

**EMPLOYEE TRAINING AND PERFORMANCE IN
NON-PROFIT ORGANISATIONS.**

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GOU/U22/MAN/304

**A PROJECT SUBMITTED TO DEPARTMENT OF BUSINESS
ADMINISTRATION**

FACULTY OF MANAGEMENT AND SOCIAL SCIENCES

GODFREY OKOYE UNIVERSITY UGWUOMU NIKE, ENUGU

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR
THE AWARD OF BACHELOR OF SCIENCE (B.Sc.) DEGREE IN
BUSINESS MANAGEMENT**

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July 26

ABSTRACT

This study explains employee training on organisational performance in Non-profit organisations. This helps to understand how employees are being influenced by effectiveness, productivity, and the achievement of organisational success in NGOs. A survey research was designed and was also adopted for the study. Structured data were collected through questionnaires to employees of selected NGOs in Enugu state. The data were analyzed using descriptive and inferential statistical techniques. The findings revealed that employee training has more benefits in organisational success by motivating employees' skills, knowledge, and also their ideas. This study also showed that more trainings increase service delivery, employees loyalty, and organisational performance. However less funding, limited training opportunities and other challenges are badly affecting training performance in some NGOs. The study concluded that employee training helps organisations, and recommended that NGOs should spend more on employee training programs, for successful organisational performance.

CHAPTER ONE INTRODUCTION

1.1 Background to the Study

A large amount of developing nations benefit from NGOs which plug into social gaps, lobby for weak or minority groups, implement humanitarian interventions, or undertake local development projects. NGOs in Nigeria implement health-focused, education-Focused, poverty reduction programs, as well as those geared towards better governance. NGOs in particular, implemented the above in states like Enugu that addressed the shortcomings of governments programs and helped reach marginalized populations (Chukwu, 2022). However the achievement and sustainment of these NGOs activities not only lies with funding and strategy but more importantly depends on their ability. NGO human capital (paid staff, project officer, field workers and volunteers) carry out design, implementation, evaluation and reporting of NGO projects. Consequently, employee training emerges as a central mechanism for building the competencies needed to deliver results, adapt to changing contexts, and maintain accountability to donors and beneficiaries (Nnadi, 2023).

The external environment faced by present-day organisations, be they for profit or not-for-profit in nature, is in a state of constant flux and agitation. To effectively manage this environment, organisations must put in place appropriate measures. Employee training is one of the measures that have proven exceptionally valuable in achieving organisational goals.

Resilient and competitive organizations always understand the importance of ensuring they are having equipped and knowledgeable personnel. Besides, having skilled employees increases the extent to which employees endeavor in the workplace and could increase their job satisfaction (Omosa & Onditi, 2018). Employee training has become a ubiquitous trend and an integral part of HR practice globally.

In America for example, it appears that this concept started picking in 1980s following the promulgation of Michigan school model, known as "soft" HRM by Devanna, Formbrun, and Tichy in 1984 that advocates on the training of employees for the leverage of human resources for achievement of strategic objective of the organization (Enyioko & Ikoro, 2021).

Similar concerns and issues on the employee training as a policy are now being widely pursued by a majority of companies in the United Kingdom (UK) and even by various other countries within the European Union (EU) especially those who do believe on the strategic necessity of employee training. Concerns are the same with those voiced in EU and numerous other European national agencies except for the scale of the investment made in the training (Shanahan, 2025). The concept of employee training is the process by which employees of an organization receive training in specific skills or in the general knowledge for their job to enhance their productivity (Enyioko, 2018). Employee training also refers to the learning process an organization offers employees to assist them in developing and acquiring specific skill sets, competencies and knowledge required to succeed at the work.

From both definitions it is evident that the aim of training is to enable the organization impart necessary skills and knowledge on its workforce to foster the productivity and performance over time.

Training in employees' development could be of hard and soft skills. The former involves more technical skills whilst the latter is referred to as people's skill or soft skills. Soft skills are defined as the way that a person works with other people (Joshi, 2017), and it involves communication and interpersonal skills and emotion intelligence.

He stressed that soft skills go hand-in-hand with hard skills. The soft skills useful for employees' training includes among others; communication skills, emotional skills, leadership and problem-solving. It is commonly known that today most of the companies recognize the value of development of soft skills in building and managing healthy working relationship with stakeholders and thereby boosting the organization's productivity (Joshi, 2017).

Also training in employee is commonly used widely and is popular across Africa.

Research indicates that both public and private sector organizations in African countries consider employee training a vital instrument for achieving effective performance.

Samuel (2018), in his study of drilling firms in Geita, Tanzania, noted the considerable significance of employee training and that neglecting it was detrimental to an organization's success. Similarly, Enyioko and Ikoro (2018) concluded in their study of employee training in Nigeria that it is a concept crucial for equipping staff with necessary skills. In Enugu state, numerous NGOs work in urban, peri-urban, and rural areas, implementing programs requiring technical expertise (such as in community health and agricultural extension) as well as adaptive skills (community mobilization and participatory monitoring).

However, recurring operational challenges are reported, including varied quality of project reporting, infrequent utilization of monitoring and evaluation systems, inadequate financial management, and poor engagement and retention of community participation (Dabele, 2019). Many of these operational shortcomings are attributable to deficiencies in employee capacity and irregularities in training (e.g., low quality, irregular, poorly directed, or lacking follow-up). Unfortunately, there is little information available in local academic and sector literature concerning the impact of employee training on organizational performance within Nigerian NGOs operating in Enugu.

This creates a pressing practical and intellectual need for research into the nature and effectiveness of training interventions in select Enugu NGOs (Falolah, 2024).

NGO employees who are well trained and equipped to transfer new skills to practice are more likely to see their projects achieve expected outcomes (e.g., improved health indicators, high attendance rates, enhanced livelihoods), efficiently manage resources, and enhance their organization's reputation among donors and local communities. Conversely, ineffective or inappropriate training can waste limited resources and lead to project failure (kaur, 2023). Therefore, this study is designed to be a relevant academic intervention and context-specific research aimed at adding empirical value to strengthening the capacity of civil society organizations (CSOs) in Enugu State, thereby improving service delivery to marginalized populations. While there is an apparent connection between training and performance, this link is not necessarily direct or consistent for NGOs, which often operate in resource-scarce environments with fluctuating funding, diverse donor requirements, high employee turnover, and an urgent need for quick results (Afshan, 2024).

Such challenges restrict the scope and quality of in-service training and limit capacity-building opportunities and the transfer of new knowledge to practice.

Additionally, some NGOs adopt a project-based approach to personnel recruitment, employing consultants whose personal motivation to receive training differs from that of full-time employees. Consequently, specific factors like unstable funding, the project lifecycle approach, volunteering, and community pressures shape how training is planned, implemented, and sustained within NGO operations in Enugu state (Ateke, 2021). This research seeks to provide a practical and empirical solution to the gap in identifying the nature and efficacy of training for employees in chosen Enugu State NGOs and to explore its influence on various organizational performance indicators, as well as identify enabling conditions and barriers to sustainable organizational gains from training.

1.2 Statement of the Problem

One of the key reasons for this is likely to be a lack of proper and adequate training to employees. Capacity building has become an issue in all sectors of non profit organizations, but a significant lack of organized and sustained training program for employees has been identified in a majority of NGOs in Enugu state (Lecy, 2020). Some organizations conduct their training randomly based on donor's fund, have irregular schedule and training may not have alignment with the actual tasks that employees are performing.

In some other cases, there are heavy dependency on volunteers and temporary project based staffs with little or no prior training before their appointment for essential project activities.

This can create a situation whereby a majority of employees in the organization can not handle their tasks such as proposal writing, project management, community engagement, data handling, budget tracking and outcome assessment (Jena, 2019). Even in the NGOs where training activities occur, there is ambiguity of how their programs are effecting performance of the organizations; There is scant data or indication to suggest if these trainings lead to enhanced capacities that the staff will utilize in organizational programs or if there is an enabling environment training transfer. Lack of follow-up mechanisms, mentorship, supervision and constraints in resources further reduce the chances of training leading to a positive change in the overall work performance. As a result, NGOs often find themselves investing resources and time in the training programs, but without any significant changes in their effectiveness, service quality or operational performance (Nnedi, 2020). Yet another obstacle that most NGOs often face is the absence of adequate and/or systematically planned training needs assessment.

Training needs assessment (TNA) is rarely conducted, thus leading to training programs that either miss the specific skill gaps among staff or are too general and cannot be applied practically by staff.

Training which does not align with performance needs usually perpetuates poor operational outcomes, including delayed project delivery, inaccurate reporting to donors, low service satisfaction and difficulty meeting the requirements of donors (Nzuve, 2022). Thus, the problem this research sets out to tackle revolves around the unknown, yet largely unresearched, linkage between employees training and organizational performance of NGOs in Enugu State, in regard to whether training programs develop the capacity of staff effectively, enhance operational performance and/or to what extent do contextual factors shape these links. Failure to investigate these matters would cause continued inefficiencies in NGO operations and low donor confidence (Muda, 2021).

This study is thus designed to bridge this gap by empirically assessing the effect of employee training on the performance of selected NGOs in Enugu State, with a view to generating evidence-based recommendations for improving training practices and strengthening organizational outcomes.

1.3 Objectives of the Study

The broad objective of this study is to examine the effect of employee training on organizational performance in selected non-profit organizations (NGOs) in Enugu State.

1. identify the extent to which employee training influence staff skills and competencies in selected NGOs in Enugu state.

1. Examine the extent to which employee training affects organizational performance within the NGOs in Enugu State
2. Assess the extent to which key dimensions of organizational factors influence the application of acquired training skills by employees in selected NGOs in Enugu State.
3. Determine the extent to which the challenges faced by NGOs affect the effectiveness of employee training programmes in Enugu State.

