certify that research was approved by the department of Business Management, Godfrey Okoye University, Ugwuomu-Nike, Enugu

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**(Head of Department)**

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**(Dean of Faculty)**

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**DEDICATION**

This study is dedicated to my family members, My Mum Rev. Mrs. Ifeyinwa Aisigwe and my sister chukwunonso Jewel whose moral and financial contributions have contributed to my educational success., and most of all, to my Lord Jesus Christ who has been faithful with His love and provisions in my life. He is the God of awesome wonders in my life.

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My profound gratitude goes to the Almighty God for His guidance and love throughout the period of this work. I am also immensely indebted to my supervisor, the most distinguished, Dr. IDEDE ANTHONY for his fatherly support, patience, guidance and encouragement throughout the course of this work.

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**ABSTRACT**

*The project “effect of Training on the performance of Civil Servants was an attempt to make contribution to the ongoing debate on the Nigerian Civil Service training and productivity that has been raging since the Nigerian Third and Fourth Republics. The study isolated an important internal functional process within the civil service and investigated the extent and the general dynamics of its practice within the context of the Enugu State civil service. It focused primarily on the effect of training on the civil servants in Nigeria, using Enugu State ministry of Agriculture as point of emphasis. The primary instrument for data collection was the questionnaire. The population of the study consisted of 6563 staff of the ten ministries and departments in Enugu State Civil Service. Prominent among the findings of the research was that although the ten ministries and departments used as case study had training schools, neither the training programs nor the staff attendance to the training program were regular. The study also found out that neither the ministries nor departments saw training of their staff as an investment. Worse still, the training programs were not restructured from time to time. Based on the above findings, the study recommended that appointments into the Civil Service should be reserved for professionals only who know the value of training of staff for the growth of the organization they preside over.*

**CHAPTER ONE**

**INTRODUCTION**

**1.1 Background of the Study**

Nigerian employees are believed to have a poor attitude to work resulting in low productivity. Commenting on the low productivity of Nigerian employees, Eze (1981:2) observed that: Many achievement oriented, shrewd observers of Nigerian people at work have always come out with a common impression that generally Nigerian workers are lazy, slow, sleepy, reluctant to act, unconcerned, and deceitful in their approach to work assigned to them. These workers lack the zeal, (Adebayo, 2001), the briskness and the momentum of hard work and generally, they dislike to hear anybody talk about efficiency, dedication, honesty, competence, determination, and productivity- all which characterize achievement people in production oriented society.

The inexorable march of time and the ceaseless clamour for social change combined to make adaptability and continuing preparation of the workforce as inevitable as the initial acquisition of knowledge and skills. This cannot happen if staffs training do not occur in an organization. In order to maximize productivity and efficiency of the organization, every executive, manager or supervisor in a public or private organization has the responsibility and indeed the bounding duty to ensure the training of men and women who have requisite knowledge and expertise. The aim is to enable them to contribute their full measure to the welfare, healthy and productivity level of the organization.

A according to (Harper and Row Croft, L.1996), Enugu State, the need to train skilled personnel in the civil service arise principally because of the need to provide necessary practical training required to make newly recruited graduates from ministries and technical institutions effective administrators and skilled technicians. There is also need for some orientation courses for those promoted from lower to higher technical and managerial positions. Furthermore, there is need to step up the training of Enugu State civil servants as quickly as possible in order to reduce the gap in the demand for and supply of skilled manpower, thereby reduce the reliance on foreign supply in accordance with federal government Nigerian Policy. Finally, comprehensive training is necessary to remove the main deficiencies in indigenous workers’ general attitude to work and working relationship with other worker. These deficiencies include lack of initiative, inadequate educational or professional background, unwillingness or reluctance to take decisions, unduly concerned with personal prestige, reluctance to do manual work etc.

Enugu state has several schools for the training of her workforce in the civil service. These include Staff Development Centre, Training School for Government Press, School of Health Technology Oji and School of Health Technology, Nsukka, among others. In spite of these training schools, myriads of problems still confront staff of these ministries: Agriculture, Land, Survey, Human Development and Poverty Reduction, Government Press, Board of Internal Revenue, Head of Service, Health, Science and Technology and Gender Affairs and Social Development.

The concept of productivity underlies most discussions of the civil service in Nigeria, like other formal organizations. Thus, criticism of and allegations against the service centre on its productivity and performance. This perhaps explains why the concept of productivity is very difficult if not the most controversial concept in economic and business world. The difficulty arose mainly from the problems associated with the yardsticks used in measuring productivity and the statistical data and other variety of issues involved. The problems are much more compounded with regards to measuring productivity in the public sector of the economy (Simons G.I, 1975 and Balogun, A1983).

Our understanding of productivity as a concept can be enhanced by examining it from two perspectives namely, the economic and instruments. Due to over emphasis on profit making, particularly in the

However, some business executives tend to reject this rather too “economistic” and narrow view of productivity. Rather this school of thought sees productivity as a measure of overall production efficiency, effectiveness and performance of an individual organization.

They insist that such issues, as quality of output, cost of labour, adherence to standards, absence of disruptions and strikes, customer satisfaction and turnover rates as well as such qualitative measurements as units produced in volume of sales are important matters that must be taken into consideration. Some scholars have even defined productivity as output per performance in an organization (Udo-Aka, 1983).

The above variations of productivity are all premised on the economic perspective of the concept. And as already observed, there are major problems in viewing productivity in the public sector from the economic perspective, problems largely connected with the social costing of the concept in the sector (Uluocha, 1983).

This leaves us with the instrumental view of productivity. The instrumental concept of productivity is essentially associated with the attainment of objectives and goals. Thus, an instrumental action is concerned on one hand with desired outcome (achieving results) and on the other, with the belief about cause/effect relationship. Its essence is the employment of specific action or means to produce the desired results. In this regards, the instrumentally perfect” tool is one that meets such results (Thompson, 1978:14). Viewed from this perspective, an organization is productive or instrumental in as much as the goals and objectives for which it is established are achieved.

Hence the concept of productivity in Enugu State Civil Service and indeed in this study shall be along the instrumental perspective. In this regard, the Civil Servant in Enugu State shall be regarded as productive, if the goals and objectives for which the government is established Aare achieved. The reverse shall hold if its goals and objectives are not realized or being realized. The central task of this study is to determine the effect of training on productivity in Enugu state civil service between 1999 and 2006.

**1.2 Statement of Problem**

After an employee has been recruited and inducted, his skills must be updated and developed to better fit into the job and the organization. The need for training and developing the employee not only arises from the fact that he might not fit in the job posses the necessary skill needed in the job but have the effect of the dynamic nature of the society influenced by changes in the field of science and technology necessitated the continuous improvement of worker’s skill and the sill he expected to have in order better fit into the new job demands is bridged by manpower training.

