

Human Resource Training and Employee Performances in Enugu State, Nigeria

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Abstract: *This research examined human resource development, employee Performances and training (HRTD) in Enugu State Public Service with a focus on five ministries. Its relevance was based on the importance of human resource training and development towards employee's effective and efficient performances. This is with the view that in Enugu State, the government set four (4) Point Agenda and Economic Programmes (EN: Vision 4:2020) which has to be achieved through the efforts of Employees in Ministries, Departments and Agencies (MDAs). The rationale for this research was also based on the fact that HRTD has lot of effect/implication on employee job performance for which its lack can be very devastating on organizations (MDAs) total productivity. Summarily "a nation's greatest asset is its Human Resource". Total population of the various MDAs used for the survey was 780, while 264 was the sample size and questionnaires were distributed to the 264 sample in the study area. Two hundred and fifty (250) questionnaires were collected back and analyzed. The data was presented in tabular form under frequencies and percentages were adopted as statistical tool, also both secondary and primary data were utilized for analysis. The data analyzed revealed that human resource development and training programme exists in Enugu State Public Service and Employees performances are positively affected by these HRTD. That is to say there is an effect on employee job performance. Also that these HRTD programmes available for employees job enhancement has also improved ministerial output, thereby, enabling the state government to achieve their set economic and social objectives.*

Keywords: *Public Service, employee Performances, four Point Agenda and Enugu State.*

I. Introduction

A nation's greatest asset is its human resources, full labour force: men, women and youth, both trained and untrained for National Development. It is therefore, necessary to give priority to the development of scientific technical and managerial manpower at all levels [1, 2, 3, 4, 5, 6, 7 and 8].

Adequate and capable manpower is an instrument for national development. To achieve a sustainable growth in a nation's economic and social development, a resounding human resource capital is a must to supply the vast human potentials required for the nation's building with much emphasis on the public sector. Therefore any public service that lack this vision on their mission will continually deteriorate and are caught up in a net of its total decay with regards to quality and quantity of manpower resources. Hence, there is need for increased improved knowledge, skills and technical know-how in the public service being the implementing/execution arm of the government [9, 10, 11 and 12].

In Enugu State Public Service, human resource development and training as organizational policy seems to be on a dicey platform, if not completely lost. The need for a continuous training and development programmes made available to enhance efficiently and effectiveness of their performance cannot be overemphasized. According to [13, 14, 15, 16 and 17] as the environment changes, employees frequently learn new skills, when new production or service techniques arise to meet up with the changes in environment and technology. Enugu State Public Service is a partner in national development. There is therefore, the need to access the effects of human resources training and development on employee's performance under the present dispensation, to know if the human capital available will pilot, the economic and social development plans or programmes effectively, that is the EN :Vision 4:2020.

The objective of continuous training and development of human resources is to achieve positive reinforcement and full development of those qualities of human resources needed to optimize the goals and aims of the government. The Four Point Agenda of Governor Sullivan I. Chime and the new economic plan of Enugu State under the Enugu: Vision 4:2020 will be achieved and perfected by human resources. This new Economic Vision has made it more pressing for development of more qualitative human capital because of technological advancement and changes in the status of the State, the government, its administrative and social changes and challenges. All these combine to inject into the nerve system of the public services of the continuous need to prepare the workforce to adapt and meet the experimental changes in science and technology [18, 19, 20, 21, 22, 23, 24 and 25].

Formally, in the State Public Sector, Human Resource Development is given a priority attention due to its importance towards workers efficiency and achievement of the set goals and objectives of the government.

II. Objectives Of The Study

The rationale for carrying out this study was based on the importance of human resource training and development programme towards organizations existence because organizations exist to achieve objectives. The objective of organization like the Public Service could only be achieved through quantitative and qualitative human resources. Among all resources in organization, man is the most useful one that will activate the other ones (money, materials and machines) for production of goods and service. With this in view, the need for continuous training and development of human resources to meet up with social and economic changes and challenges within the environment cannot be overemphasized.

Consequently, the objective of this research was to access and examine the effect of human resource training and development on employee's performances with a focus on some selected ministries in Enugu State Public Service.

Summarily, the aim of this research is as follows;

- To find out the human resources training and development programmes available to employees of Enugu State Public Service.
- To find out the effect of these training and development in regards to employees job performances.
- To find out 'how' human resources training and development in Enugu State Public Service has helped the state and her employees to achieve their set objectives vis-à-vis the four point agenda and EN: Vision 4:2020.
- To find out the possible means of improving human resources training and development programmes for a more result oriented public service.