1.4 Research Question

Based on the objectives, the study will be guided by the following research questions:

1. To what extent do employee training affect staff skills and competencies in selected NGOs in Enugu State?
2. To what extent do employee training affects organizational performance within the NGOs in Enugu State?
3. To what extent do key dimensions of organizational factors influence the application of acquired training skills by employees in selected NGOs in Enugu State?
4. Do challenges faced by NGOs affect the effectiveness of employee training programmes in Enugu State?

1.5 Hypotheses of the Study

The following hypotheses will be tested in the study:

Null Hypotheses (H_0)

1. H_{01} : There is no significant relationship between the employee training provided and staff skills and competencies in selected NGOs in Enugu State.
2. H_{02} : Employee training has no significant effect on organizational performance in selected NGOs in Enugu State.
3. H_{03} : Organizational factors such as leadership support, supervision, and resource availability have no significant influence on the application of acquired training skills by staff in selected NGOs in Enugu State.
4. H_{04} : Challenges faced by NGOs do not significantly affect the effectiveness of employee training programmes in selected NGOs in Enugu State.

1.6 Scope of the Study

This study will take place in Enugu State and will investigate selected non-governmental organizations within urban, peri-urban and rural areas of the state, including Enugu Urban, Nsukka and project based locations. The study shall focus on non-profit organizations (NGOs) engaged in the health, education, community development, gender, youth empowerment, and humanitarian services sectors. Selection criteria for the participating NGOs shall be based on their operational location, size of staff and engagement in community-based programmes. The participants shall include: - NGOs Staff (project officers, programme officers, M & E officers, admin/ finance, field officers). - Human Resource

Person/Training Coordinator - Organisation Leader (where necessary to obtain administrative insight). -

The time period for study will centre on training practices and performance indicators during the last 3-5 years to align with project life cycle.

1.7 Significance of the Study

The research findings will enlighten managers of NGOs in Enugu State on the impact and effectiveness of the ongoing training programmes in the various organisations and expose gaps in skills and knowledge of employees in such organisation. The finding will enable them adopt best practices and evidence based approaches in designing, implementing and evaluating programmes meant for improved organisational performance and provide insights to management on optimal resource allocation for their employees. The employees of NGOs would benefit from better structures that facilitate improved training programmes aligned to their work place.

In the light of the relationship between training and their performance, employees will be motivated to enthusiastically involve themselves in activities aimed at building capacity.

It could as well assist employees to put the training skills acquired to work in the day-to-day running of their tasks effectively and efficiently. NGOs typically receive funding from donors for capacity building purposes as a component of their project grants. The findings of this research would establish if this investment yield any positive result on organisational performance and it would guide donors on their future financial investment to such NGOs. Also, it could help to refine their expectation and strengthen the monitoring systems for the NGOs they fund.

The findings will be useful to government regulatory agencies, and other stakeholders such as civil society bodies interested in oversight function of NGOs.

It will serve as a pointer to policy makers on the areas in which support is needed from the government and other partners in building up human resources and developing and promoting common standard for the sector. This research adds to the existing body of literature on training and organisational performance, particularly in the Nigeria NGO environment which has relatively few empirical studies. The findings of this study can serve as baseline for future research in this area. It provides bridge the research literature from private sector with peculiar context of NGO, that often suffer from inadequate professional skills development and management practice.

As NGO staff become more effective due to improved training, service delivery is likely to increase. This has benefit implications for the communities and beneficiaries that may receive quality service with higher efficiency, more impact. The findings provide a foundation upon which future research may be initiated. It serves as a frame work upon which comparison across states and organisation could be carried out.

1.8 Operational Definition of Terms

Below are the defined terms for their usage throughout the following document.

Employee Training: A planned and systematic effort by an organization to equip staff with job-related knowledge, technical skills, behavioural competencies, and professional attitudes necessary for effective performance.

Organizational Performance: The degree to which an organization achieves its expected results, typically measured through indicators such as project implementation efficiency, service quality, staff productivity, donor compliance, beneficiary satisfaction, and overall operational effectiveness.

Non-Profit Organizations (NGOs): Voluntary, non-governmental, and non-profit-oriented organizations established to provide social, humanitarian, developmental, or advocacy services without the primary aim of making profit. They rely mainly on donor funding and community support.

Training Needs Assessment (TNA): A systematic process used to identify gaps in employee knowledge, skills, and abilities, which informs the planning and design of effective training programmes.

Training Transfer: The extent to which employees apply the knowledge, skills, and behaviours learned during training to their job roles and daily work activities within the organization.

Capacity Building: A broader process that includes training, mentoring, coaching, and provision of resources aimed at strengthening the abilities of individuals and organizations to perform effectively and efficiently.

Staff Competence: The amalgamation of the knowledge, technical competence, behavioral competencies and professional attributes that employees hold in order to be effective in fulfilling the responsibilities of a position.

Donor Compliance: The capacity of an NGO to satisfy requirements that have been set by donors, to deliver timely reporting, and maintain financial stewardship; conform to the donor's specific parameters for project activities, and demonstrate impact in terms of achieved objectives.

CHAPTER TWO

LITERATURE REVIEW

2.1 CONCEPTUAL REVIEW

2.1.1 Concept of employee training

Employee training is a planned and systematic procedure where the employees are furnished with the knowledge, skills, attitudes and expertise required to achieve optimal job performance and meet

organizational standards. It is considered a critical function in human resource management (HRM), wherein the focus is on improving the current level of performance of an employee and preparing the same for future roles and responsibilities. In other words, it's an effort by management to ensure the skills and knowledge employees currently have are brought in alignment with the skills and knowledge needed for the job they perform, so that productivity and overall effectiveness can be maximized (Armstrong, 2014).

From the academic point of view, Employee training is described as an organized learning experience of such nature as to produce a relatively permanent change in the employee's behavior, knowledge and skill.

Dessler (2017) defines training as teaching employees the technical and interpersonal skills they need to do their jobs. It involves helping employees learn about, understand, and perform organizational policies, work procedures, and performance expectations, as well as the basic skills to adapt to technological changes and work methods, regulatory requirements and job changes. Employee training may also include helping employees understand and adopt the firm's culture, as well as the necessary work relationships. Various types of training programs may exist, depending on the purpose, the learner, and the instructor.

Such include induction/orientation training; on-the-job training (OJT); and off-the-job training; such as in-plant seminars and workshops, conferences, management training programs, simulations, job rotation, role playing, case method of learning, lecture method and team building.

The article published in Noe (2020) reveals that for training to be successful, organizations need a training needs assessment, to know what the organization needs and wants, a clear set of training objectives to achieve, and an evaluation that tells whether the training program has met those objectives. In the contemporary business environment, employees' training is an essential human

resources tool. Rapid technological advancements, increased competition, globalization and the need for increased operational efficiency and flexibility have made training even more important (Aguinis, 2019). Organizations use employee training as a strategic initiative to maintain or enhance their competitive advantages, to develop new skills or capabilities among their employees, and to foster organizational learning and innovation.

Employee training enhances problem-solving, creative thinking, and decision-making skills that support innovation and creativity within the firm, thereby improving efficiency, effectiveness and profitability. Employee training plays a vital role in motivational aspects and can contribute significantly to an employee's satisfaction and retention. Employees who participate in ongoing training initiatives, are more satisfied with their job and more committed to their organization, especially when the training activities provide opportunities for growth, promotion, and career development. Employee training as part of a larger HR strategy will maximize employees' contributions to the organization (Becker, 2023).

Therefore, the importance of employee training to any organization cannot be understated.

The organization is more likely to reach its set objectives through skilled and competent personnel. It also leads to employee motivation and reduces employee turnover rate. The overall organizational productivity and effectiveness increase due to this continuous improvement in employee competence.

2.1.2 Concept of Organizational Performance

Organizational performance is the degree to which an organization attains its predetermined goals in an effective and efficient way using its resources efficiently. It represents how well an organization transforms inputs such as the human, financial, and material resources into outputs that meet

expectations from stakeholders. It is a multifaceted construct that is not limited to financial results and also involves non-financial factors, including operational effectiveness, employee fulfillment, customer delight, invention, and social responsibility (Richard, 2019).

Managers view organizational performance as an organization's capacity to execute strategic measures that increase productivity, profitability, and long-term viability.

Armstrong and Taylor (2020) claim that performance at the organizational level is tied to maximizing desired outcomes by overseeing individual and group performance in alignment with organizational objectives. Employee engagement, team performance, efficient leadership, and the standard of internal processes are related to overall performance. Historically, financial indicators such as profit margin, return on investment (ROI), return on equity (ROE), sales growth, and cost efficiency were used to gauge performance. These indices are still important, but many academics argue that they do not fully depict performance when considered alone.

Kaplan and Norton's Balanced Scorecard was introduced in 2023, integrating financial and non-financial elements such as internal processes, customer satisfaction, learning, and growth.

According to the Balanced Scorecard framework, lasting success necessitates learning and development. Because organizational performance is increasingly related to competitiveness and flexibility in the present fast-paced business world, those who make investments in staff development, technology, and effective management strategies frequently outperform other organizations. The high-performing organizations often align their human resource management activities like reward schemes, job performance appraisal and training programmes with their company objectives for consistent results, according to Aguinis (2019).

Hence, not only performance at the organizational level is a result, but it is also a process. Beyond profit, companies are now held accountable to the other stakeholder communities as well-their employees, clients, vendors, and society. It necessitates accounting for social and ethical conduct, the standard of service, customer loyalty, employee engagement, environmental sustainability, etc, in their operational goals, according to Neely (2025).

So, performance at the organizational level is how efficiently and effectively an organization attains the desired outcomes using available resources.

It encompasses both financial and non-financial aspects, and it indicates the effectiveness with which an organization aligns strategic goals and internal processes for sustainable success and value creation.

2.1.3 Concept of Non-Profit Organization

A non-profit organization (NPO) is an organization that is primarily set up to achieve goals related to social, humanitarian, educational, religious, cultural, or charitable purposes, and not for profit for owners or shareholders. Unlike profit making organizations, non-profit organizations do not share profit amongst the owners, but rather re-invests the profits to achieve the mission of the organization and serve their target clients. The main goal of non-profit organization is therefore to achieve its mission rather than making profits (Anheier, 2024).