Many organizations have over the years established good manpower training and development programmes in order incite better employee performance at work and increased productivity. Good development programmes have not always been easy to attain in organization because of the forces that impede against the achievement of their objectives. Some of the impeding forces include selections or recruitment problems, training procedure and inadequate facilities, government policy, the economy and labour legislation. The crucial problems this research will address includes:

1. The problem of inadequate manpower resources in the Enugu state civil service.
2. The lack of functional manpower development programmes.

**1.3 Objectives of Study**

The broad objective is aimed at establishing the impact of staff training programs in Enugu State Civil service within the period under review.

The specific objectives of the study are as follows:

1. To determine whether the use of training schools by management of civil servants impact on the productivity among civil servants in Enugu State.
2. To evaluate whether inadequate attention to staff training impact on performance among civil servants in Enugu State.
3. To asses if the failure of ministries and departments in Enugu State civil service to organize regular staff training accounts for the inability of the civil servants to perform their statutory functions.

**1.3 Research Questions**

We shall therefore attempt to provide valid answers to the above and hence fill the lacuna within the contexts of the questions stated below:

1. Does the use of training schools by management of state ministries impact on productivity among civil servants in Enugu State?
2. Does inadequate attention to staff training impact on performance among civil servants in Enugu State?
3. Does the failure of ministry and departments in Enugu State civil service to organize regular staff development training programs accounts for the inability of the civil servants to perform their statutory functions?

**1.5 Research** **Hypotheses**

This study is guided by the following hypotheses:

H1: The use of training schools by management of state ministries has impact on productivity among civil servants in Enugu.

H0: The use of training schools by management of state ministries does not have impact on productivity among civil servants in Enugu State

H2: Inadequate attention to staff training has impact on performance among civil servants in Enugu State.

H0: Inadequate attention to staff training has no impact on performance among civil servants in Enugu State.

H4: Failure of ministry and departments in Enugu State civil service to organize regular staff development training programs accounts for the inability of the civil servants to perform their statutory functions.

H0 Failure of ministry and departments in Enugu State civil service to organize regular staff development training programs does not accounts for the inability of the civil servants to perform their statutory functions?

**1.6 Significance of the Study**

The value/benefits that can be derived from the study is as follows:

This study will attempt to effectively fill that gap void for well-rounded knowledge of the entire dynamic of administration at the state level in Nigeria. To this extent, the study will be of immense benefit to various scholars and practitioners alike on state administration.

Enugu State Government within the period under study and beyond and other states stand to benefit from the work as the study will enable them to appreciate in no small proportion the gains of trained manpower.

Furthermore, the study will guide the scholars and policy makers on civil service administration in Nigeria on how best to run civil service.

The study will also be of immense assistance to civil service commission across the country and state and civil service office of the presidency Abuja, as they design and execute relevant training programs for the Nigerian civil service.

This study will significantly improve the morale of the civil servants as it will enable them to appreciate the gains of the training.

And finally, the study will critically evaluate the allocation and usage of funds by Civil Service Commission for the purpose of manpower training.

**1.7 Scope of the Study**

The study will focus primarily on training and productivity of staff (junior and senior) in the ten ministries and departments in Enugu State Civil Service. These ministries are the ministries of Agriculture, Health, Gender Affairs and Social Development, Survey, Lands, Human Development and Poverty Reduction, Government Press, (Elto ,1933) Science and Technology, Board of Internal Revenue and Head of Service. These ministries and Departments in Enugu State Civil Service are known to have training schools for their staff.

The study will examine the Training and Productivity among the staff of these ministries and departments to ascertain the extent the use of these training schools by their management, has impact on the workers performance.tt

**1.8** **Limitations** **of** **The** **Study**

The researcher had some challenges like, time factor, which was due to doing the research work, alongside with class work, lectures and homework. Some more limitations are the financial constraints and individuals attitude towards the research work .But, I, the researcher was still able to achieve a good research work/project despite the challenges I faced during the research process.

**1**.**9** **Operational** **Definition** **of** **Terms**

**STAFF:** A staff can be defined as an employee of a business organization.

**TRAINING:** It can be seen as the activity of impacting and acquiring skills.

**STAFF TRAINING:** Staff training is therefore the formal procedures which an organization uses to facilitate employee’s learning so that their resultants behaviour contributes to the attainment of the organization’s as well as the individual’s goals and objectives.

**PRODUCTIVITY OR PERFORMANCE:** means the cost of or value of an output, whether in terms of product, skill, money, equality of service etc.higher than the cost of input used in the production process, including manpower and technology (Thompson 1978:14).

**AGRICULTURE:** It is defined as the art or science of cultivating the ground, including the harvesting of crops, and the rearing and management of livestock, tillage, husbandry and farming.

**ORGANIZATION:** This is referred to as a group of people or other legal entities with an explicit purpose and written rules working together with same mutual interest in order to achieve a particular aim or objective.

**GOVERNMENT:** Thebodywiththepowertomakeand**/**or enforcing laws to control a country, land area, people or organization.

**MINISTRY:** Government department, at the administrative level normally headed by a minister (or equivalent rank, e.g. secretary of state), who holds it as portfolio, especially in a constitutional monarchy.

1. **CIVIL SERVICE:** This is defined as a permanent professional branche of a state's administration, excluding military and judicial branch and elected politicians.

**CIVIL SERVANT:** This is seen as a public servant, government official, government worker, or civil-sevice employee.

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**CHAPTER TWO**

1. **Review of Related Literature**

The implementation of training and development has continued to be great importance to organization. The relevance of training and development has been identified in many organizations in term of improved performance, acquisition of new skills and knowledge reduction in a accidents and wastes etc.

Therefore in order to have a better insight into the significance training and development certain definitions should be examined.

According to (Akpan, 1982) “training is the organized procedure by which people learn knowledge and skills for a definite papoose” this indicates changes in behaviours of the trainee, knowledge and attitude, which should be applied on the job.

Balogun (1983) went on to define training in a similar content by stating that “training is an organized procedure by which people learn knowledge and skills necessary for doing specific jobs” this emphasizes proficiency in the art of performing the duties a planned and systematic programme.

**2.1 The Need for Training and Development**

Many organizations organize regular training and development programmes for their employees some once, some every sin moths or even once every year or more. The fact that they are subordinates may be a genuine reason to send them for training and development programmes some organizations wait until there are indication hat will reveal the need for training and development.

