

TITLE

**The Impact of Manpower Training and Development
on Job Performance in the Nigerian Public Service
(A Case Study of National Directorate of Employment,
Enugu)**

By

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**In Partial Fulfilment of the Requirement for the
Award of Master of Business Administration Degree
(MBA) in Management**

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DECLARATION

I, **Odo Gideon Onu**, Post Graduate Student in the Department of Management with Registration No. **PG/MBA/10/55270** state that the work embodied in the project is original and has not been submitted in any other University.

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Date

CERTIFICATION

We, hereby certify that this project **"The Impact of Manpower Training and Development of Job Performance in the Nigerian Public Service (A Case Study of National Directorate of Employment, Enugu"** with registration Number **PG/MBA/10/55270** under my supervision the project is adequate in scope and quality, in partial fulfilment of the requirements for the award of the Master in Bachelor of Science (MBA) Degree in Business Management in the Faculty of Business Administration, University of Nigeria, Enugu Campus.

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DEDICATION

With sincere and immense gratitude to the almighty god, I dedicate this work to my beatific and adorable wife, Mrs. Helen Loveth Onu, and my pretty kids, Onu Ada Bennison and Onu Ochanya fortune.

ACKNOWLEDGEMENT

With heartfelt gratitude to the Almighty Father, to whom I owe every thanks, honour and adoration for his continued grace, strength, guidance and sustenance throughout the course of work; I wish to appreciate well meaning individuals for the prominent roles they have played in the actualization of this dream.

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I am grateful to all my colleagues with whom I share ideals, and heavily indebted to all the authors whose books lecture material and journal articles were cited and referred.

Finally, I wish to ultimately appreciate the employees of National Directorate of Employment for their understanding and cooperation during the course of this research.

Thanks to the Almighty Father, for He is the beginning and the end and indeed the author and the finisher of my faith.

ABSTRACT

Manpower training has become the subject of increasing study and discussion by management and behavioural experts during the past decades. The purpose of this is that the society has come to realise that the success of any organization depends to a large extent on the ability of the employees to perform their functions effectively and efficiently. Such effectiveness and efficiency largely depends on manpower training. This study has adopted both primary and secondary sources of data. Reference was made to text books, journals, lecture notes that have relevance to this study. Personal observation, personal interview and the use of questionnaires formed the bases of the primary sources of data. The data collected from primary and secondary sources were organized by the use of tables. Some relevant literatures were also reviewed in chapter two. It was considered necessary to identify some types of training, its importance, and some of the problems of staff training and development were also discussed. The researcher adopted the percentage method in its data analysis and these were shown in chapter three. Chapter four of this research was so unique because it contains the data presentation and analysis. The stated hypotheses for this study were also tested. Finally, chapter five records the research findings, summary, recommendations and conclusion which some of the findings includes:- A positive effect of training on workers performance; adequate manpower planning, motivation after undergoing training, improvement in the existing relationship among workers. While some of the recommendations includes:- Management should endeavour to specify the objectives of every training. Formal training facilities should be extended to all staff of the organization. There should be guiding policies which must be strictly followed without playing a double standard etc.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND AND NEED FOR THE STUDY

The mission of National Directorate of Employment (NDE) has been to concentrate its efforts on the re-activation of public works, promotion of direct labour, promotion of self-employment, organization of artisans into co-operatives and encouragement of a culture of maintenance and repairs through out the nation. This set of objective has remained the guiding principle of which the organizations operation is based.

One of the objectives in the attainment of this goal has been the recruitment of qualified personnel in the organization.

The second is the training of workers to enable them acquires required knowledge and skills that will enable them maintain and operate the organization's available equipment.

Thirdly, is the optimal utilization of available manpower to ensure that their objectives are met to the changing trends in the nation's employment pattern.