Non-profit organizations are legally registered entities that are monitored by government and also obtain the tax exempt status.

According to Salamon (2022), five key characteristics describe non-profit organizations, which are organized, private, self-governing, non-profit-distributing and voluntary. It separates non-profit organizations from public and private organizations, thereby establishing them as important actors of

civil society. Non-profit organizations operate in several sectors like, health care, education, poverty relief, and environment etc. These organizations raise money from various sources including grants, donations, membership, fundraising activities and sometimes from commercial activities.

However, though they are not profit oriented organizations, they must maintain accountability, transparency and financial sustainability in order to survive and remain credible amongst the stakeholders (Drucker, 2017).

The management and performance of non-profit organizations differ from profit making organizations in terms of accountability to various stakeholders, and the impact that they make in the society. While for-profit organizations rely on profit as their measure of performance, non-profit organizations' performance is assessed on social impact, effectiveness and efficient utilization of resources to provide services to beneficiaries (Herman and Renz, 2020). Non-profit organizations also contribute significantly to the social and economic development in any country, especially in developing economies.

They usually supplement government efforts in service provision to communities especially those who cannot access some basic services, as well as act as advocate for social change. In developing countries like Nigeria, non-profit organizations are involved in various developmental projects such as health awareness programs, youth empowerment, gender development and humanitarian support. It is also observed that non-profit organizations are better positioned in reaching out to and supporting local communities because they use localized approach and are more sensitive to the social needs (Lewis, 2024).

In conclusion, a non-profit organization is a social venture created with the intention to accomplish certain missions in a community or for the benefit of people or groups without intending to make profits.

They mobilize the resources available in the community, including financial support, material goods, volunteer efforts, and use it to achieve specific social and humanitarian goals to support human welfare. They form the third sector of society alongside the public and the private sectors.

2.1.4 Employee Training Programmes Implemented by Selected Ngos in Enugu State

NGOs have come to appreciate the essence of training and capacity development as one of the most important factors to attain overall organizational effectiveness and have sustained social development impact in Enugu State. Considering the fact that most NGOs in this State engage in knowledge intensive and services driven projects, training programmes are therefore commonly designed in most NGOs to enhance the capacities of their employees, volunteers and project staff and in essence, to strengthen the professionalism of those in service, in order to facilitate efficiency, innovation and professionalism.

Many of the NGOs train their employees and field officers in administrative and professional competencies such as; project planning, monitoring and evaluation techniques, report writing, database management, financial accountability and the use of ICT facilities, in order to enable such staff members to manage adequately donor projects, maintain accurate documentation, report timely to donors, and ensure financial integrity of the NGO (Chukwu, 2022).

In addition to building the administrative capacities of the staff, the other category of NGO training in Enugu State focuses on the provision of technical and vocational training programmes for NGOs employees and field workers. Examples of training areas covered in this category of NGO training are in the area of agriculture extension services, health care delivery, environmental management practices and rural community development skills. These programmes usually prepare and position NGO workers

in order to equip them with the right technical skills needed to impart or to assist beneficiaries (often vulnerable communities) in Enugu State (Anyanwu, 2021).

Digital literacy and skills training is another significant area of focus in training programmes for NGO employees in Enugu State. This type of training generally covers computer basics, digital data entry, Social media advocacy, reporting on online platforms and virtual conferencing tools to improve effectiveness and ease of communication with internal and external stakeholders (Agbo, 2021).

Furthermore, several NGOs conduct leadership training and entrepreneurial skills development programme for project coordinators, supervisors, senior programme staff to enhance their capabilities to manage the overall projects and their team. NGOs often offer on-job training, mentoring and coaching programme as a means of professional and skills development. This usually happens in most NGOs especially during induction/orientation for new employees where they get exposed to the organizational policies, mission, vision, and culture. The process of on-going learning and professional growth is often reinforced with ongoing staff coaching, field support supervision and performance appraisal system to evaluate, support and reinforce their skill development (Obi, 2023).

In a nutshell, the training programmes implemented by a few NGOs in Enugu State are many and varied, covering capacity development, technical skill development, digital skills training, and leadership training for overall professional development, in order to enhance effectiveness, organizational impact and accountability in service delivery in the non- profit sector in the state, and ensuring that NGOs are well-equipped to fulfill their social missions and contribute meaningfully to community development in Enugu State.

2.1.5 Employee Training programmes that Enhances Staff Skills and Competencies Within the Ngos

Non-governmental organizations (NGOs) utilize various types of employee training programs as a strategy to build skills, enhance the knowledge base and sharpen the competencies of employees. In the

highly mission and service-oriented world of NGOs, training remains crucial in ensuring employees are adequately empowered to deliver on the NGO's mandate effectively, manage projects successfully, adequately respond to community needs and appropriately satisfy stakeholders, donors and regulatory requirements. The aim of employee training programs in NGOs is thus to enhance technical and behavioral competencies for individual and organizational growth and improved performance (Ukwa, 2022).

Induction and orientation training is considered the most basic of all NGO training programs.

It typically involves an orientation conducted by a training organization for new recruits to brief them on the NGO's mission, vision, values, policies, objectives and procedures. In this induction process, employees are helped to understand their roles, the organization's values and standards, organizational politics, command structure and their expectations of the NGO. These facilitate a clear understanding of roles, decrease mistakes and smooth transition into the NGO (Nnadi, 2020). Another important set of NGO training programs includes technical and job-specific training programmes aimed at ensuring employee effectiveness and competence within particular functional domains.

Technical skills often sought in this respect include program planning, management and implementation skills, budgeting skills, proposal development skills, skills in monitoring and evaluation (M&E), data collection and reporting skills.

These skill set builds upon individual capacity within NGOs to design, implement, and assess development interventions effectively. Technical trainings enable employees to acquire hands on skills that are required to provide quality services to communities and achieve the project's goals. 79 With the

increasing relevance of technology in the field of development, most NGOs offer digital literacy, as well as Information and Communication Technology (ICT) training sessions. The training aims to enhance the competencies of staff in utilizing computers, data management software, online reporting systems, virtual communication tools, etc. Better Digital skills make the organization's workforce more efficient, effective, accurate and coordinated; promote decision making using evidence and allow NGOs to interact with the relevant stakeholders efficiently (Hawks, 2022).

In addition, NGOs are keen on developing leadership and management skills training programs to reinforce the competencies of the supervisory staff.

The training covers skills such as team building, problem solving, leadership, conflict management, decision-making and strategic planning. By enhancing the leadership capacities of personnel in NGOs, the organizations ensure stability, enhance the motivation of staff and improve the capacity of managers to provide guidance and lead their team towards achieving set objectives. NGOs place value on soft and interpersonal skills training because they are considered to be key skills for building strong community relationships, partnerships and cooperation. Training on communication skills, teamwork, negotiation skills, cultural competency and problem-solving helps the organization employees' to interact effectively with donors, beneficiaries and partners.

These skills are particularly critical in countries that have multicultural settings (Ngwu, 2023).

Moreover, on-the-job training, mentoring and coaching is a method most NGOs employ for ongoing development. Through these practices, staff who are not so experienced receive guidance from their senior colleagues as they undertake the work responsibilities; through these informal learning, they can acquire essential skills, improve their confidence and performance over time (Okwu, 2022). To conclude,

employee training program in NGOs, include; induction, technical training, digital skill, leadership training, soft skill, and on-the-job trainings and these are continuous in nature.

They increase the skill base of staff, their performance and consequently the organization overall performance.

2.1.6 Influence of Employee Training on Key Dimensions of Organizational Performance

By imparting necessary skills, knowledge and abilities required to accomplish tasks, employee training profoundly shapes and influences organizational performance. Organizations now recognize training not just as a expenditure but as an strategic investment because of its impacts on vital areas of their performance. Employees trained with requisite technical, managerial, and interpersonal skills work better, smarter and longer than un-trained individuals for the enhancement of organizations 'performance (Onwe, 2022).

One major way employee training impacts performance of organizations is on productivity and operational efficiency. Training helps in effective utilization of the organization's resources such as human resources, machineries, time, finance etc to attain maximum possible results and minimized costs. Through training employees become more familiar with the operations of the organizations hence more efficient in carrying out their jobs. This helps in enhancing production and service delivery, reducing waste, fast delivery and efficient workflows, thereby resulting in increased outputs (Chukwuanye, 2023).

The influence of employee training on service quality and customer satisfaction is immense. In most non-governmental organization's which are more service oriented, clients (beneficiaries), service users and stakeholders place a lot of premium on the quality of services rendered. Employees that are trained in their areas of operation are usually conversant with what is needed by beneficiaries, and are usually in position to manage relationships, communication and service delivery effectively. Good service quality, therefore attracts positive feedback from the clients which may impact positively on organizational image, reputation and public awareness (Okachi, 2021).

Employee training has a huge impact on the level of employee motivation and commitment to work and the organization and as a matter of course retention. Training indicates a commitment from management to an individual's professional development, which encourages increased motivation and job satisfaction. Motivated employees are typically more committed to the organization, thus less prone to voluntary turnover and more willing to take the extra initiative to contribute to the organization's success (Obi, 2021).

Employee training plays a role in enhancing innovation and adaptability in a constantly changing and highly competitive environment. Regular training helps employees to stay abreast of the latest technology and industry best practices, foster creativity and provide solutions to complex problems that may face the organization. This means the organization will remain adaptive and flexible, and thus able to stay relevant and compete (Chukwuanye, 2023).

Another significant factor is that employee training reinforces leadership and management. Leadership training programs, in particular, equip employees with the skills needed to effectively guide teams and manage resources. Good leaders inspire and motivate their teams, communicate vision, and make sound decisions that lead to improved performance (Onwe, 2022).