According to (Croft, 1996) “no one is perfect fit at the time of thing and some training and education must take place”. He went further to develop employees or not the only choice is that of method and if no organized programme exist, than development will largely be self development while learning on the job”. This indicated that training and development is not only necessary but to great importance to organizations that want to excel in manpower development. There for, we train or develop depending on the deficiencies of the individual employees as well as the goals and as privations of the company. The deficiencies of each employee and the present and future manpower requirements of the company must be examined before formulating desirable and effective training and development programm. The need for training and development differ from one individual employee to another and from one company to the other.

* 1. **Assessing the Need for Training**

The task of assessing training and development need should be handled with care because of the complexity involved in it. Any mistake made in assessing the will most likely lead to a representation of actual training and development need existent in a particular job.

1. **Organization analysis**: Involves a study of the entire enterprise. This involves a dear understanding of the immediate and present efforts to meet objective with every resources and how the organization fits into the socials, economic and political environment in which it operate.
2. **Job analysis:** For training seeks to define the specific content required in the training. A systematic process of collecting data about the job or position. The goals what tasks are to be performed, and what skill, knowledge and attitudes, and worker must have in order to perform the tasks.
3. Manpower analysis: conducted to evaluate each employees performance level and to make a judgment about what training is.

If any is needed identification of specific areas where employees should gain new skills are identified. A decision is made on whether an employer can benefit from the prescribed training or whether he or she should be moved to another job.

* 1. **Techniques for Determining Training needs**

The identification of training needs of employer in any organization as not an easy task. This goes to explain that the process of determining training needs of the employees cannot exist in isolation of those the organization.

In view of this and for clear understanding of identification of training needs, Ejiofor and Aniagolu (1984), divided the organization into three different categories namely:

a The organization .

b The operation.

C The main

(a)  **The organization:** The organization has been analysis. This analysis is used to determine where more emphasis needs to be placed on completion of organization tasks.

(b) **The operation:** The operation analysis undertaken to determine what the contents of training should be in any particular job to carry out the duties of that job and efficiently too.

(c) **The man:** This analysis must be done to determine the skill, knowledge, and attitudes, which must be necessarily developed by the employee to perform his task. Proper analysis of these three factors leads us to a precise identification of employee training and development needs.

This three ways approach recognized the fact that a training programm looks at the organization operation and the man is determining training and development needs. Other ways of determining training and developments need a

(i) **Analysis of personnel report:** These records contain information concerning areas that need improvement such areas include being too slow, poor attitude to work etc. an examination of such irregularities will help in formulating a well-deigned program.

(ii)**Discussion with supervisors:** Supervisors are the people nearest to their subordinates them anyone else. The enables them to know the strengths and areas where those under them require training. Therefore, a well organized discussion with a supervisor will help to identify employees training needs and reveal programmed require to for improvement.

(iii)**Job description:** Many organizations have job description for particular jobs. Therefore, an analysis of the function on employee is expected carried them out satisfactory could determine training need. This goes to explain that hob description could help to identify areas where training must be offered.

* 1. **Reasons for Training and Development**

There are various reasons out training and development. Although these reasons are identical, the approach and application of such factor adopted by companies vary due to difference in objectives. Therefore, no matter which of these reasons that objective for such programmes is usually identical to increase the efficiency of operation.

Such of the reason are as follow:

a. Preparing a worker for job challenging increasing responsibility. Any job which required changing or increasing responsibility need additional training irrespective of the wealth of experience already acquired who for one thing of the other may be promoted to the post of a supervisor, the more fact that he knows job does not guarantee that increase in his responsibility should, necessitate his being trained to cope with duties of this new job. This own contribution (Adebayo, 2001) said that “training is a means of preparing workers to step into jobs of increase responsibility.

(b) To increase worker effectiveness: The major objective of any business organization are wealth and profit maximization. These cannot be satisfactory achieved without an efficient/ effective work force if the performance level of the employees of a company is deemed unsatisfactory and this is seen by management to become due to failure to make optional use of the company’s resource, one of the various ways through which effectiveness can be improved upon, is through training and development.

According to (Blum and Naylor,1976) “appropriate on service training increases workers effectiveness on his present job. He maintained that since training can improve on employee’s skills or change his attitude towards the job and towards his supervisor, it invariably can improve productivity/performance.

(c) Reduction in wastage of Resource accidents at work adequate knowledge of the process and machine in any manufacturing or commercial establishment reduces accidents and wastages of materials and time. Knowledge of the operations of the machines and their safety application is very important to an organization. This is become employee blame a great deal of industrial accidents in our factories to day on poor handling of machine and tools. Also, spoilt work, damage to machine etc reduce efficiency of a firm and her by its profit making ability. However, accidents/ material wastage could be reduce if not prevented through training and developing.

(d) Difficulty in finding ready-may worker it is generally believed that training and development is both money and time con summing. Therefore some organization close their eyes to the numerous advantages of training and development and trend to rely on already made worker. Often times those expectation turn into pipe dreams because the already made workers are not easy to find and even when they are not easy to find and even when they are found, their cost of hire may be very exorbitant. Expressing the difficulties involves in finding already made workers for use by organization (Drucker, 1956) observed that “it is not already easy to recruit workers who are ready made for the job, and training can be a way out”.

(e) The changing style of supervision: The task of supervision is that of achieving an organization goal efficiently though the efforts of other. This task remains the same in all circumstances but the means of achieving it may not always be the same. Since the style of supervision changes with the society, therefore, supervisory training should be undertaken to reflect the style of supervision inherent in a modern organization. Expressing this view, (Eckstrad,1964) said that a supervisor’s task has always been to achieve goals efficiently through the efforts, styles of supervision change, and the supervision of old would be in appropriate today as a coach’ so, due to the changing style of supervision should be trained to obtained new supervisory skills and knowledge in order not to become obsolete in the knowledge in and skill required in supervision . the position and importance of an up dated supervision in an organization.

* 1. **Advantage of Training and Development**

One may ask what is the difference between the reason for training and advantages of training. As a matter of fact, there is a relationship between the two. However, distinction could be made between them. While the reasons for training sells to justify the need development at all, there will be advantages height the benefits that may be derived by the company and individual through training and development of employees.