III. Materials And Methods

Research Design And Method

In this study the researcher adopted a descriptive design in order to evaluate the availability of human resources training and development programme in Enugu State Public Service, assessing the phenomena, people's opinions, attitudes and behaviour at work with the aid of a questionnaire.

Area Of The Study

This research work focused attention on the human resources development and training programmes in Enugu state Public Service with a particular focus on five (5) MDAs – Ministry of Commerce and Industry, Ministry of Poverty Reduction and Human Capital Development, Ministry of Finance and Economic Development, Establishment, Training and Development and Performance Improvement Bureau of the Office of the Head of Service and State Economic planning Commission under the Office of the Governor.

Sources Of Data

The two main sources of data used in this study were the primary and secondary sources of data.

Primary Sources Of Data

These are data that were obtained through the aid of questionnaire. The questionnaire was designed and distributed by the researcher herself. The questionnaires were given to the staff of the five MDAs under the study.

Secondary Sources Of Data

The secondary source of data was obtained from review of related literature. In other words, the researcher consulted published and unpublished materials/periodicals, textbooks, internet publication, paper delivered in workshops, newspapers, magazines, government publications, journals and other related documents.

Method Of Data Collection

The researcher collected the data for the study through the use of questionnaires. The questionnaires were distributed to the respondents by the researcher herself. The researcher entered into agreement with the respondents on when the copies of the questionnaire would be collected back. The same type of structured questionnaire was given to all the respondents irrespective of their MDAs.

Population Of The Study

The population of this study was made up of the staff of the five ministerial departments of Enugu State Government whose functions were related to the survey problem. The total numbers of staff in the five MDAs including their labour representative were seven hundred and eighty (780).

Table 1: The populations are presented thus:

MDA's	Population	Percentage
Ministry of Commerce & Industry	181	23.21
Min. of poverty Reduction & Human Capital Development	99	12.69
Office of the Head of Service Est./Pension, training and development, department performance improvement bureau	68	8.71
Office of the Governor, Economic Planning Commission	130	10.67
Ministry of Finance	302	38.72
Total	780	100

Source: Field Survey, from various administrative department/personnel unit of the various ministries.

Sample Size

The total number of staff strength in the five ministerial Department MDA's is seven hundred and eight (780). The sample was determined using Taro Yamani's formular; thus

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

Where n = Sample =?

N = Population = 780

e = Margin of error = 0.05%

$$n = \frac{780}{1 + 780 (0.05)^2}$$

$$n = \frac{780}{1 + 780 (0.0025)}$$

$$n = \frac{780}{2.95}$$

$$n = 264.41$$

approximately n = 264

Sampling Technique

The sampling technique used in the survey is the Stratified Random Sampling technique. The researcher adopted this technique because of the class of the public Servant in the population that was selected for the study. The researcher after determining sample size, then distributed the questionnaires to two hundred and sixty-four (264) number of staff of the various five ministerial departments based on stratification, the distribution of the questionnaire is as indicated in the table below.

Table 2: Questionnaire Distribution Table

Ministries/ Departments/Units	No of Questionnaire distributed	Percentage
Ministry of Commerce & industry	60	
Industrial Dept.	8	
Commerce Dept.	20	
Admin.	15	
Finance & Accounts	15	
Union Units	2	
Total	60	22.73
Ministry of Human capital Dept. & Poverty Reduction	40	15.15
Human capital Dept.	08	
Poverty Reduction Dept.	10	
Administration Dept	10	
Finance & Accounts Dept	10	
Union Unit	2	
Total	40	15.15
Ministry of Finance and AG's office	80	
AG's office	30	
Finance & Account Dept	28	
Administrative unit	20	

Union unit	2	
Total	80	30.30
Est. Training & Performance Improvement Bureau of HOS	40	
Estab. Dept	8	
Training Dept.	20	
P.I.B Dept.	10	
Union Unit	2	
Total	40	15.15
Economic planning Commission of office of the Governor	44	
Planning Dept.	10	
Statistics	8	
Administration	14	
Finance and accounts	10	
Union unit	2	
Total	44	16.67
Grand total	264	100

Instrumentation

The instrument used in gathering data for this survey is Questionnaire distributed to the target respondents in the area of the Study.