The National Directorate of Employment has been passing through some thickened problems especially in the area of

manpower. The Director for personnel, Mr. Abu-Baba Ari commenting on the issue, noted that the problem started with the organization. The problem of manpower training in the organization has been traced to the period when National Directorate of Employment was established up till date. Starting from that period staff were not given adequate training, instead the Department merely provided refresher courses and this led to poor performance of workers. Since the inception of National Directorate of Employment in 1986, it has been battling with ways of remedying those manpower inadequacies in the organization, but has not achieved any fruitful result. The problems have enforced the need to carry out this research.

1.2 STATEMENT OF THE PROBLEM

The National Directorate of Employment has been facing a lot of problems in manpower training.

One of the problems inherent in manpower training in National Directorate of Employment has been finance. There has been shortage of fund to meet the acquisition of new technological implements in the organization.

Low performance of workers has been another problem confronting the organization. The already trained employees have been poorly supervised.

According to Koontz, O; Donnell and Weihrich (1955:577), another problem being faced by most organization was selecting few for manpower training. There was a mistaken notion that manpower training requires a few people with high potential in the training programme, while ignoring the rest of the employees. This problem was also applicable to National Directorate of Employment.

Post training evaluation was another problem facing National Directorate of Employment. Posting a staff to an area he was not trained for was another problem confronting manpower training in the organization.

According to Zahradeen (1981:185), lack of planning ahead was another problem confronting organizations in Nigeria

and of course National Directorate of Employment was not left out. Absence of correct data had made planning and plan implementation rather difficult in organizations.

1.3 OBJECTIVE OF THE STUDY

The objectives of this study are to examine the extent training can help to improve productivity and the extent it can help in motivation.

Finally to examine the various training methods and benefits derived from training, both on the part of individual and the organization.

1.4 THEORETICAL FOUNDATIONS OF THE STUDY

The Great-man theory of Harren and Davis is used in this study for this purpose, the whole of Greatman's personal qualities theory would be applied.

According to Harren and Davis (1969:37) the Greatman theory for personal qualities include intelligence, social maturity, inner motivation and human relations oriented attitude, supervisory ability and self assurance. They are of the view that

these qualities can be acquired and developed through manpower training.

The Greatman theory for personal qualities has contributed greatly in manpower development. Training has exposed so many workers to efficiency consciousness in their dealings with members of the public. Added to this, social maturity has helped in molding the behavior and attitude of individuals especially the manager in the organization which invariably leads to high productivity. More so, training has equipped leaders on how best they could motivate and encourage subordinates in effectively performing their duties to avoid waste.

Every organization has an image maker who relates with the public. He must be trained to be able to do this. Also human relations development has been the priority in many organizations and it is important to note here that in every human relation there is an exchange. There is an exchange relationship between employers and employees in relation to manpower training. It is a give and take relationship. The management is to train the workers to enable them acquire the needed knowledge and skill to carry out their required duties. The workers on the

other hand received the training and in return give the best for the organization. That is to say, the management owns their employee the duty of training and retraining for them to acquire the needed knowledge and skill to carry out their required duties.

The workers on the other hand received the training and in return give the best for the organization. That is to say, the management owns their employees the duty of training and retraining for them to acquire needed new skills and perfect the old ones, invariably, this will motivate the employees to reciprocate through improved performance which brings about increase in labour productivity.

Supervisory ability and self assurance are developed through the manpower training for supervisors as this would help them to develop their efficiency in supervision. The emphasis on self-assurance means by implication that training helps the individual to have adequate knowledge of the job he is performing, so that whatever he does would be guaranteed.

Therefore, operationalizing great-man's theory of personal qualities in this study means that every staff in National Directorate of Employment need to be self-assured, self-

matured intelligent, motivated among others and these qualities could be acquired by no other means according to Harren and Davis but through training.

Finally, the achievement of increase in job performance fully depends on the extent of Great-man's personal qualities in organization such as National Directorate of Employment.

1.5 RESEARCH QUESTIONS

These research questions are developed by the researcher for the purpose of getting information for this study.

- 1) How often does your organization send workers to training?
- 2) How does training affect productivity in your organization?
- 3) How does management view the training of workers in your organization?
- 4) To what extent does training assist in the development of worker's abilities, skills and potentials in the performance of their duty?
- 5) To what extent do workers benefit after undergoing training in respect of salary and other benefits in your

organization?