The following are some of the advantages:

a. Reduction in learning required to reach acceptable performance: By having qualified instructors and carefully controlled learning situation management in countless cases has been able to obtain, shortened learning periods and higher productivity from new employees. Therefore, a well planned and systematic training and development programme will help employees learn procedures of performing their function at a faster rate.

b. Reduction in wastages in production wastages in time and materials is often as a result of inadequate knowledge of the job wastages may occur as a result of machines break down, work stoppages, faulty forecasts etc but may be reduced through training and development. Breakdown or work stoppages reduces the chances of meeting production target and may be caused by employees not being technically qualified to operate the machines.

c. Training increase moral (motivation): A well planned training and development programme improve the moral of the work forces. In expressing their views on the above factors, (Elto, 1933) said that “dissatisfaction, complaints absenteeism and labour turn over can be greatly reduced when employees are the so well trained that they can experience the direct satisfactions associated with a sense of achievement and the knowledge that they are development their inherent capabilities at work. This is also goes to explain that the organization benefit largely from employees motivation in terms of increased productivity, reduced industrial actions and proper commitment towards the success of the organization.

d. Training heads to changed attitude and behaviour Training and development leads to more attitudes towards the performance of job and the attainment of organizational goals. The organization may although training on position behavioural pattern influence the behviour therefore, the common objective of employee training development programme is the molding of employee training and development programe is the molding of employee attitudes to achieve support for organizational activities and to obtain better co-operation and loyalty.

e. Improves returns earned by organization: Training and development leads to improved profitability and (or more positive attitudes towards profit orientation. Some people are consume a lot of time and money leading to increase costs that are reverted to prices of outputs. Nevertheless, this may occur in the short-run in the long-run training and development increases efficiency and there by reduced cost. Therefore, it cost could be reduced, them prices would go down and profit will be mercerized

f. Aids in solving operational problem: Training of both supervisor and operations can help reduce labour turnover supervision is often a source of employee dissatisfaction and generalizes. Therefore supervisory training in such areas as labour relationship, leadership human relation and administration may improve supervisor sun-ordinate relationship.

* 1. **Type of Training and Development**

There are various training and development techniques being practiced by organization the choice of training and development methods very among organization. Each organization select their technique based an goals of the organization. However, the industry in which a firm operates play a vital role in deciding the kind of method to implement.

According to (Flippo, 1980) in selecting a particular technique to use in training and development there are several tradeoffs, that is no techniques is always best of the method depends upon.

- Cost effectiveness

- Desired programme content

- Appropriateness of the facilities

- Trainee preferences and capabilities

- learning principle

This gives an overview of factors that deserves due considerations before a training or development method is adopted. Certain texts classify management training or development supervisory training, attitude formation off- the job training, on the job training etc, a type of training and development but for the purpose of this work.

(a) On the job and

(b) Off the job training.

This is because whether for management supervisory or operative, training must be done either on the job or off the job.

On the job training this method of training is one of the most widely used especially for operative training, it is system of coaching the employees through guidance, direction and control in the work place.

It has been defined by Ikeagwu (1998) as “guidance gives by a senior employee on the trainee’s manager that involves showing the trainee how the job is preformed and supervising him or her performing it” it is mainly applied when training new employee’s (unskilled and semi-skilled) in process as such as operating of machines

**Method of on the Job Training**

(a) Job instruction training

(b) Apprenticeship programme

(c) Coaching

(d) Sensitivity training

**(a) Job instruction training:** This is received directly on the job and is and primarily to teach workers how to do their present job. A trainer, supervisor, or co-workers serves as the instructor. First the trainee receives on version of the purpose and its desired out comes, which emphasized the relevance of training. The trainer demonstrate the job to provide the employee with a model to copy

**(b) Apprenticeship programme:** Apprenticeship training involves learning from more experienced individuals or employees. It may be supplemented with off the jobs classroom training. This technique is usually applied to craft workers such as chambers, welding machines, electrician carpenter etc.

**(c) Job Rotation:** This is organized in order to cross train employees in a variety of jobs in some cases, trainers move the trainee from job to job instruction trainee is rotated periodically from one job to another and this enable the employee acquire a general background of the jobs in the organization. Job relation helps the organization When vacation’s absenteeism and resignation occur.

**2.9 Theoretical Framework**

This study used the Scientific Proposition emanating from Taylor’s analysis as our theoretical framework. Taylor was passionately interested in efficiency of working method that is geared towards increased productivity. According to Taylor (1911:76).Scientific management is not any efficient device, nor a device of any kind for securing efficiency; it is not a new system of figuring cost; it is not a new scheme of paying men, it is not a piece work system; it is not a bonus system, it is not a premium system, it is not a scheme for paying men; it is not holding a stop watch on a man and writing thing down on him.

According to Taylor, the essence of scientific management was to: Increase the output of the average employee and improve the efficiency of management. Taylor recognises that what he was proposing would appear to be more than just a new method. He stated that at the onset that “scientific management” would require a complete mental revolution on the part of both management and workers.

Notwithstanding the good intention of Taylor’s Scientific Management, some obvious weaknesses have been noticed in Enugu State Civil Service, from 1999 – 2006, the period under review.

First, Government places too much importance on economic profit and material welfare and not enough concern for emotional and psychological needs of workers. It is true that Enugu state has a lot of training and a development centre's that oversees the training needs of the workers, many civil servants in the state have not been positively inclined to participate in the training. A lot of emotional and psychological reasons account for this; firstly there is fear of displacement of the civil servants who got themselves involved in the training and development seminars or conferences organized for their ministries.

Again, for many civil servants, the opportunity cost of training (that is, the lost income from bribery, corruption and other rent-seeking activities associated with their jobs) is very high. Still, there are some civil servants in the state who, while genuinely interested in acquiring training, are unable to do so for lack of political support at departmental level in the ministry. In many cases it is a case of superior seeking to eliminate the competition that would arise if more of their staff were trained and hence liable to promotion

Scientific Management gives the impression that the highest degree of specialization is the best way to get the job done or to get anything done. However, it is on record, and need not be overemphasized, that specialization may lead to boredom and monotony, which in turn reduces performance.

**2.10 Summary of Literature Reviewed**

From the available reviewed materials, studies and books relevant and related to the topic of research, certain discoveries concerning the impact of training on productivity in Enugu state civil service, 1999 – 2006 and other endeavours were revealed. The review firstly saw the impact of training which brings about productivity in the civil service .The researcher believes that the evaluation of training programs is a necessary tool for the efficient operation of the organization, reduction in cost, better morale, increased productivity, reduced absenteeism rate and reduced rate of staff turn over. The Scientific Theorist, Taylor, believes the essence of scientific management was to: Increase the output of the average employee and improve the efficiency of management. Taylor recognises that what he was proposing would appear to be more than just a new method. He stated that at the onset that “scientific management” would require a complete mental revolution on the part of both management and workers.