Instrument Return Rate

A total number of two hundred and sixty four (264) questionnaires were distributed to the five ministerial departments. Out of the 264 questionnaires distributed, (250) two hundred and fifty questionnaires were returned.

Table 3: Instrument Distribution and Return Rate

Ministries/Departments	No of Questionnaires distributed	No. of questionnaires not returned	No. of Questionnaires used/returned
Ministry of Commerce and industry	60	2	58
Ministry of Human capital Development and Poverty Reduction	40	5	35
Ministry of Finance and AG'S Office	80	5	75
Office of the head of Service, Estab., Pension and Training and performance	40	2	38
Office of the Governor on Economic Planning (commission)	44	0	44
Total	264	14	250

Method Of Data Presentation And Analysis

The researcher presented data collected in tabular form for easy comprehension of facts presented. The data presented were also valued in percentages. The data were analyzed using simple percentage frequencies that were used throughout the analysis for easy comprehension. % frequency formulae= $\frac{\text{No of Response}}{\text{Total no. of Respondent}} \times 100$

$$\frac{\text{No of Response}}{\text{Total no. of Respondent}} \times 100$$

IV. Results And Discussion

Table 4: Availability of Human Resource Training and Development Programmes to employees of Enugu state public services.

	Responses	Value	Frequencies on no. of response	% relative frequencies on no. of responses
(Q1)	The extent HRTD Programmes are available to employees			
(a)	To a great extent	5	20	08
(b)	To an extent	4	30	12
(c)	To a minimal extent	3	140	56
(d)	To no extent	2	50	20
(e)	I don't know	1	10	04
	Total		250	100
(Q2)	Availability of necessary types/methods of HRTD Programmes			

(a)	To a great extent	5	20	08
(b)	To an extent	4	30	12
©	To a minimal extent	3	60	24
(d)	To no extent	2	120	48
(e)	I don't know	1	20	08
	Total		250	100
(Q5)	The extent on frequency (HRTD) programmes are available to employees			
(a)	To a great extent	5	30	12
(b)	To an extent	4	55	22
©	To a minimal extent	3	125	50
(d)	To no extent	2	25	10
(e)	I don't know	1	15	06
	Total		250	100

Source: Field Survey, 2013.

From the frequencies of response on the data of table 4 showed that 140 respondents representing 56% of the total respondents stated that the programmes are available to a minimal extent, while 50 respondents representing 20% stated that it is to no extent that HRTD programmes are available to employees of Enugu state civil service, then 30 respondents representing 12% of the total respondents said that it is to an extent, while 20 respondents representing 04% said they don't know.

Further on question no 2 on table 4: the availabilities of different types/methods of training and development 120 respondents which represents 48% of the total respondents said that methods are available to a minimal extent, then 20 respondents representing 08% said they don't know the types and methods available. In question 5 on how often employees go on training/development courses, 125 respondents representing 50% of the respondents stated they go on training /development course to a minimal extent, while 55 respondents representing 22% stated it is to an extent and 30 respondents state to no extent and they don't know.

However, a test question to types and method of HRTD are made on question no.3 and 4 are to ensure consistency of responses on question no. 2. The responses on availability of off-the-job HRTD course the highest responses stated that it is available to no extent, with about 157 respondents representing 62.8% of the total responses (question no.3), while that of on-the-job training the highest responses stated that it is to an extent with about 85 responses representing 34% of the total responses.

The above analysis implies that there are HRTD programmes available to employees of Enugu state civil services but it is not enough and types/methods of HTRD available are mostly on-the-job training, also the number of times the employees go on training and development courses are not enough to satisfy their training needs.

Table 5: The effects of employee's performance and ministerial outputs

	Responses	Value	Frequencies On No. Of Response	% Relative Frequencies On No. Of Responses
(Q8)	Effect On Employee Performance			
(A)	To A Great Extent	5	30	12
(B)	To An Extent	4	40	16
©	To A Minimal Extent	3	105	42
(D)	To No Extent	2	57	22.8
(E)	I Don't Know	1	18	07.2
	Total		250	100
(Q9)	The Impact On Ministerial Expected Demand/Output			
(A)	To A Great Extent	5	20	08
(B)	To An Extent	4	30	12
©	To A Minimal Extent	3	50	20
(D)	To No Extent	2	130	52
(E)	I Don't Know	1	20	08
	Total		250	100
(Q11)	Impact On Productivity Level Of The State Public Service			
(A)	To A Great Extent	5	15	06
(B)	To An Extent	4	40	16
©	To A Minimal Extent	3	70	28
(D)	To No Extent	2	115	46
(E)	I Don't Know	1	10	04
	Total		250	100

Sources: Field Survey, 2013

The data presented on table 5 above indicated that the effect of HRTD programmes in the Enugu state public service on employee performance is to a minimal extent with a frequency response of 105 representing 42% of the total responses while 57 responses representing 22.8% of the total responses said to no extent, then 40 respondents representing 16% of the total responses indicated to a great extent, 18 respondents representing 07.2% indicated that they don't know.