1.6 SCOPE OF THE STUDY

The focus of this study is to examine manpower training in National Directorate of Employment.

The research study consists of the management and other staff of the organization.

The sampling will cover the senior and junior staff of the organization and cluster random sampling technique would be used.

The feasible general areas the study will cover will be the National Directorate of Employment, Enugu.

The researcher will make use of questionnaire to collect information for the study. The questionnaire would be structured in a way that it will give room for close open ended answers.

1.7 LIMITATIONS OF THE STUDY

Despite the interest and effort put in this research, some problems were encountered in the course of the study.

First in running around in search of materials and

information needed for the research work, much money was involved, as there has been problem of none payment of staff salary during the period.

Secondly, while carrying out this study, the researcher was subjected to a stipulated time limit within which the study is supposed to end. The time which was given to the researcher and other pressing academic work were serious limitations on the research work. A study of this type requires more time than that which was given for full research work.

The researcher found it difficult to get the co-operation needed from the respondents in the organization at first. They complained of having no time to attend to the researcher because of their official commitments.

Finally, distance also affected the frequency of the researcher's visit to the location of the study as the researcher has not, the adequate fund to shuttle to and fro.

1.8 SIGNIFICANCE OF THE STUDY

In National Directorate of Employment today, job performance is nothing to write home about. This is because

manpower training has been regarded by the organization as a waste of fund and unnecessary aspect of workforce. Therefore this research work is being carried out to let the National Directorate of Employment management, Enugu know the problem that has been facing them and find lasting solutions to them.

Secondly, this study would give a basis for further researchers to validate findings of the integrated studies and to the existing knowledge of management science.

Thirdly, this study would help National Directorate of Employment, Enugu and other organizations in the country to eliminate waste of time, money and material through training that is not based on emerging need of the organization.

Finally, this study would expose training and educational institutions, why it is of necessity to design programmes that would provide organizations and employees on what they need.

1.9 DEFINITION OF TERMS AND ACRONYMS

- **Manpower**

Manpower is defined in international Encyclopedia of social

science as that portion of the population which is economically active and also generally includes the potential or maximum available working force which might come into being in accordance with economic, social or political consideration".

In the context of this study, manpower means the productivity employment capacity of human being, that is, the essential aspect of human being in all their productive activities whether paid or unpaid employment.

- **Training**

According to the Ihejiamaizu (1995:35) is a preparatory discipline for employees in an organization to boost efficiency in order to increase production. It is also refers to what employees are exposed to when undergoing a course of instruction direction and possible a practice in an individual skills in a particular trade".

In this thesis training means the development of person's knowledge, skills and attitude for vocational purpose.

- **Development**

Development is defined by Flippo (1961:186) as both training to increase skill in performing a specific job and education to

increase general knowledge and

Understanding of the total environment". In this study, development means the progress made in the process of learning new skills.

- **Motivation**

Herbert, Hicks and Gullet, (1976:53) defined motivation "as discovering the stimuli for particular individuals that will lead to desired behaviour in attainment of organizational goals and objectives".

In this study, motivation is that which causes a person to act or do something in certain way. Human motives are the needs, want devices or impulses within the individual person and directed towards the accomplishment of specific goals in the organization.

- **Productivity**

Productivity operationally, is the number of unit of works accomplished during a given time or interval. It is the balance between all factors of production that will give the greatest output for other smallest effort.

In this research, productivity involves the conduct of individuals

and the amount of energy expended by the individual in an activity.

- **Organizational Workers**

A worker in ordering terms refers to a person employed to do physical or mental work in order to earn his means of livelihood or wages".

In this research work, organizational workers include all persons within the organization. Utilizing free resources and arranging for the organization to acquire other necessary resources.

- **Organization**

Organization is defined by Gritin, (1984:37) as a combination of people or individual efforts working together in pursuit of certain common purposes called organizational goal.