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**CHAPTER THREE**

**Research Design And Methodology**

**3.1 Research Design**

this Chapter deals with the following research method, are of study, populating of the study, sample and sampling procedures, instrument for data collection, validation if the instrument, reliability of the research instrument, method of data collection and method of data analysis. The research gained direct access to the staff of the Enugu state civil service commission and was able to use the observation tool for this study this is in realization of the fact that in behind every kind of behaviour displayed by an individual in the workforce is a motive or reason.

**3.2 Area of Study**

This is a study of promoting productivity in the civil service and the source of data is from the workers and is limited to workers of Enugu state civil service commission.

**3.3 Population of the study.**

In order to carry out a successful research of this nature, the research has limited the population of the study of the Enugu state civil service commission therefore, that constitute a good representative of civil servants.

The population of the study was draw from the management and people working in the civil service commission Enugu population study in the commission is 100.

**3.4 Sample and Sampling Procedure:**

The basic principle for choosing the sample size is to choose objectively a sample which scientifically would be representative of the larger population. A total of 100 (one hundred) questionnaires were administered to the staff and management of this organization under study. More so oral intervene was also used by the research.

**3.5 Instruments for data collection:**

For purpose of this research work, data was collected from two major sources namely: primary and secondary

**3.5A Primary Data**:

The type of data include data obtained from questionnaires, observation and oral interview the questionnaires covers; the level of job problems, the things to be known for the job to be well done, Qualification needed for the Recruitment problems, incentives and motivations problems.

**3.5B Secondary Data**

The secondary data refers to information that had been assembled by others and readily available for us in order to complete the data collected by primary means, the researcher under took the extraction of some background information from the following secondary sources, textbook, library, office records in the personnel unit**,** Newspaper magazines**,** seminar journal,

**3.6 Validation of the Research Instrument**

validity referred here is the degree or extent to which an instrument of measurement actually measures what is tailored to active the research objection, since .this study is an interview one, the bulk of data was collected from primary source which include field investigation, survey method, interview schedule and comprehensive questionnaire, which was constructed alone the research extract information from the respondents. however, some of the data were collected from secondary source which include publication written by some authors and desk studies.

**3.7 Reliability of The Instrument**

In order to maximize the reliability of the instrument used for the research the researcher ensured that questions were not ambiguous in presenting it to the respondents as to give them the impression of different meaning or constructed in a manner likely to communicate different meaning that could operate inaccurate and inconsistent responses also maintained objectively with no leading suggesting as to the answer desired. A survey method was conducted to test the usefulness a large extent the characteristic, which a good measuring instrument should have for the purpose of validity and reliability.

**3.8 Method of Data Collection**

The researcher used questionnaires and personal interviews information supplied by those respondent facilitate the work of its research.

In one of the interview one senior executive officer in the personnel unit was asked a question about promotion productivity and he answered that government must do something to see that there is room for promoting productivity in the civil service. Another senior officer in the same unit was also asked whether he thought that workers inputs were commensurate to the public fund being sunk into the operation of the commission he said that he did not think so because there were many lousy workers which were never prepared to work bard, who would only be asking for higher. Pay always.

**3.9 Method of data analysis:**

The kind of analysis that will be done in this research work is the chi - square test. The chi-square is designated by X2 and frequently used in testing hypothesis concerning the difference between a set of observed frequency of a sample and a corresponding set of expected or theoretical frequencies

The procedures for setting the chi-square (X2) test is as follows:

I Set up hypothesis usually the null hypothesis as already done in chapter one under the subtitle of research hypothesis.

Ii the observed frequencies are then compared with data based on some assumed frequencies.

Iii the chi-square (X2) statistics in then completed from special statistical tables of `some agreed level of significance.

Iv the resultant figure is thus discussed with that obtained from the equation involving observed and expected frequencies.

V the hypothesis is then accepted or rejected on their basis of thus statistical evidence or probability, the formula for chi- square (X2) is

(X2) = (Fo - Fe)2

Fe

where Fo = observed frequency obtained after an observation of experiment be carried out Fe- expected frequencies generated on the basis of a hypothesis or speculation.

**CHAPTER FOUR**

**Data Presentation**

* 1. **Presentation Analysis Of Data**

In this chapter, attempt is made to present and analyze the various background variable exhausted from responses to the questionnaire as provide by the randomly selected employees of the Enugu state civil service commission. The presentation of the background variables is necessary in view of their possible influence on evaluation strategies of promoting productivity in the civil service. The relationship between both evaluation strategies of promoting productivity and classification of job are also analyzed.

**Table 1**

**Job Classification**

|  |  |  |
| --- | --- | --- |
| Class | Staff respondent | % |
| Junior | 35 | 43.75 |
| Senior | 45 | 56.25 |
| Total | 80 | 100 |

**Source: Field, Survey 2017**

From table I goes to explain the fact that Enugu state civil service commission has more senior staff respondents in its employment than then junior staff respondents

This is not connected with the widely view that the job requires so much in term of inputs and time, is a predominantly exclusive area for senior since junior needed more effort which the job hardly provides

**Tables 2**

**Knowledge**

Staff respondent junior total percentage %

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses  Experience | Senior  15 | Junior  6 | Total  20 | 2.5 |
| Skill | 9 | 6 | 15 | 18.75 |
| Qualification | 10 | 7 | 17 | 21.25 |
| All of the above | 1 | 27 | 28 | 35 |
| Total | 35 | 45 | 80 | 100 |

**Source: Field, Survey 2017**

From the table 2, it can seen that all factors above are needed for the job to be well done and are supported by 35% of the respondents

**Table 3**

**Knowledge**

|  |  |  |
| --- | --- | --- |
| Response | Staff respondent | % |
| Experience | 20 | 25 |
| Skill | 10 | 12.5 |
| Qualification | 30 | 37.5 |
| All of the above | 20 | 25 |
| Total | 80 | 100 |

**Source: Field, Survey 2017**

This shows that 25% has the experience, 12.5 has the skill, 37.5 has the qualification and it shows that of the respondents her majority of any of the qualties mentioned above.

This implies that qualities needed to posses for the job to be performed will 5 lacking.

**Table 4**

**Knowledge**

|  |  |  |
| --- | --- | --- |
| Response | Staff respondent | % |
| Lack of experience | 10 | 12.5 |
| Lack of skill | 15 | 6.25 |
| Lack of qualification | 20 | 25 |
| All of the above | 45 | 56.25 |
| Total | 80 | 100 |

**Source: Field, Survey 2017**

This table show that staff lack experience qualification and all factors mentioned above will reduce productivity because they are lacking all the thing which will make them to do the work well. The 25% 12.5% and 6.25% of the respondent supported other factors mention above respectively.