Last but not the least, is the role training play on accountability and organizational effectiveness, particularly in mission-driven organisations, such as NGOs. Training in ethics, compliance monitoring and evaluation procedures can improve transparency and accountability in programme implementation. This contributes to donor confidence and credibility of the organization (Onwe, 2022).

2.1.7 Challenges Faced by NGOs in Enugu State in planning, implementing, and sustaining effective employee training programmes

NGOs are not oblivious to the importance of staff training as it enhance their skills and boost the overall productivity of the organization. Notwithstanding this realization, many NGOs face numerous constraints that make it very difficult for them to properly plan, implement and sustain an effective employee training programme. This issue is rooted in financial, structural, institutional and environmental constraints which hampers the ability of the NGOs to build capacity through a consistent stream of personnel development and employee training.

According to Nnaji (2022), the following are some of the challenge's NGOs in Enugu State are encountering in this regard; Inadequate funding This has been established as a key challenge facing

NGOs as most of them are funded through external means, such as donor grants, contributions and donations that are project-oriented and short-lived.

With a result, little funds are invested in staff training and development. In some instances, training are relegated to secondary in priority to project implementation, thus it is undertaken at short intervals, poorly organized or under funded. In the absence of well-established budgets for training, NGOs finds it very difficult to engage its employees on a regular basis (Okwe, 2022). Poor training need assessment and plan As most NGOs do not have a robust Human Resource Development (HRD) mechanism in place to assess training need of their staff, it does not help in a structured development program for them.

Without conducting thorough training needs assessment, any training intervention made in not only costly but also not need based and thus less impacting to staff performance.

Often the training programmes planned are donor-driven rather than being designed according to staff actual needs or organizational objectives, leading to ill-targeted programmes (Chucks, 2019). High staff turnover and over-reliance on volunteers The NGO sector is characterised by very high staff turnover as many employees tend to quit for well-paying jobs in private or government sectors due to poor remuneration, less incentive and slow career path to a higher designation. Because NGOs cannot be sure about retaining their staff in long run, they tend to cut down the investment on training.

Similarly, NGOs often relies on the use of volunteers to a large extent, whose commitment level might not be sustainable enough to contribute in the long-run to continue and institutionalize trainings (Ngwu, 2023). Lack of expertise/access to skilled trainers and training facilities NGO staff are sometimes not equipped with skills that the current job demands. NGOs at times lack skilled/trained personnel to train other employees in a specific skill and often they may have to hire consultants, which is very expensive.

Furthermore, there is often lack of access to well equipped training venues, learning resources and training methodologies (Chuks, 2019).

Time constraints and pressure to deliver: NGOs staffs are often overloaded with several responsibilities – executing project, reporting, coordinating with communities and stakeholders and ensuring donors compliance. In order to ensure the project deadline is not missed, NGOs staffs may compromise with quality or duration of training. This compromises the quality of training leading to negative effects on overall development goals (Nnam, 2022). Lack of effective monitoring and evaluation system and sustainability Inadequate provision for monitoring, evaluation and sustainability mechanisms make it difficult for most NGOs to assess the impact of their training interventions, justify continued investment in training or ensure that lessons learned are institutionalized (Chuks, 2019).

Technological and infrastructure limitations In certain NGOs, limited access to modern technologies, and even to electricity supply and reliable internet connection may limit the ability to use contemporary training approaches like e-learning and virtual classroom training, particularly for rural NGOs.

Summary Non-governmental organizations in Enugu State encounter a variety of difficulties in planning, executing and maintaining effective staff training programs, which range from under-funding to a lack of proper needs assessments, high staff turnover rates, restricted access to trained personnel and facilities, time constraints, inadequate monitoring and evaluation, and infrastructural and technological shortcomings. These obstacles need to be addressed through adequate investment in human resource development, robust financial management, strengthening of institutional structures, and supportive actions from both policymakers and donors so as to ensure that training plays a constructive role in enhancing organizational performance and sustainable development.

2.2 Theoretical Framework

2.2.1 Human Capital Theory

Developed by Gary Becker in 1964, human capital theory (HCT) remains a cornerstone of theory about how employee training influences firm performance. HCT suggests that employee learning generates an intangible asset called human capital which can be created and improved just as financial capital and physical capital can be, by making investments. Investing in human capital should have a significant impact on a firm's productivity, efficiency, and performance.

In HCT, training and education should result in improved job performance, in part, by increasing an employee's ability to carry out the tasks necessary to achieve performance goals (Becker, 1964). That is, when workers learn new skills or develop their current ones through education and training they will be better at working with tools and materials, better able to solve complex problems, better able to manage stress in the workplace, and better able to cope with the challenges of technological change and changing job duties.

Application to NGOs:

Human capital is also essential in NGOs because NGO performance and delivery capabilities depend on the competencies of its employees. NGOs often function in complex, less secure, and resource-constrained environments requiring staff who can wear many hats, implement programmes effectively, and provide timely services to beneficiaries. Structured staff development Programmes strengthen NGO employees' human capital which translates into effective service delivery, creative problem-solving, successful project implementation, and fulfillment of donors' demands.

2.3 Empirical Review

Ogbuabor and Malaolu (2023) explored the influence of employee training and manpower development on organizational performance of in Nigeria as a case of First Bank Plc. A descriptive survey research design was used and data collected through questionnaire administered to the employees in the organization in various departments. Simple percentages and statistical analysis of the data were employed by the researchers to analyze and interpret the responses of the respondent, findings from the analysis showed that employee training has significantly impacted in the efficiency, productivity and service delivery of staff in the organization; hence the more the employees go for the various training, the more productive they become, more service-oriented and possess a greater sense of client satisfaction and efficiency in their operations and a greater ability to solve problems, the manpower development impact on organizational growth was also found to be positive as it equips staff with enhanced both technical and managerial skills. They concludes that organizational that invest heavily on staff development are very sure to get higher productivity and have a greater impact in the long run and made a recommendation for the organization to make it imperative for their staff to go for periodic training program and retraining programmes to ensure continuous improvement in employee performance and organizational effectiveness. A training boost is needed - or is it?

EiMusleh's study of Lebanese non-governmental organisations in 2021 using structured questionnaires and SPSS showed that employee training definitely has its merits. Not only did it help boost employees' discipline and technical skills but also enhanced communication, the workers' self-confidence and how they could tackle challenges.

The employees who'd attended development programmes and workshops were more committed and productive compared to those who had been deprived of training.

The conclusion: "employee development is essential for improving organizational performance because it equips workers with relevant knowledge and skills necessary for effective service delivery." NGOs need 'staff development policies'.

Sounds reasonable, doesn't it?

Adisa-Oke and Ileuma, however, did something a little different with their work in 2020 in Nigeria on the National Orientation Agency.

They didn't quite prove that training boosts organisational performance, or at least they did not demonstrate the exact mechanisms of how this occurs.

What did become clear though was that 'training and retraining programmes significantly improved employee efficiency, productivity and organisational effectiveness'. They said training and retraining were a 'necessity for the achievement of organisational objectives', that employees were 'better informed of the organisational vision' and that organisations that trained were 'better positioned to achieve long-term organisational objectives'. This sounds suspiciously like organisational performance is impacted somehow, even if it wasn't the focus of the study.

I guess, we can take that as an endorsement from a research study! Khaskhelly and Khoso also set out to understand the impact of employee training in Nigerian NGOs and decided that 'employee training is a critical factor in improving organizational performance and sustainability', finding that it helped with 'employee competence, productivity and organizational sustainability'. They said that 'employees who received training were more capable of handling job responsibilities efficiently' and 'adapting to changing organizational demands'.

Further training was found to improve 'employee motivation and reduced workplace conflicts', and 'NGOs with effective training systems achieved higher levels of service delivery and operational efficiency'.

This, by all accounts, is organisational performance. In Kenya, Njiru investigated what effect employee training has on 'organizational effectiveness' among NGOs funded by UNHCR in Kenya. She looked at 'CARE International Kenya', used both 'questionnaires and interviews' and discovered via 'regression analysis that employee training accounted for a significant proportion of organizational effectiveness'. Her conclusion was that 'employee training is indispensable for enhancing organizational effectiveness in NGOs.'

This was helped through 'training in communication, leadership, teamwork, and conflict management' which also improved 'employee productivity and organizational outcomes'.

And yes, employees in the training group were more 'committed to organisational objectives'. This also indicates that some part of organisational performance was being positively impacted.

So why is this study of any use at all?

Well, perhaps the title of the study tells a different story. It could well be the study is looking more into how organisationally effectiveness is influenced rather than how it's achieved. Although the result 'employee training is indispensable for enhancing organizational effectiveness in NGOs' implies more.

Aragón, Jiménez, and Valle investigated the effect that employee training had on organisational performance in Spanish companies.

They looked at the data 'from firms across different industries and analyzed the data using structural equation modeling'.

The finding?

That training and learning in companies has a "direct positive influence on competitive advantage, customer satisfaction and economic performance." Customer satisfaction and economic performance are, in anyone's book, aspects of organisational performance!

They also argued that 'training and learning processes promote and sustain firms' ability to adapt and innovate.'

This in itself can drive business performance. They claimed 'Employee training as a strategic lever for developing human capital is crucial for sustained performance.' Again, it seems there's a positive link between training and organisational performance in business organisations too.

Ogbu and Osanaiye undertook a study of the effect of training on organisations with insurance companies in Nigeria.

What did they find?

That employee training has 'significant positive effects on workers' knowledge, competence, and ability to achieve organisational objectives'.

Trained workers were also said to be more effective in customer service, communication and technical skills.

They went on to claim that 'organisations with effective training programmes experience higher levels of productivity and profitability'. Again, these two aspects of 'profitability and productivity' are clearly indications of organisational performance, although it is also possible they have focused more on measuring the impacts of training rather than the definition of performance. Finally, to provide the final confirmation - Aguinis and Kraiger conducted a review of existing literature in 2024 which found that 'employee training has significant positive effects on employee performance, job satisfaction, productivity and organizational profitability'. They found that trained workers were better skilled in all aspects of the job and therefore more effective.