In this study, organization implies the collection of people acting with a given structure in realization of specific goals within the confirm of specific rules and regulations governing the conduct of members.

- **Management**

According to Akpala, (1990:3), management is the process of

combining and utilizing an organizations inputs (men, material, money and machine) by planning, organizing, directing and controlling for the purpose of producing outputs (goods, services etc) desired by consumers, so that the organizational objectives are accomplished.

In this study, management is the process of combining all the scarce resources through the process of planning, organizing, directing etc in order to achieve organizational goals. It is concerned with result, efficiency to achieve the co-operative aim of the organization, getting things done by and through others, consistency etc.

- **Overview of the Study**

Chapter one was the introduction of the study which comprised, background and need of the study, statement of the problem, objective of the study, limitations of the study, significance of the study, definition of the terms and acronyms.

Chapter two treated the literature review. This generally consists of contributions from secondary sources in the area of manpower training.

Chapter three, treated, research method and design,

sources of data, comprising primary and secondary data location of study, method of data collection, the description of population, selection of subjects to be studied, sample size and sample technique, the discussion of the instruments for measuring variables, validity test and the reliability test, Questionnaire item involving National Directorate of Employment management and staff were used.

Chapter four dealt with analysis of data gathered. It also comprises data presentation, and analysis.

Chapter five concluded with the summary of findings, recommendation and conclusion.

CHAPTER TWO

LITERATURE REVIEW

The aim of any organization whether public or private sector is geared towards increasing productivity, profit maximization and cost minimization. In order to achieve these objectives, human resources would not just be a factor of production but a bank of knowledge which would always nurtured and developed through regular training.

In an attempt to discover the impact of manpower training on job performance of workers in Nigeria, using National Directorate of Employment, (NDE), Enugu, as a case study, attempt will be made to present the various views of different authors who have either spoken or done some research findings in this area.

This will be done under the following sub-headings

- I) Manpower training and worker's competence
- ii) Manpower training and management development

Manpower training is a planned programme of organization improvement, undertaken to bring about improvement performance by influence ability.

Stemmetz (1962:3) McGehee/Thayer (1985:5) Diejomoah (1977:24), Drucker (1977:134), Flippo (1961:186). and Ubeku (1975:292), are of the opinion that training of manpower awakes workers creative instincts. Because, manpower training leaves its recipient with more informed capabilities and workers come out more competent than before. This is to say that, training helps workers to improve on their skills which ordinarily would not have been possible.

Looking to Stemmetz and the other scholars, it is very clear that the training of workers lead to worker's competence. The need for training of workers in National Directorate of Employment, Enugu is very important because such training will reduce the passivity of workers in terms of job performance.

Lending weight to this view, McGregor (1960:33 - 34) and Argyris (1957:50), argue that average human being learns under proper condition, not only to accept but to seek responsibility. To them, people are born basically good with considerable potential to learn, develop and achieve, and it is manpower training that brings out this potentials. Another reason why organization must of necessity train its employees is in order to fill positions

necessary to achieve organizational objectives. Training as mentioned by McGregor and Argyris has helped to develop some of the potentials of the National Directorate of Employment, Enugu workers. This is now helping the organization to attain some reasonable degree of responsibility unlike few years back where the services were in shambles. It is believed that if National Directorate of Employment will continue to develop its manpower, those aspects of negative attitude of workers which are still being witnessed within and outside the organization would be minimized.

Surprisingly, Simon (1960:1) stated that training brings about incompetence. According to him, training courses are only essential part of promotional process.

Notwithstanding the above view by Simon, training of workers in National Directorate of Employment, Enugu, has been helping to improve workers relationship with other people. Before, the workers are most often rude, but this day's most of the workers are becoming more polite and cautious in their dealing with the public. It is envisaged that by constant training the level of

consciousness of workers will increase. In other words, training is not only for promotion of staff as stated by Simon. One of the basic objectives of an organization is to ensure increase in productivity. All efforts therefore are directed towards this goal. The major input which has been the workers must be motivated through manpower training or other benefits in order to achieve this goal.