**Table 5**

**Performance**

|  |  |  |
| --- | --- | --- |
| Response | Staff respondent | % |
| Efficiently | 80 | 100 |
| Effectively | - | - |
| Indifferently | - | - |
| Total | 80 | 100 |

**Source: Field, Survey 2017**

Table 5 indicated that 100% of respondent are performing efficiently and effectively from their job.

**Table**

**Performance**

|  |  |  |
| --- | --- | --- |
| Response | Staff respondent | % |
| Always | 10 | 12.5 |
| Something | 43 | 53.7 |
| Not at all | 27 | 33.8 |
| Total | 80 | 100 |

**Source: Field, Survey 2017**

From the investigation 12.5% agreed to be achieving this result always. 53.7% supported sometimes and 33.8% supported not at all, this show that the result is not often achieved.

**Table 7**

**Qualification**

|  |  |  |
| --- | --- | --- |
| Response | Staff respondent | % |
| Degree/HND | 22 | 27.5 |
| NCE/OND | 8 | 10 |
| WASC/GCE | 30 | 37.5 |
| Below C | 16 | 20 |
| M.SC/PHD | 14 | 5 |
| Total | 80 | 100 |

**Source: Field, Survey 2017**

The table show that 27.5% holders are 10% WASC/GCE holder are 37.5% below WASC/GCE are 20% and MSC/Ph.D are 5% only. This show that the greater percentage of the respondent are WASC/GCE holders.

**Table 8**

**Qualification**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Responses | Senior | Junior | Total | % |
| NCE and above | 30 | 15 | 45 | 56.25 |
| WASC/GCE | 5 | 25 | 30 | 37.5 |
| Below WASC | - | 5 | 50 | 6.25 |
| Total | 35 | 45 | 80 | 100 |

**Source: Field, Survey 2017**

This table reveals that 56.25 of the respondents supported that NCE and above is the necessary qualification for the job to be well done 37.56 and 6.25 supported WASC/GCE and below REPECTIVELY. The result shows that NCE and above is the necessary qualification for the job to be perform very high.

**Table 9**

**Recruitment table 3**

**Knowledge**

|  |  |  |
| --- | --- | --- |
| Response | Staff respondent | % |
| Merit | 17 | 21.36 |
| Skill | 10 | 12.36 |
| Quota | 48 | 60 |
| Nepotism | - | - |
| Favoritism | 15 | 18.7 |
| Total | 80 | 100 |

**Source: Field, Survey 2017**

From the investigation for people are employed through merit as supported by 21.26 of the respondent while 60 supported that people are employed.

Through quota, nepotism and favouritism is supported by 18.7% of the total respondent. A greater member of people supported that people are employed through quota.

**Table 10**

**Qualification People**

|  |  |  |
| --- | --- | --- |
| Response | Staff respondent | % |
| Yes | 30 | 37.5 |
| No | 42 | 52.5 |
| Idea | 8 | 10 |
| Total | 80 | 100 |

**Source: Field, Survey 2017**

Table show that 37.5% of the respondent admitted that the right people are recruited while a greater while a greater number 52.5% supported that the right people are not recruited and by the remaining 10% who claimed no idea.

**Table 11**

**Re- Organization**

|  |  |  |
| --- | --- | --- |
| Response | Staff respondent | % |
| Yes | 35 | 68.75 |
| No | 15 | 18.75 |
| No idea | 30 | 12.75 |
| Total | 80 | 100 |

**Source: Field, Survey 2017**

This table indicated that 68 75 of the respondent supported that there is the need for the total re-organization of the ministry 18.75% said no need for re-organization while 12.5% shows no idea.

**Table Performance**

|  |  |  |
| --- | --- | --- |
| Response | Staff respondent | % |
| Higher performance | 80 | 100 |
| Lower performance | - | - |
| Total | 80 | 100 |

**Source: Field, Survey 2017**

This table indicated that with the necessary qualification performance will be high. This is supported by the 100% of the respondent.

**Table 13**

**Incentives and Motivation**

|  |  |  |
| --- | --- | --- |
| Response | Staff respondent | % |
| Prompt payment of ways and salaries | 80 | - |
| Good working condition of service | - | - |
| Consultation with subordinate | - | - |
| Commendation of brilliant |  |  |
| Performance | - | 100 |
| All of the above | - | - |
| Total | 80 | 100 |

**Source: Field, Survey 2017**

These shows that the 100% of the respondent admitted that all those factors mentioned above are all formation incentives and motivation

**Table 14**

**Incentive and Motivation**

|  |  |  |
| --- | --- | --- |
| Response | Staff respondent | % |
| Prompt payment of wages and salaries | 35 | 18.75% |
| Good working condition of service | 15 | 18.75 |
| Consultation with subordinate | 6 | 7.5 |
| Performance |  |  |
| All of the above | 15 | 18.75 |
| Total | 80 | 100 |

**Source: Field, Survey 2017**

The table reveals that 18.75% of the respondent supported prompt payment of wages and salaries, 18.75% supported good working condition of service and all of the above respective other factors like consultation with surbodinate was supported by 7.5 and commendation of brilliant performance was supported by 11.25%.

**Table 15**

**Incentives and Motivation**

|  |  |  |
| --- | --- | --- |
| Response | Staff respondent | % |
| Prompt payment of ways and salaries | - | - |
| Good working condition of service | 5 | 6.25 |
| Consultation with subordinate | 14 | 17.00 |
| Commendation of brilliant performance | 6 | 7.00 |
| None of the above | 55 | 68.75 |
| Total | 80 | 100 |

**Source: Field, Survey 2017**

This reveals that none of these incentives and motivation is attainable in the civil service. This is supported by 68.75% of the respondent, other admitted to be enjoyed good working condition, this was supported by 6.25% consultation with subordinate was supported by commendation of brilliant performance and 68.75% was supported by none of the above.

**Table 16**

**Condition**

**Staff Respondent**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Response | Senior | Junior | Total | % |
| Yes | 28 | 20 | 32 | 60 |
| No | 7 | 25 | 18 | 40 |
| Total | 35 | 45 | 50 | 100 |

**Source: Field, Survey 2017**

This show that 60% of the respondent supported that improved working condition will lead to an increase in productivity. 40% of the respondent said no.

**Table 17**

**Working Hours**

**Staff Respondent**

|  |  |  |
| --- | --- | --- |
| Response | Staff respondent | % |
| Yes | 51 | 63.75 |
| No | 18 | 22.5 |
| No idea | 11 | 13.75 |

**Source: Field, Survey 2017**

It is revealed that 63.75% of the respondent supported that civil servants do engaged in other economic activities outside their official duties, 22.5% supported no, while 13.75% supported no idea.