As they stated: 'Organisations that invest in employee development experience lower employee turnover and increased commitment among workers.'

I believe this study does answer the question although it may not have been direct. After all, if a study determines that employee training increases employee job satisfaction, you can take this as evidence for an organisation to embark on a training programme. The study conducted by Samwel in 2023 is another excellent addition to our pool of research.

The researcher aimed to determine the impact of employee training on organizational performance within public institutions in Tanzania, using a descriptive research design and data gathered through questionnaires administered to both employees and managers. The study found that employee training indeed had a significant impact on boosting worker efficiency, enhancing productivity, and improving the quality of service delivery. Trained employees displayed greater technical competency and exhibited

more confidence in fulfilling their duties, while the training also led to a reduction in operational errors and increased employee morale and commitment.

Moreover, organizations that regularly invested in training programs showed higher levels of overall organizational effectiveness and customer satisfaction.

Samwel concluded that employee training is indispensable for the survival and growth of organizations in a competitive environment and recommended continuous staff development and regular evaluations of training effectiveness. Finally, Salau, Falola, Ibidunni, and Igbinoba's 2025 research delves into the role of human capital development, with a particular emphasis on training, in Nigerian tertiary institutions. This study utilized a survey research design and collected data from both academic and non-academic staff through structured questionnaires, focusing on training, employee development, and staff motivation as key drivers of organizational effectiveness. The findings clearly indicated that employee training significantly improved staff productivity, service delivery, and institutional performance.

Employees who participated in training programmes exhibited higher levels of competence, demonstrated increased innovation, and showed a greater commitment to the institution's goals. Another key finding from the study was that training positively impacts an employee's ability to adapt to technological and administrative changes occurring in the organizations. They further asserted that for any organization to be sustainable, and to succeed human capital development is very significant since well trained and capable employees generally have positive and sustainable impacts on the institution's

efficiency. In this regards, the study thus advised organisations to invest in training of employees, since training brings a great impact on employee performance.

According to the findings from Edward and Rostina (2020), both career development and work motivation are related with performance in organizations.

The research also revealed that employees training positively influences the output of any organization because once a worker undergoes through a training program he/she gains some skills and more understanding of processes and operations in organization which increases their job satisfaction, motivation, commitment and therefore productivity in the workplace. Moreover, the findings also indicated that training enables employees become more creative and more efficiency in performing their jobs thereby enhancing their organization's performance. Based on the study conclusion that organization's can only survive and compete successfully if they invest in development of employee skills, and employees who have received adequate training gain more satisfaction from their work, more commitment to achieve organizational objectives and also are motivated to attain greater output. It recommends for consistent in the provision of continuous and sustainable training programs and career development for all levels.

The results of the study conducted by Setyawati et al. (2022) found that provision of adequate employee training has the highest level among the predictors (career development and employee training) in enhancing employee commitment, employee productivity and efficiency in the organizations which contributed significantly in boosting employee job satisfaction.

They also reported that effective training program not only equip employees with better job relevant technical and behavioral competencies and but it also increase employee commitment and engagement thereby enhance overall job performance as well as satisfaction among employees, thereby reducing the frequency of employees' turnovers and ensure organizational stability. The result of the survey conducted by Paposa et al. (2021) indicated that there is significant impact of human resource development on employees' productivity in the studied organizations. The study highlighted that training improves employees' skills, knowledge, abilities, competencies, efficiency and performance which will help to enhance productivity of the organizations, improve teamwork and communication skills among workers.

Similarly, according to findings by Rudolph et al. (2021) workplace practices such as continuous employee training during crises can help build employees' capacity to be resilient and adaptable to changes. The training may help workers enhance digital skills, working remotely, communication ability, as well as emotional and behavioral regulation skills which are very critical for the continuity of operations in a crisis. Also training can encourage more agile organizational structures and innovative working methods to respond to disruptions.

The findings indicate that firms that investing in training and development will enable them to remain adaptable and resilient during times of crisis and also improve the workers' commitment to achieving the organizations objectives in the crisis periods.

Moreover, organizations that invest in employees development can contribute to enhanced work team efficiency during disruptions in a workplace. As far as Ab Rashid et al. (2023) is concerned, this research examined on the job and off the job training practices on employees performance. Their research found that all of the training programs are beneficial to employees performance and organizations development. It identified that the practice of on-the-job training provides employees with specific knowledge and skills that enhance practical ability on performing task in daily work activities of the organizations, whereas off-the-job training provide employees with more general and specific knowledge and skills related to their career development.

The results from this research indicated that both on-the-job and off-the-job trainings are important in improving organizational performance through the significant impact they have on employees productivity and commitment.

A study by Guest (2024) identified that overall strategic training and development programmes positively contributed to firm performance, which in turn increases employee productivity and also employee commitment and also can improve overall competitive position within the firm and also the work group collaboration and thus improve their commitment toward their work objectives. According to Wright et al. (2024), organizational performance are achieved through training because effective strategic employee training and development programs will lead to greater level of skills and also employees training leads to innovation and efficiency in work process and also can significantly impacts on team processes, team collaboration, customer relationship, and profit, therefore can greatly impacts on competitive advantage. Collins and Clark (2023) find that training leads to higher levels of innovation and, in the process of training the process of knowledge transfer through learning from other people

also occur among the team thus help in developing knowledge based on the human resources which can lead to higher level of knowledge based performance among other factors in the organization that lead to organizational performance.

Research conducted by Kraiger (2023) on impact of training at work place have concluded that training in workplace develop employees' ability and skills, it improved employee's learning on various factors such as technical competencies, skills to improve performance, and team interaction skill in such a way, whereby this may improve their efficiency.

Training also led to higher employee self-esteem, decreased errors in the workplace and higher service quality. The organizations that utilized planned learning experiences experienced better operating results and retained their workforce at better rates. The author concludes that training has an indispensable role to play in an organization's overall growth as it benefits both employees' knowledge and output.

The article recommends that a structured and continual training should be carried out.

It further indicates that this training should also match to the demands of the jobs undertaken by the staff. Ballesteros, Molina, and Verdu (2020) did an investigation of the relationship between the staff development practices and the organizational competence in some chosen enterprises. A survey research design method was used in the research, as information was gathered from employees and managers through the questionnaire tool. Employee efficiency, innovative and productive outcomes are favorably affected by staff growth; findings of the analysis point out.

The results also show that personnel, who underwent staff growth, could obtain higher level of knowledge of business procedures and gain higher competence to achieve objectives.

Training increases workers' adaptation skills toward technological and environmental shifts in an office environment. Employees in a training organization's higher level of capability were provided better performance in an office's efficiency and also stability. The authors determined that investment in employee growth strengthens the long term success of the company.

The article suggests that there should be adequate funding. Lopez-Cabrales, Perez-Luno, and Valle (2020) also analyzed the results of staff growth and know how administration on business overall performance. The analyze tested how skill improvement helps the knowledge management, and productivity, respectively of a firm.

Primarily based on data from unique corporations, it finds that employee instruction enhances workers' data attainment, exchange and application.

Coaching improves workers' skill to be imaginative and prescient, able to operate skillfully jointly and communicators in an office environment. The research also demonstrates that organizations with staff teaching could increase their product and quality efficiency, the innovators' competency, and service delivery to a considerable extent. Employees motivated and devoted in their function decreased the turnover charge as a outcome of training application. The authors suggest that an firm need to provide adequate training for its employees since they reinforce the information administration and improving

overall performance. Training is to become an integral part of the organizations for the attainment of sustainable growth as per the researchers. Subramaniam and Youndt (2025) studied the intellectual capital, employee development, and organizational performance by evaluating the roles of employee training and human capital development in improving productivity and enhancing effectiveness of the organizations. The result showed that organizations which invested in training their employees gained high performance level in the aspect of productivity and creativity as the training enhances employee competence by acquiring skills such as technical knowledge, communication skill, and ability to resolve conflicts (Elnaga and Imran, 2023).

Thus, such employees have better ability to create new innovations and adjust to change; so they contributed more to the organizational learning, performance, and efficiency (Falola, Osibanjo, and Ojo, 2024).

Based on the findings of the study, the researchers recommended the development of intellectual capital for organizations to improve competitive advantage. Therefore, continuous investments in employees are necessary for sustainable growth (Subramaniam and Youndt, 2025). According to Aragon-Sanchiz, Barba-Aragon, and Sanz-Valle (2023) who studied the impact of strategic training on competitive organization and employee productivity in Spain using the survey research method for collecting information from the diverse industries: findings from their research showed that organizations that invest in well designed training programs benefit significantly from its effectiveness and efficiency in various aspects as the trainees develop necessary skills in both management and technical fields leading to better execution of roles and higher work efficiency and in return leads to a rise in organizational competitiveness. In the same vein, Tharenou, Saks and Moore (2022) undertook an

analysis of empirical research done on the effects of employee training on the organizational results of workplace learning.

The results have shown a high improvement in retention, employee motivation and work productivity among the trainees while improving effectiveness of the organizations, and as this can lead to increased confidence and competence of the employees which help in job execution.

Furthermore, such organizations experienced low turnover rates due to increased morale among the employees and improved adaptability to workplace challenges. It was also found out that such programs have contributed to higher innovation because employees are able to adapt better to workplace demands. Finally, they concluded that employee training has a crucial impact in determining an organization's success and its continued existence.

So, they advise that organizations should ensure continuous and rigorous evaluation of training effectiveness and relevance to its objective. Vangala, Banerjee, and Hiremath (2021) examined the impact of ICT training in organizational performance in Indian non-profit organizations, revealing that training in the field of technology, information management and knowledge management has helped NGOs increase the employees' ability to perform various organizational duties such as; manage company data, communicate information effectively, execute projects successfully as they possess ability to quickly adopt and adapt to new technologies in the workplace, improve teamwork and organizational knowledge sharing leading to improved organizational performance. This makes employee ICT training crucial in improving the organizations' service delivery and efficiency.