Further on question no.9 on the impact on ministerial output, the highest the responses is 130 respondents representing 52% of the total responses indicated that the impact of HRTD programme on the ministerial productivity is to no extent positive while all the rest of the responses is less than 50% of the responses. Also on question no. 11 on the assessment of the productivity level of the entire state public service that highest response is 115 representing 46% of the total responses stated that the impact of the HRTD on state public service output is not satisfactory, that is to no extent on the output of the state public service.

From the data presented, it is clear that the effect of HRTD programme on employee performance is not very satisfactory neither effective enough to boost both the productivity level of state or meet up with the employees training needs or organizational needs.

Table 6: Assessment of how HRTD in the public service has help the employee and state government achieve their set objectives.

	Responses	Value	Frequencies on no. of response	% relative frequencies on no. of responses
(Q13)	The extent HRTD have achieved four (4) point agenda and EN vision 4:2020			
(a)	To a great extent	5	20	08
(b)	To an extent	4	42	16.8
(c)	To a minimal extent	3	105	42
(d)	To no extent	2	68	27.2
(e)	I don't know	1	15	06
	Total		250	100
(Q14)	The extent HRTD has improved development			
(a)	To a great extent	5	30	12
(b)	To an extent	4	35	14
(c)	To a minimal extent	3	85	34
(d)	To no extent	2	60	24
(e)	I don't know	1	40	16
	Total		250	100
(Q15)	The extent method of HRTD has enhanced skill & knowledge required by employees			
(a)	To a great extent	5	05	02
(b)	To an extent	4	35	14
(c)	To a minimal extent	3	130	52
(d)	To no extent	2	80	32
(e)	I don't know	1	00	00
	Total		250	100

Source: field survey, 2013.

From table three (3) on assessment of achieved objectives, the highest responses indicated that the HRTD programme has achieved the four (4) point agenda to a minimal extent with 105 responses representing 42% of the total responses, while 68 responses representing 27.2% of the total respondents stated to no extent, 42 responses representing 16.8% of the total respondents stated to an extent, 20 responses representing 08% of the total respondent stated to a great extent and 15 responses representing 06% indicated that they don't know.

The data above shows that the four (4) point and EN vision 4:2020 has been achieved to a minimal extent, which one may say it does not have much effect on employee output/performance, on the other hand there is no much positive effect on the economic policy.

Hence on question no. 14 on the areas that the Human resource training and development programmes has improved development the highest responses there state to a minimal extent with a response rate of 85, respondents representing 34% of the total responses; the 60 respondents representing 24% of the responses stated to no extent, while 40 respondents representing 16% of the total responses said they don't know, 35

respondents representing 14% of the respondent stated to an extent while 30 respondents representing 12% of the total responses said to a great extent.

From the analysis so far it means that HRTD programmes have had some impact/effect on the four (4) point agenda but not very magnificent or reasonably to a great extent.

Further, question no.15 on method of HRTD whether it has enhanced knowledge and skills of employees, the highest responses is 130 representing 52% of the total responses indicating the effect on employee knowledge and skills is to a minimal extent. While question no. 16 (see appendix iii) on efficiency of training needs identification of employees in MDAs is indicating to a minimal extent with 137 responses represent 54.8% of the total respondents.

Also on question no.17 (see appendix iii) on assessment of how far HRTD programmes has gone to achieve the social and economic objectives the higher responses stated it is to a minimal extent with about 92 respondents, represent 36.8% of the total responses.

From the above analysis it means that HRTD programmes in Enugu state have little impact on the employees performance (output) and thereby not achieving much on the state objectives, that is ,the four (4) point agenda and EN: vision 4:2020, may be because the method of impacting the knowledge and skills is not efficient and training needs are not properly identified.