Herzberg (1976:86), Nwachukwu (1981:103 - 108), Hicks/Klomoski (1977:4), agrees that training of employees regularly motivates them to contribute optionally to organizational efforts by increasing productivity. More so, it affects positively workers attitude as there is a high level of devotion to duty.

The major objective of National Directorate of Employment is to ensure increase in productivity. One of the ways to achieve this, is by training which has been seen as motivating force. Some of the workers of National Directorate of Employment are not conversant with the operational manuals, neither are they so good on the job. National Directorate of Employment therefore tries as much as possible to train their workers not only to push their moral but also, to become technologically

sound to do the job for the organization to achieve its ultimate goal. Some of the workers are responding positively to this management gesture.

Starr (1966:12), and Lynton, Udai, Richard, (1967:12 - 20), are of the view that training instead of motivating workers, makes such trained workers to face serious stiff resistance and even hostility in attempting to implement new knowledge or skill in their work environment as colleagues will frequently be interested in or skeptical about the need for change.

It is the view of the researcher therefore, that training of manpower serve as tools, instruments or motivating factors for inspiring appropriate co-operative effort essential for achieving increase in job performance and the overall goals of any organization of which National Directorate of Employment is not left out.

The managers are dynamic and the life-giving element in every organization. Without their leadership resources of production remains resources and never becomes production. More so, the managers are responsible for charting the destiny of any organization.

Drucker (1977:134), Goldstein, Scorchner (1975:92 - 103), Stoner (1978: 26 - 28), Graham (1980:20), Harbison/Mayers (1964:64), are of the opinion that training provides managers the ability of good judgment, reasoning, understanding and to accept challenges. Stressing further, Koontz O'Donnell, (1955:568), stated that managers need to be willing to learn and to take advantage of knowledge and new techniques.

According to Herzberg, Mausner, Synderman (1959:557), training and development must involve managers at all levels. Training is not just for selected few "now prince and princesses" nor is it only meant of those at the lower levels. Accepting this fact therefore, the success of any organization and the ability to respond effectively to constant changing demands of the societal world depends on the quality of training programmes designed for managers.

In line with the views of the above authors and also the view of the fact that some state co-ordinators, who are equally managers in National Directorate of Employment, are not awake to their responsibilities, the Directorate has been organizing training programmes, all in attempt to develop and update these

state co-ordinators to live up to expectation. It is believed that if National Directorate of Employment, Enugu intensifies these training efforts, most of the state co-ordinators in near future will change for better. Nwachukwu (1980:105), is of the view that training programmes design for management are viewed by participants as junket trip in form of paid vacation rather than means of improving managerial performance.

The researcher partly disagrees with Nwachukwu's view in the sense that majority of the managers are always cautious of the fact that they should meet challenging jobs and therefore the need for their development through seminars and training courses are very important. Nwachukwu's view can be applicable to Laissez-Faire managers who are not dedicated to their work.

Organizational work demands technical skill for proficiency in the performance of specific activity. Organization therefore, requires people with skill in order to ensure increase in job performance.

Stoner (1982:27), Harbison and Myers (2964:641), Koonts

and O'Donnel (1955:568), agrees that training enhances the development of skills. Stressing further, these scholars noted that training afford both the new and old employees to be more current with skills and knowledge required for their daily job performance. Similarly, the skill acquired through training makes the workers to look beyond the requirement of their immediate job. Therefore, the element of skill training equips the workers with better techniques to perform their duties more effectively and efficiently.

National Directorate of Employment as a Directorate in charge of skill acquisition and self reliance of unemployed person's needs highly skilled manpower to meet up with the changing trends of technology in the society, and this can be acquired through training.

Writing on similar note, Onyema in his unpublished lecture note (1990:5) "Human Resources Management", argues that the training of workers outside the industry or company may lead to short supply of skilled manpower. His argument is that some form of training involves removing the trainee from his job, thereby leading to shortage in skill manpower.