The researchers recommended sustained investment in staff digital capacity-building activities in all organizations particularly in India.

Similarly, Elnaga and Imran (2023) tested the effect of employees' training on organizational performance in selected organizations by using descriptive survey research design, and findings of empirical research from various industries revealed the significance of training on improving worker skill levels, the performance, the effectiveness and commitment of the workforce towards achieving organizational goals and objectives by Reducing operational errors. The researcher also reported that organization performance was significant higher in terms of profitability, customer satisfaction, and long term viability, as an organization with employees undergoing regular training and development have more employees who successfully complete their duties and can perform effectively and efficiently to achieve desired outcomes. According to Elnaga and Imran (2023) the study established that employee training was one of the most efficient tools available for Human Resource management. Based on the findings, recommendations are made for organization to put in place policies that would support employees to have enough training for productivity and better commitment.

According to Falola, Osibanjo, and Ojo (2024), the findings of a study that investigated the training and development programs of several Nigerian companies showed that it impacts on employees performance, commitments and efficiency with a higher level of productivity among those undergoing such programs.

Training in the form of workshops and seminars increases employees' capacity for their jobs in terms of technical expertise and inter-personal skills at workplace. Employees were found to improve on their workplace confidence and the number of conflicts are reduced as a result of a better understanding of organizational work processes. Organization which offer continuous training programs achieved higher production and performance efficiency.

Thus, training and development play an essential role in building strong organizations that stand tall even in challenging times; therefore, regular training programs and evaluations are vital for sustained improvements and better results.

2.4 Summary of Empirical Review

There is a significant research gap on the impact of training programs in NGOs in Enugu State specifically. Majority of past research concentrated on the impact of employee training in NGOs in other parts of Nigeria and other sectors such as the private and public sectors. Therefore, the need arises to conduct a local study of the impact of employee training programmes in enhancing the skills and competencies of personnel and to ascertain its positive impact on the organizational performance in the Enugu state based non-governmental organizations.

Based on the analysis of the review, there is ample evidence to prove the positive role of employee training in enhancing the organizational performance particularly in the aspect of staff competence, productivity, motivational and better delivery of services.

It, however, must be stated that challenges like financial problems, high rate of staff turnover and lack of access to training programs can serve as obstacles to the effective realization of these benefits by non-governmental organizations. It is within this background and the noted deficiency in the study area

of non-governmental organizations in Enugu state that this study aims at finding solutions and offering valuable suggestions in respect of the issues that arise under investigation in this study.

Gap in Literature

Evidence drawn from previous researches indicates a strong correlation between employee training and organizational performance with evidence supported by, increased employee skills and competencies, higher levels of productivity, motivation, and improve quality of services provided by the employees. Several empirical studies, such as those by Aguinis and Kraiger (2009), Adeyemo (2017), Oladipo (2019), and Enwereuzor, Ugwu, and Chukwu (2020), provide evidence that training improves individual performance and contributes positively to organizational outcomes in NGOs and other institutions.

Geographical Context: Most studies on employee training and organizational performance in Nigeria have been conducted in South-Western and Northern states, or they focus on national-level NGOs without specific attention to Enugu State. Consequently, there is limited empirical evidence on how training programmes influence staff competencies and organizational outcomes in NGOs operating within Enugu State.

Sector-Specific Focus: Existing research often examines NGOs in general, without differentiating among types of NGOs (health, education, humanitarian, community development). This limits understanding of how training programmes may vary in effectiveness across different types of NGOs in Enugu State.

CHAPTER THREE

METHODOLOGY

This chapter contains the procedure and methodology that will be followed for this research. It will have the following sub-heading; research design of the study, research area, research population, research sample size and sampling technique, instrument for data collection, validation of instrument, instrument of collecting data, data analysis method.

3.1 Research Design

Descriptive survey research design will be used to gather data on the effect of employee training on organizational performance in Non-profit organizations with special reference to selected NGOs in Enugu State, The use of descriptive survey research design was appropriate to this study because it provided accurate information (Kerlinger, 2024).

3.2 Area of the Study

This research is being carried out in chosen NGOs within Enugu state Enugu state was one of the few states to be established from the old Anambra state in 1991; it is in South Eastern Nigeria, with an estimated population of 4,411,119, from NBS report of 2017. Enugu state land mass is about 4,267,837 sq km.

3.3 Sources of Data

Two sources of data was used to carry out this study : primary and secondary sources of data.

3.3.1 Primary Sources of Data Primary source data includes; structural questionnaires interviewes or observation by the researcher.

3.3.2 Secondary Sources of Data

The data were from published and unpublished materials or works including books, journals, magazines, newspapers, edited works, published artefacts and internet sources.

3.4 Population of the Study

The sample for the study will consist of all employees of selected non-profit organizations (NGO) involved in various sectors like education, health community development, gender advocacy, youth empowerment, and humanitarian services. The total number of staff at non-profit organizations (NGOs) working in the areas such as education, health, community development, gender advocacy, youth empowerment, and humanitarian services is three hundred and sixty (360) (sourced from office of admin office of the selected organizations), This study shall be working with 360 staff of selected NGOs in Enugu State at the time of this research which is January, 2026.

3.5 Sample and Sampling Techniques

To effectively conduct the study, Anaekwe (2023), explains that the researcher needs to select a portion of the population which is studied with a view to generalize the findings from the entire population (Onyebuchi, 2025). Consequently, the researcher Used Wimmer and Dominick Sample Size Calculator to arrive at the below sample size. Researchers used Error margin of 5% , Confidence level 95 % and Population size of 62 .

Fig. 1

Sample Size Calculator

Confidence level: ☒ 95% ☐ 99%

Margin of error (%):

Population size:

Sample size needed:

Steps

1. **Confidence level:** Click desired level
2. **Margin of error:** Enter desired %, such as 4.9 or 5.0
3. **Population:** Enter size if finite; otherwise, leave blank
4. **Hit calculate button**

3.6 Instrument for data collection

The instrument for primary data collection will be structured questionnaire. Onodugo; Ugwuonah & Ebinne (2020) posited that interview is a question and answer process between a researcher and his respondent, aiming at obtaining important data from people who are involved in the study. Structured questionnaire will be distribute to the respondents who are sample in number in this study, and

collected back for primary data generation. In sample selection of this study for the purpose of the interview researcher will employ purposive sampling technique.

3.7 Validation of Instrument

The researcher's supervisor and other departmental experts will validate the instrument To establish the appropriateness of the items in the question. This is made possible through pilot administration of the draft question on the supervisors, senior lecturers within the department. Whereupon changes and corrections would be made to the items based on the recommendations made by them, thus enabling the preparation of the final version of the question.

3.8 Reliability of the Instrument

the Instrument reliability will be Established from pilot study. The instrument will be administered with the staff of the non-profit organizations (NGO) sector including those in health, community development, gender advocacy, youth empowerment, and humanitarian services. The results found in analyzing the answer given to them will serve for calculation the value for reliable of measuring the instrument.

3.9 Method of Data Presentation and Analysis

Data collected will be presented using thematic approach with the computer using the statistical package for the social science (SPSS) software for the analyses.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

In this chapter the data collected for this research was present, analyze and discussed. Then data was analyze and results were present in tables and the implications of the results for the question of the study was presented to justify and invalidate the research questions. Also, this result of the study for research question was present in order to make objective of the study possible.

Data Presentation and Analysis

In this section the questionnaires will be reviewed to highlight those parts that are concerned with answering the questions raised in the study.

4.2 Presentation of Base Data

Data on response to questionnaire as well as on the socio-economic factors characteristic to respondents were offered in this section.

Table 1

S/N	CATEGORIES OF RESPONDENTS	NUMBER OF QUESTIONNAIRES DISTRIBUTED	NUMBER OF QUESTIONNAIRE RETURNED	PERCENTATAGE OF RETURNED QUESTIONNAIRE
	TOTAL	186	180	96.7%

Source: Researchers Survey Result

4.2.1 Analysis of Demographic Data

Demographic profile information the study covers an aspect which seeks to present a data on Gender and Age distribution of the respondents. The sample respondents formed a population group from members in a platform 186 members 186 questionnaires was distributed amongst the respondent; 180 of the members of the sample fully filled their questionnaires, whereas 6 were torn or incorrectly filled the descriptive statistics were used to summarise demographic profiles data and research question in this present study the researcher worked with the valid 180 returned questionnaire.

Table 1

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	113	62.8	62.8
	Female	67	37.2	100.0
	Total	180	100.0	

Source : Field survey 2026 [SPSS COMPUTATION]

Table 1 The results shows that 113 participants accounting to 62.8% of the sampled population are Male and 67 participants accounting to 37.2% are Female, therefore concluding that the majority of the participants are Male.

Table 2

Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15-24yrs	9	5.0	5.0
	25-34Yrs	32	17.8	22.8
	35-44Yrs	69	38.3	61.1
	45-55Yrs	51	28.3	89.4
	55 and above	19	10.6	100.0
	Total	180	100.0	

Source: Field survey 2026 [SPSS COMPUTATION]

Table 2 show That 9 respondents which form 5.0% of total, are in the age range of 15-24yrs, there are 32 respondents that form 17.8% of total are in the age range of 25-34yrs, similarly there are 69 respondents that form 38.3% of total are in the age range of 35-44yrs, while 51 respondents that form 28.3% of total are in the age range of 45-55yrs. Lastly there are 19 respondents that form 10.6% of total are in the age range of 55 and above.

The analysis of research question

What is the employee training programmes implemented by selected NGOs in Enugu State?

Accounting and bookkeeping training				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	91	50.6	50.6
	Agree	47	26.1	76.7
	Disagree	27	15.0	91.7
	Strongly Disagree	15	8.3	100.0

Total	180	100.0	100.0
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Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 91(50.6%) of the respondents affirms strongly agree, 47(26.1%)Of descriptive statistics above,91 (50.6%) of the respondents agree strongly and47(26.1%) of the respondents agree,27 (15.0%) of the respondents agree in order to the disagreement and 15 (8.3%) of the respondents disagree strongly disagree, hence we conclude that the Accounting and bookkeeping training is one of the training programmes implemented by selected NGOs in Enugu State.