**Table 18**

**Working Hours**

|  |  |  |
| --- | --- | --- |
| Response | Staff respondent | % |
| True | 66 | 82.5 |
| False | 14 | 17.5 |
| Total | 80 | 100 |

**Source: Field, Survey 2017**

This table revealed that 82.5% of the respondent agreed that civil servants engage in other functions outside their official assignment during office hour will affect productivity. This is because workers will no lower direct full attention to their official duties.

**4.2 Testing of Hypothesis**

The research now wishes to use the data collected and presented in testing the validity of the hypothesis. The significance of the response proportion with the use of chi- square analysis. Chi-square analysis is used because of the large sample size involved the term to be met in this analysis are Null hypothesis

Ho: Alternative hypothesis

Hi: degree of freedom (2-1) (n-1) the level of significance to be used throughout these test of hypothesis 1% = 00.01

**HYPOTHESIS 1**

Ho: Adequate knowledge of job requirement does not promote effectiveness.

Hi: Adequate knowledge of job requirement promote efficiency and effectiveness level of significance = 0.01 degree of freedom = (2-1) (4-1) =3

Test statistic = X2 (2-1) (4-1) (fo-fe)2 The critical value X2 for test of hypothesis X2 = 11.345

Decision rule = reject Ho if X2c fe 11.345

Note fo = observation frequency.

The critical value X2 for test of hypothesis X2=11.345

Decision rule = reject Ho if Z2c Fe >11.345

Note fo = observation frequency

**No of Respondent**

|  |  |  |
| --- | --- | --- |
| Senior | Junior | Total |
| 15 | 5 | 20 |
| 9 | 6 | 15 |
| 10 | 7 | 17 |
| 1 | 27 | 28 |
| 35 | 45 | 80 |

Fo fe) (fo-fe) (fo-fe) fo-fe)2/fe

15 875 +6.25 39.0625 4.4643

9 6.5625 +2.4375 5.9414 0.9054

10 7.4375 +2.5625 6.5664 0.8829

1 12.25 - 11.25 125.5625 10.3316

5 11.25 -6.25 39.0625 3.4722

6 8.4373 -2.4375 5.9414 0.7042

7 9.5625 -2.1625 6.5664 0.6867

27 15.75 +11.25 126.5625 8.0357

**29.483**

=X2c = 29.483

since 29.483 > 11.345, the null hypothesis which states that “Adequate knowledge of job requirement does not provide efficiency and effectiveness” is rejected and the alternative hypothesis which states that “adequate knowledge of job requirement promotes efficiency and effectiveness.

Fe1 35x20 = 700

80 ⇒ 8.75

fe2 ⇒ 35x 15 = 525

1. ⇒ 65625

fe3 ⇒ 35 x 17 = 595

80 ⇒ 7.4375

fe4 ⇒ 35 x 28 = 980

80 ⇒ 12.25

fe5 ⇒ 45 x 20 = 900

80 ⇒ 11.25

fe6 ⇒ 45 x 15 = 675

80 ⇒ 8.4375

**HYPOTHESIS**

**No of Respondents**

Senior Junior Total

30 15 45

5 25 30

- 5 5

35 45 80

Ho: Recruitment of qualified personnel’s do not ensure high performance

Hi Recruitment of qualified personnel’s ensure high performance

Fe7 ⇒ 45x17 = 735

80 ⇒ 9.5625

fe ⇒ 45 x 17 = 1260

80 ⇒ 15.75

**HYPOTHESIS 2**

**No of Respondents**

Senior Junior Total

30 15 45

5 25 30

- 5 5

35 45 80

Ho: Recruitment of qualified personnel’s do not ensure high performance?

Hi: Recuritment of qualified personnel’s ensure high performance level of significance ⇒ 0.05

Degree of freed ⇒ (2-1) (3-1) =2

Test statistic ⇒ x2c = (fo-fe)2

The critical value for the test of hypothesis = 9.210

Decision rule: Reject Ho if x2c 1 is> 9.210

Fo fe fo-fe (fo-fe)2 (fo-fe)2ife

30 19.6875 +10.3125 106.3477 5.4018

5 13.625 -8.125 66.0158 5.0292

0 2.1875 -2.2825 4.7852 2.1872

15 25.3125 -103125 106.3477 4.2018

25 16.875 +8.125 66.0156 3.9120

5 2.8125 +2.1875 4.7852 1.7014 **x2⇒ 22.4338**

x2c = 22.4338

since 22.4338 9.210 the null hypothesis which stated the recruitment of qualified personnel does not ensure high performance is rejected and the alternative hypothesis which state that recruitment of qualified personnel ensure high performance is accepted

fe1 = 35x 45 = 11575

80 80 = 19.6825

fe2 ⇒ 35x30 = 1050

80 80 = 13.11355

fe3 ⇒ 35x5 = 175

80 80 = 2. 1875

fe4 ⇒ 45x30 = 2025

80 = 25.3125

fe5 ⇒ 45x30 = 1350

80 = 16.875

fe6 ⇒ 45x5 = 225

80 = 28.125

since 10. 5499> 9.210, the null hypothesis which states that the use of official working hours does not promote productivity is rejected and the alternative hypothesis which states that the use of official working hours promote productivity is accepted.

Fe1 = 35x48 = 1680

80 80 = 21

fe2 = 35x29 = 1015

80 80 = 12.6875

fe3 = 35x3 = 105

80 80 = 1.3125

fe4 = 45x 48 = 216

80 =27

* 1. **Summary OF Result**

**Hypothesis 1**

Chi - square result is 29.433. this is more than the critical chi-square which states that adequate knowledge of job recruitment does not promote efficiency and effectiveness is rejected and the alternative hypothesis which are that adequate knowledge of job recruitment promotes efficiency and effectiveness is accepted people should know adequate knowledge of job recruitment promote efficiency and effectiveness in the civil service.

**Hypothesis 2**

Chi -square result is 22.4338. this is more more than critical ch-square which is 9.210 and means the null hypothesis which state that recruitment of qualified personnel do not ensure high performance is rejected and the alternative hypothesis ensure which states that “recruitment of qualified performance ensure high performance in civil service.

**Hypothesis 3**

Chi - square result is 10.3703. This is more than the critical chi - square which is 6.635 and means that the null hypothesis which states that the null hypothesis states that important roles of incentive and motivation ensure high productivity is accepted. People should know that incentive and motivation ensure high productivity.

**Hypothesis 4**

Chi-square result is 10.5469. this is more than the critical chi-square which is 9.210 and means that the null hypothesis which states that use of official working hours do not promote productivity is rejected and the alternative hypothesis which states that use of official working hours promote productivity is accepted.

People should know that when official working hours is properly use it promote productivity in the civil service.