Table 7: Means of improving HRTD in Enugu state public service

	Response	Frequencies on no. of responses	% relative frequency on no. of responses
(Q19)	Suggestion on how to improve HRTD		
(a)	By periodic assessment of job performance of workers	50	20
(b)	Identification of training and development needs of various MDAs	55	22
(c)	By ensuring proper orientation and refresher courses for new employees	30	12
(d)	Proper funding of the training and its centers	50	20
(e)	Job rotation and supervision	20	08
(f)	Sending employees for in-service training to tertiary institution to acquire new skill & knowledge	25	10
(g)	Others specify	20	08
	Total	250	100

Source: field survey, 2013.

From the data collected on table 7 on means of improving HRTD in Enugu state public service; 50 respondents representing 20% of the total respondents stated that periodic assessment of workers performance will help to indicate their training needs, 55 responses representing 22 of the total responses indicated that identification of training needs of individual MDAs is necessary, while 30 respondents representing 12% stated proper orientation and refresher courses is important, 50 responses representing 20% of the total responses stated that proper funding of the training and centers is important; 20 respondents stated, proper job rotation and supervision will enhance employee training. Also 25 respondent representing 10% of the total responses stated that in service training will help acquire new skills and knowledge while others that specify suggestion like; adopting proper training type and method that will be adequate/suitable for the training needs identified will help the training programme to achieve employee objectives and have a position impact on their performance.

V. Conclusion

The findings above indicated that the management principle as advocated by scientific management theory of Fredrick W. Taylor is not fully applied in the Enugu state public service to: scientifically select men for work, train and develop them for better improved performances.

Summarily, the researcher adopting some research/statistical tool, the following findings were made.

- 1) That there are human resources training and development programmes in Enugu state public services for improving employee's performance, but the programmes available are on-the-job training programmes.
- 2) That the available programmes are not properly carried out, methods adopted are not properly planned and selected to suit the required training needs, hence output/job performance are very satisfactory. But it has a significance effect on employee's performance.
- 3) Those employees are not selected for training based on their training needs but on career groupings or grade levels. (refer to chapter 2 table 2.1 table 2.1 on records and files of training development office of the Head of Service).
- 4) That the training periods or durations are most of the time too short to acquaint the trainees with enough knowledge and skills needed for effective performance.
- 5) That some in-service training opportunities given to employees of Enugu public service are not available these days, hence most common trainings these days, hence most common training these days, hence most common trainings these days are three (3)-seven (7) days workshops or seminars.

- 6) That HRTD available in Enugu state public service has enabled the state government to achieve some of their four (4) point agenda and vision 4:20:20.
- 7) That planning and execution of training programmes are not a routine function in the various ministries to achieved economic and social objectives of the employees and government programmes, but are carried out on demand by employers. That fund are not always available for training and development programmes implementation, hence programmes are only mounted when it is possible financially.
- 8) That employee's performance are not satisfactorily improved by HRTD programmes to achieve enough objectives.
- 9) That training and development outcome does not increase MDAs output.
- 10) That the Four (4) Point Agenda and EN: vision 4:20:20 is achieved to a minimal extent not to a great extent.
- 11) That the periodic assessment of training needs through annual performance evaluation report (APER) are not implemented by the superior officer/job supervisors.
- 12) That training & development programme for lower ranked officers are scarcely implemented.

VI. Recommendations

From the findings above, the researcher advanced the following suggestions as her academic contributions which if followed or adopted will improve job performance of employees of Enugu state civil service and fulfill the organizational and governmental aims and objectives.

- a) It will be necessary for the government/employers to provide adequate training and development programmes to employees of this state (Enugu state) in order to ensure maximum utilization and motivation of every average employee of this state, to enhance economic and social development of this state, to enhance economic and social development of this state, thereby achieving the four (4) point agenda and EN: vision 4:20:20.
- b) Training and development needs should be periodically/regularly assessed either by APER or quarterly by superior officer's report on work performance and development.
- c) Adequate training and development method or style should be adopted by MDAs to suit training needs a longer durations, provisions should be made for it even if it is within the institution in the country or outside. This is because in-service training acquaints employees with new skills and knowledge necessary for improving organizational productivity.
- d) Government annual budgets should provide for adequate fund for regular training of employees of the state, if government wants to achieve their set goals and objectives. These budget should be continuously accessed to make funds available for regular training and development.
- e) Human resource development and training needs and target should be designed to suit the employees job needs and organizational objectives.
- f) Duration for each HRTD courses should be made adequate to achieve its stated objectives.
- g) Development and Training courses should be made available to all ranks in the State Public Service at least twice a year.

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