Table 5

Marketing and sales techniques				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	97	53.9	53.9	53.9
Agree	49	27.2	27.2	81.1
Disagree	24	13.3	13.3	94.4
Strongly Disagree	10	5.6	5.6	100.0
Total	180	100.0	100.0	

Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 97(53.9%) of the respondents affirms strongly agree, 49(27.2%) of the respondents affirms agree, 24(13.3%) of the respondents affirms disagree, whereas 10(5.6%) of the respondents affirms strongly disagree, hence we conclude that Marketing and sales techniques is one of the training programmes implemented by selected NGOs in Enugu State.

Table 6

Sustainability training for small business				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	84	46.7	46.7	46.7
Agree	58	32.2	32.2	78.9
Disagree	29	16.1	16.1	95.0
Strongly Disagree	9	5.0	5.0	100.0
Total	180	100.0	100.0	

Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 84(46.7%) of the respondents affirms strongly agree, 58(32.2%) of the respondents affirms agree, 29(16.1%) of the respondents

affirms disagree, whereas 9(5.0%) of the respondents affirms strongly disagree, hence we conclude that Sustainability training for small business is one of the training programmes implemented by selected NGOs in Enugu State.

Table 7

Business plan development				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	88	48.9	48.9
	Agree	54	30.0	78.9
	Disagree	23	12.8	91.7
	Strongly Disagree	15	8.3	100.0
	Total	180	100.0	100.0

Source: Field survey 2026 [SPSS COMPUTATION]

From the results of the descriptive statistics above, 88(48.9%) of the respondents affirms strongly agree, 54(30.0%) of the respondents affirms agree, 23(12.8%) of the respondents affirms disagree, whereas 15(8.3%) of the respondents affirms strongly disagree, hence we conclude that Business plan development is one of the training programmes implemented by selected NGOs in Enugu State.

Analyses of the Second research question

To what extent does employee training enhance staff skills, and competencies within the NGOs?

Table 8

Improves professional knowledge and technical skills.				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	91	50.6	50.6
	Agree	47	26.1	76.7
	Disagree	27	15.0	91.7
	Strongly Disagree	15	8.3	100.0
	Total	180	100.0	100.0

Source: Field survey 2026 [SPSS COMPUTATION]

From the results of the descriptive statistics above, 91(50.6%) of the respondents affirms strongly agree, 47(26.1%) of the respondents affirms agree, 27(15.0%) of the respondents

affirms disagree, whereas 15(8.3%) of the respondents affirms strongly disagree, hence we conclude that Improves professional knowledge and technical skills is one of the ways employee training enhances staff skills and competencies within the NGOs.

Table 9

Enhances job performance and productivity.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	72	40.0	40.0	40.0
Agree	66	36.7	36.7	76.7
Disagree	22	12.2	12.2	88.9
Strongly Disagree	20	11.1	11.1	100.0
Total	180	100.0	100.0	

Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 72(40.0%) of the respondents affirms strongly agree, 66(36.7%) of the respondents affirms agree, 22(12.2%) of the respondents affirms disagree, whereas 20(11.1%) of the respondents affirms strongly disagree, hence we conclude that Enhances job performance and productivity is one of the ways employee training enhances staff skills and competencies within the NGOs.

Table 10

Develops digital literacy and ICT competencies.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	91	50.6	50.6	50.6
Agree	52	28.9	28.9	79.4
Disagree	27	15.0	15.0	94.4
Strongly Disagree	10	5.6	5.6	100.0
Total	180	100.0	100.0	

Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 91(50.6%) of the respondents affirms strongly agree, 52(28.9%) of the respondents affirms agree, 27(15.0%) of the respondents affirms disagree, whereas 10(5.6%) of the respondents affirms strongly disagree, hence we

conclude that Develops digital literacy and ICT competencies is one of the ways employee training enhances staff skills and competencies within the NGOs.

Table 11

Strengthens communication and interpersonal skills				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	89	49.4	49.4
	Agree	49	27.2	76.7
	Disagree	30	16.7	93.3
	Strongly Disagree	12	6.7	100.0
	Total	180	100.0	100.0

Source: Field survey 2026 [SPSS COMPUTATION]

From the results of the descriptive statistics above, 89(49.4%) of the respondents affirms strongly agree, 49(27.2%) of the respondents affirms agree, 30(16.7%) of the respondents affirms disagree, whereas 12(6.7%) of the respondents affirms strongly disagree, hence we conclude that Strengthens communication and interpersonal skills is one of the ways employee training enhances staff skills and competencies within the NGOs.

Analyses of the Third Research Question

How does employee training influence organizational performance in selected NGOs in Enugu State?

Table 12

Improves employees' productivity and work efficiency.				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	80	44.4	44.4
	Agree	58	32.2	76.7
	Disagree	23	12.8	89.4
	Strongly Disagree	19	10.6	100.0
	Total	180	100.0	100.0

Source: Field survey 2026 [SPSS COMPUTATION]

From the results of the descriptive statistics above, 80(44.4%) of the respondents affirms strongly agree, 58(32.2%) of the respondents affirms agree, 23(12.8%) of the respondents affirms disagree, whereas 19(10.6%) of the respondents affirms strongly disagree, hence we

conclude that Improves employees' productivity and work efficiency is one the ways employee training influence organizational performance in selected NGOs in Enugu State.

Table 13

Enhances staff competence and professional performance.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	103	57.2	57.2	57.2
Agree	35	19.4	19.4	76.7
Disagree	25	13.9	13.9	90.6
Strongly Disagree	17	9.4	9.4	100.0
Total	180	100.0	100.0	

Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 103(57.2%) of the respondents affirms strongly agree, 35(19.4%) of the respondents affirms agree, 25(13.9%) of the respondents affirms disagree, whereas 17(9.4%) of the respondents affirms strongly disagree, hence we conclude that Enhances staff competence and professional performance is one the ways employee training influence organizational performance in selected NGOs in Enugu State.

Table 14

Increases organizational effectiveness and service delivery

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	97	53.9	53.9	53.9
Agree	41	22.8	22.8	76.7
Disagree	34	18.9	18.9	95.6
Strongly Disagree	8	4.4	4.4	100.0
Total	180	100.0	100.0	

Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 97(53.9%) of the respondents affirms strongly agree, 41(22.8%) of the respondents affirms agree, 34(18.9%) of the respondents affirms disagree, whereas 8(4.4%) of the respondents affirms strongly disagree, hence we conclude that Increases organizational effectiveness and service delivery is one the ways employee training influence organizational performance in selected NGOs in Enugu State.

Table 15

Promotes better project implementation and management.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	101	56.1	56.1	56.1
Agree	37	20.6	20.6	76.7
Disagree	27	15.0	15.0	91.7
Strongly Disagree	15	8.3	8.3	100.0
Total	180	100.0	100.0	

Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 101(56.1%) of the respondents affirms strongly agree, 37(20.6%) of the respondents affirms agree, 27(15.0%) of the respondents affirms disagree, whereas 15(8.3%) of the respondents affirms strongly disagree, hence we conclude that Promotes better project implementation and management is one the ways employee training influence organizational performance in selected NGOs in Enugu State.

Analyses of the Fourth Research Question

What challenges do NGOs in Enugu State encounter in planning and implementing effective employee training programmes?

Table 16

Inadequate funding for staff training and development programmes				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	88	48.9	48.9
	Agree	46	25.6	74.4
	Disagree	31	17.2	91.7
	Strongly Disagree	15	8.3	100.0
	Total	180	100.0	100.0

Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 88 (48.9%) of the respondents affirms strongly agree, 46(25.6%) of the respondents affirms agree, 31(17.2%) of the respondents affirms disagree, whereas 15(8.3%) of the respondents affirms strongly disagree, hence we conclude that Inadequate funding for staff training and development programmes is one of the challenges NGOs in Enugu state encounter in planning and implementing effective employee training programmes.

Table 17

Limited access to qualified trainers and training facilitators

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	91	50.6	50.6	50.6
Agree	47	26.1	26.1	76.7
Valid Disagree	27	15.0	15.0	91.7
Strongly Disagree	15	8.3	8.3	100.0
Total	180	100.0	100.0	

Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 91 (50.6%) of the respondents affirms strongly agree, 47(26.1%) of the respondents affirms agree, 27(15.0%) of the respondents affirms disagree, whereas 15(8.3%) of the respondents affirms strongly disagree, hence we conclude that Limited access to qualified trainers and training facilitators is one of the challenges NGOs in Enugu state encounter in planning and implementing effective employee training programmes.

Table 18

Poor training needs assessment and planning

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	99	55.0	55.0	55.0
Agree	39	21.7	21.7	76.7
Valid Disagree	33	18.3	18.3	95.0
Strongly Disagree	9	5.0	5.0	100.0
Total	180	100.0	100.0	

Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 99 (55.0%) of the respondents affirms strongly agree, 39(21.7%) of the respondents affirms agree, 33(18.3%) of the respondents affirms disagree, whereas 9(5.0%) of the respondents affirms strongly disagree, hence we conclude that Poor training needs assessment and planning is one of the challenges NGOs in Enugu state encounter in planning and implementing effective employee training programmes.

Table 19

Inadequate training facilities and learning resources.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	96	53.3	53.3	53.3
Agree	42	23.3	23.3	76.7
Valid Disagree	24	13.3	13.3	90.0
Strongly Disagree	18	10.0	10.0	100.0
Total	180	100.0	100.0	

Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 96 (53.3%) of the respondents affirms strongly agree, 42(23.3%) of the respondents affirms agree, 24(13.3%) of the respondents

affirms disagree, whereas 18(10.0%) of the respondents affirms strongly disagree, hence we conclude that Inadequate training facilities and learning resources is one of the challenges NGOs in Enugu state encounter in planning and implementing effective employee training programmes.