**CHAPTER FIVE**

**Summary of Findings, Conclusion And Recommendations**

**5.1 Discussion of Results/Finding**

the discussion of result /finding of this research study can be summarized and obtained from the test of the hypothesis of this study which clearly indicates the relevance of the factors considered to the promotion of productivity in the civil service. The factors considered include:

Adequate knowledge of job requirement, recruitment of motivation and the use of official working hours in the civil service.

These finding are consistent with the result of the research undertaken by fabricate in new York and on the issue of the impact of detailed job description and comprehension of job requirement is not essential for improving productivity.

He argues that personal initiative and loyalty are more important consideration for improving efficiency. The relevance of the recruitment of qualified personnel’s and its impact on efficiency is also unacceptable to Chapman but fabric ant agrees with the contention.

On the importance of incentives and motivation to increasing efficiency. E.C. Amucheazi on Nigeria agreed with the contential. But chapman argues that employees commitment to the objectives of the organization I not dependent on incentives rather on personal attitude toward work. However the importance of such incentives cannot be underestimated.

The need for regulating working hours as a necessity for improving efficiency is disputed by chapman and he concludes in his research that flexible working hours tend to improve efficiency more than restricted or regulated working hours as this provides room for workers to discussion work ways to improve on it and agrees that regulated working hours tend to improve efficiency as it provides on parameter for objectivity in measuring work performance

**5.2 Conclusions:**

Productivity can be achieved through incentives and motivation in an organization its place in the organizational system employment of the organization.

However, these are some constraints on the motivation technique by the employer and employees of the civil services. The constraint/ problem borders on the attitude of supervision improper planning of payment equal to the work done, payment as at when due, evaluations and time constraints are factors militating against effective productivity in organization.

In view of the above constraints and problems it then becomes necessary for the employers to emphasis study in an official area, the employees are to be directed on what to study and elicit information or collect data that will be of use in the organization.

The government regulations on the present continuous assessment should be adhered to by the management of any organization in Nigeria, especially the civil servant and some others whose management require modifications for effective productivity to be enhanced.

**5.3 Implications of The Research Findings:**

The findings made in this research work tend to point out decentralization instead of centralizing collective system. However, the board should improve on the supervision on the activities.

Since decentralization of such act by the civil servants, the supervisor will make sure that there is improvement in the working conditions for the staff so that the organizational goal will be achieved.

They should also try to have a good communication link between themselves.

* 1. **Recommendations**

Management should improve the working conditions for the staff so that the organizational goal will be achieved and without good working condition the staff will not be comfortable to work thereby reducing the effectiveness of their work

They should try and have a communication link between them because communication is one of the tools that leads to effective management and employs skilled people in order to have an efficient output and to achieve their objectives. Management should also motivate their workers by paying them their salaries when due.

**5.5 Suggestion for Further Research:**

based on the work that has been done, it is quiet candid that enough work has been carried out as related and directed to an evaluation strategies of promoting productivity in the civil service. It is very vividly , that there are areas in this work that has not or left untouched. Again, any person that takes delight could now upgrade it so as to make it make it meaningful for reading.

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**APPENDIX 1**

Godfrey Okoye University

Ugwuomu-Nike Enugu

Department of Management

and Social Sciences, Enugu

Dear Sir/Madam,

I am an under graduate student in the above school, carrying out a research Effect Of Staff Training On The Performance Of Civil Servants (A case study of ministry of Agriculture Enugu state).

I solicit your candid view in filling the questionnaire. No answer is particularly right or wrong as your objective opining will be highly appreciated and treated confidential.

Thanks for your co-operation

Yours Sincerely,

**GOBERT UDODILIM CHIGBOGU**

**U13/MSS/PAD/008**

**QUESTIONNAIRES**

Instructions: choose one answer for each item that best answers the questions. Mark x in the boxes provided for each number in the option you think most appropriate.

Example: are you a staff of the Enugu State civil service commission?

a) yes ( ) b) No ( )

1. What is your level at the job?

a) Senior staff ( )

b) Junior staff ( )

1. what things are being required for the job to be well done?

a) Experience ( )

b) skill ( )

c) qualification ( )

d) all of the above ( )

1. which of these so you have in your job?

a) Experience ( )

b) skill ( )

c) qualification ( )

1. what are the things that makes the job not be well done?

a) lack of qualification ( )

b) lack of experience ( )

c) lack of skill ( )

d) all of the above ( )

1. how do you perform in your job?

a) Efficiently and effectively ( )

b) Indifferent ( )

1. How often do you achieve this behaviour?

a) Always ( )

b) sometimes ( )

c) not at all ( )

1. What is your qualification?

a) Degree /HND ( )

b) NCE/OND ( )

c) WASC ( )

d) below WASC ( )

e) M.SC./PH.D ( )

1. what are the necessary qualification for the job to be well done?

a) NCE and above ( )

b) WASC ( )

c) Below WASC ( )

d) Above NCE ( )

1. what do the selectors looks for most in recruiting someone for a job?

a) merit ( )

b) Quota ( )

c) Nepotism and favouritism ( )

1. In most cases do you think that the right people are recruited?

a) yes ( )

b) No ( )

c) No idea ( )

1. Do you think that the civil service commission needs re- organization for the purpose of promoting productivity?

a) Yes ( )

b) No ( )

c) No idea ( )

1. having the necessary qualification, what result do you expect from your job?

a) High performance ( )

b) low performance ( )

1. What do you understand by incentives and motivation?

a) prompt payment of wages and salaries ( )

b) Good condition of services ( )

c) consultation with surbodinate ( )

d) All of the above ( )

1. what are the necessary incentives and motivation for a job to be well done?

a) prompt payment of wages and salaries ( )

b) Good condition of services ( )

c) consultation with surbodinate ( )

d) All of the commendation ( )

1. which of them do you enjoy?

a) Good condition of services ( )

b) consultation with surbodinate ( )

c) All of the commendation ( )

16 if working condition are improved to you think that will lead to an increase in productivity?

a) Yes ( )

b) No ( )

c) No idea ( )

1. These days, civil servants are said to be enjoyed in other economic activities outside their official duties during office hours do you agree?

a) Yes ( )

b) No ( )

c) No idea ( )

1. the use of official hours by civil servants for several unofficial work affects productivity. What is your own view?

a) True ( )

b) False ( )

1. how can you make employees work harder in your commission?

a) Dismissing poor workers ( )

b) ceasing of salaries of defeating workers ( )

c) the use of incentives ( )

20 Do you expect high or low productivity when working hour are properly used?

a) Yes ( )

b) No ( )

c) No idea ( )