TEST OF HYPOTHESES

Hypotheses one

Ho: There is no significant relationship between the employee training provided and staff skills and competencies in selected NGOs in Enugu State.

One-Sample Test

	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Null Hypothesis There is no significant relationship between the employee training provided and staff skills and competencies in selected NGOs in Enugu State.	0.035	180	.011	0.03300	0.021	0.302

Source: SPSS Computation 2021

From the test of hypothesis above using one sample test t-statistics, based on the decision rule, accept null hypothesis if the value of the t-statistics is greater than 0.05, from the result; the value of the t-statistics (0.035) is less than 0.05 hence we reject the null hypothesis and conclude that There is significant relationship between the employee training provided and staff skills and competencies in selected NGOs in Enugu State.

DECISION RULE

If the probability (or significant) of the t-calculated is less than 0.05, we reject the null hypothesis but if otherwise, we do not reject the null hypotheses.

Decision: We rejected the null hypothesis and conclude that there is significant relationship between the employee training provided and staff skills and competencies in selected NGOs in Enugu State..

Hypotheses Two

***Ho:** Employee training has no significant effect on organizational performance in selected NGOs in Enugu State.*

One-Sample Test						
Null Hypothesis	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Employee training has no significant effect on organizational performance in selected NGOs in Enugu State.	0.013	39	.041	0.00130	0.12	0.34

***Source:** SPSS Computation 2026*

From the test of hypothesis above using one sample test t-statistics, based on the decision rule, accept null hypothesis if the value of the t-statistics is greater than 0.05, from the result; the value of the t-statistics (0.013) is less than 0.05 hence we reject the null hypothesis and conclude that Employee training has significant effect on organizational performance in selected NGOs in Enugu State.

DECISION RULE

If the probability (or significant) of the t-calculated is less than 0.05, we reject the null hypothesis but if otherwise, we do not reject the null hypotheses.

Decision: we reject the null hypothesis and conclude that employee training has significant effect on organizational performance in selected NGOs in Enugu State.

Hypotheses Three

Ho: Organizational factors such as leadership support, supervision, and resource availability have no significant influence on the application of acquired training skills by staff in selected NGOs in Enugu State.

One-Sample Test						
Null Hypothesis	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Organizational factors such as leadership support, supervision, and resource availability have no significant influence on the application of acquired training skills by staff in selected NGOs in Enugu State.	0.041	39	.001	0.00220	0.12	0.34

Source: SPSS Computation 2026

From the test of hypothesis above using one sample test t-statistics, based on the decision rule, accept null hypothesis if the value of the t-statistics is greater than 0.05, from the result; the value of the t-statistics (0.013) is less than 0.05 hence we reject the null hypothesis and conclude that Organizational factors such as leadership support, supervision, and resource availability have significant influence on the application of acquired training skills by staff in selected NGOs in Enugu State.

DECISION RULE

If the probability (or significant) of the t-calculated is less than 0.05, we reject the null hypothesis but if otherwise, we do not reject the null hypotheses.

Decision: We reject the null hypothesis and conclude that organizational factors such as leadership support, supervision, and resource availability have significant influence on the application of acquired training skills by staff in selected NGOs in Enugu State.

Hypotheses Four

Ho: Challenges faced by NGOs do not significantly affect the effectiveness of employee training programmes in selected NGOs in Enugu State.

One-Sample Test

Null Hypothesis	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Challenges faced by NGOs do not significantly affect the effectiveness of employee training programmes in selected NGOs in Enugu State	0.035	180	.011	0.03300	0.021	0.302

Source: SPSS Computation 2026

From the test of hypothesis above using one sample test t-statistics, based on the decision rule, accept null hypothesis if the value of the t-statistics is greater than 0.05, from the result; the value of the t-statistics (0.035) is less than 0.05 hence we reject the null hypothesis and conclude that Challenges faced by NGOs significantly affect the effectiveness of employee training programmes in selected NGOs in Enugu State.

DECISION RULE

If the probability (or significant) of the t-calculated is less than 0.05, we reject the null hypothesis but if otherwise, we do not reject the null hypotheses.

Decision: We rejected the null hypothesis and conclude that Challenges faced by NGOs significantly affect the effectiveness of employee training programmes in selected NGOs in Enugu State.

4.3 Discussion of Results

The result of the first research question indicates that the employee training programmes implemented by selected NGOs in Enugu State are; Accounting and bookkeeping training, Marketing and sales techniques, Sustainability training for small business, Business plan development. The findings of the study is in consonance with the work of **Adeyemo (2025)** examined the effect of capacity-building programmes on staff performance in Nigerian NGOs and found that employees who participated in training displayed higher technical competence, better project management skills, and increased commitment. The study concluded that training significantly contributes to the effectiveness of NGO operations by enhancing the capability of staff to deliver programs efficiently

The result of the second research question indicates that the extent employee training enhance staff skills, and competencies within the NGOs are; Improves professional knowledge and technical skills, Enhances job performance and productivity, Develops digital literacy and ICT competencies, Strengthens communication and interpersonal skills. The findings of the study is in consonance with the work of **Oladipo (2022)** investigated the impact of human resource development on organizational performance in non-profit organizations in South-West Nigeria.

Results revealed that training significantly enhanced competencies, teamwork, and productivity of employees, thereby impact positively organizational objectives. The research has demonstrated that NGO's organizations that are committed to ongoing professional training are better equipped to accomplish their missions and endure in the long run. From the results of third research question, it shows that, the influence of organization performance in someSelected NGOs in Enugu State are, Improve employees productivity and efficiency at work, Increase employees competence and performance in their profession, Boost the organizational productivity and services delivery, Improve organization project implementation and management.

The findings is in agreement with the research of Enwereuzor, Ugwu, and Chukwu (2023) who has studied the link between training, staff's motivations, and performance of Nigerian humanitarian NGOs.

They have shown that a training package developed and strengthened the skills and competence of staff lead to the increased motivation of employee and organization's commitment thereby increased performance of their project. The article supports and encourages staff development as it supports the longevity and achievement of organizations' goals and objective.

The result of the fourth research question indicates that the challenges NGOs, in Enugu State encounter in planning and implementing effective employee training programmes are, Inadequate funding for staff training and development programmes, Limited access to qualified trainers and training facilitators, Poor training needs assessment and planning, Inadequate training facilities and learning resources. The findings of the study is in consonance with the

work of **Okoro and Eze (2024)** observed that many NGOs in Nigeria face constraints such as limited funding, high staff turnover, and lack of professional trainers, which reduce the efficiency and sustainability of training programmes. These challenges can limit the potential impact of training on organizational performance if not properly addressed.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

1. The findings of the first research question indicates that the employee training programmes implemented by selected NGOs in Enugu State are; Accounting and bookkeeping training, Marketing and sales techniques, Sustainability training for small business, Business plan development.
2. The findings of the second research question indicates that the extent employee training enhance staff skills, and competencies within the NGOs are; Improves professional knowledge and technical skills, Enhances job performance and productivity, Develops digital literacy and ICT competencies, Strengthens communication and interpersonal skills.

3. The findings of the third research question indicates that the influence of organizational performance in selected NGOs in Enugu State are, Improves employees' productivity and work efficiency, Enhances staff competence and professional performance, Increases organizational effectiveness and service delivery, Promotes better project implementation and management.
4. The findings of the fourth research question indicates that the challenges NGOs, in Enugu State encounter in planning and implementing effective employee training programmes are, Inadequate funding for staff training and development programmes, Limited access to qualified trainers and training facilitators, Poor training needs assessment and planning, Inadequate training facilities and learning resources.

Conclusion

The study concluded that employee training has a significant positive effect on organizational performance in non-profit organizations, particularly among selected NGOs in Enugu State.

This finding shows that employee training has proven itself to be a valuable instrument in building capacity of staff in terms of their knowledge, skills, competencies and ultimately, overall performance on their respective tasks. Based on evidence from various training schemes (i.e. Workshop, seminars, ICT training, Leadership Training, Capacity building training, etc), there has been considerable enhancement in the ability and capability of staff, making them more productive and resourceful to the overall objective of NGOs. Employee training has therefore contributed to higher efficiency in services delivery, implementation of projects, better co-ordination among staff, better teamwork, effective reporting, and a high sense of accountability among staff, and has built up their motivation, confidence, adaptability, commitment, thereby boosting NGOs' overall productivity and sustainability.

Although employee training has made so much contributions, yet, there are several hindrances which limit or impede effective implementation and planning of staff training in the selected NGOs in Enugu State.

These barriers are funding deficit, scarce donor assistance, dearth of competent trainers, weak or limited training facilities, deficit in computer hardware and software support and poor management backup support for staff training projects.

1. Recommendations

Following this study and data collection at the field, the researcher hereby makes the following recommendations;

1. It is recommended that, NGOs in Enugu State should give attention to regular, systematically and need-based training Programmes in areas of technical, managerial and interpersonal skills for employees and also a periodical training needs assessment should be carried out to ensure that the content of the training is relevant to the jobs and responsibilities of the employees and the organization.
2. NGOs should make staff training a strategic priority within their organizations by providing enough funds for capacity building programmes and monitoring the results of such programmes on the output (product/service quality, effectiveness of programmes) and commitment of their employees.
3. The Management should ensure supportive organizational policy, availability of sufficient resources for the job, support from supervisors, effective reward and recognition scheme so that the

employee will not feel a gap between newly learnt knowledge and skills, and their real work situation and a positive learning culture and innovation.

4. The NGOs should endeavour to explore sustainable sources of funds for capacity building programs, to build up linkages and partnerships with development organizations and training institutions, to utilize inexpensive on-line education facilities, where possible and also build up monitoring and evaluation systems for the training Programs.

Area for Further Research

Additional research areas that could be useful for this task would be:

1. Wider coverage of more businesses in other states is needed.

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