It is the researcher's view based on Onyema's argument that there should be a combination of training methods based on the need or circumstances in National Directorate of Employment, Enugu to help their situation.

In a Nutshell, proper training offers the workers the ability to become faster, more efficient in their work and heightens moral, hence reduces cost and industrial accident, increases productivity and quality, and finally increases lifespan of equipment. In appreciation of the beneficial impact of training on workforce, the Federal Government has given a special attention to training to enhance efficiency and performance in the public sector of the economy. In the government Third National Development Plan (1975 - 1980), the sum of ~~N~~62,000.000.00 was allocated for the establishment of training institutions which include the Administration Staff College of Nigeria (ASCON), Federal Training Centers of Jos, Lagos, Kaduna and Enugu. Also in 1976, the Federal Government established the Nigeria Council for Managerial Development whose functions included among others:

- a) To advise the commission on policies, plans

and programmes for the enhancement of the number, quality and effective utilization of the managerial manpower resources of the country.

b) To develop and promote high national standards of management education entrepreneurial and supervisory training programmes.

National Directorate of Employment has been benefiting from the above training institutions. The federal training centre, for example has trained so many (NDE) workers. Therefore, it is important to note that the importance of training in achieving job performance in any organization cannot be over emphasized.

2.1.1 Types of Training Techniques in N.D.E

a) On-the-Job-Training

This is the process of providing instruction on the work situation. It is a system by which an officer as assigned to a particular job in a normal working environment and a supervisor, supervising his activities, pointing out his mistakes and instructing him on how to perform a job more effectively.

On the job training can be referred to as "a technique that affords an example of the wide spread of use of group job training for supervisors". It is aimed at making rapid result achievement by the economic use of training resources, with groups of workers in an organization.

Commenting on the issue, the Head of Personnel Management, National Directorate of Employment, Enugu, Ezepue, stated that this type of training involves learning by doing work within the work situation and it takes place without moving the person from the working environment into an artificial environment in an institution.

According to Singleton (1976:401), on the job training is the most frequently used technique in employee acquiring job skilled attitude and efficiency.

b) Departmental Training

This include on the job-training though it is usually used to describe training that takes place within a department, both on-the-job and informed classroom type situation. It is done by a department for its own officers as opposed to training at an institution which usually centers

for a number of different departments. The courses are usually very much shorter than those run by non-departmental training establishments and it include training programmes organized on the basis of a day or even afternoon's release from the working situation. It involved more with particular technical skill and knowledge, placing less emphasis on attitude and broad concept than institute programmes.

Departmental training is an important form of training. It saves the cost of moving people to a separate place or institution.

c) **Off-the-Job-Training**

This type of training takes place in something like a classroom setting. It includes lectures, conferences and seminars. According to Chukwuemeka, Eze and Abah (1998:141), off-the-job training is a type of training being conducted in an artificial environment, off the premises of the organization. Despite the high cost of off-the-job training there are few advantages in utilizing the approach.

In the first place, it minimizes the costly investment on training faculties required for conducting on the job training. Secondly, such training will be taken in a neutral environment, unaffected by work pressure or company bias. Thirdly, the trainees will get experience and contracts when they obtain their training from an outside institution. Finally, off-the-job training can be use to motivate old and new employees.

d) **Career Development**

This is not much of training when considered alone, but a process by which a person is transferred from one job to another in accordance with a carefully tried programme of sequence, so that each of the different experiences makes a planned and constructive addition to the gradual development of an individual's knowledge, skill and approach to work. Career development does not necessarily imply to any form of teaching, though in practice it usually involves an element of instruction either in the job situation or at a formal institution at some stages.

e) **Job Rotation**

The basic purpose of job rotation is to broaden the knowledge of staff. The trainees learn about the different organizational functions by rotating into different position.

f) Coaching

This is also a form of on-the-job experience in conjunction with a skilled coach with authority. One's boss is deemed, by many to be the single, most effective training techniques. Teaching is individualized and one learns by doing. There is increased motivation for the trainee, with minimization of the problems of learning transfer from theory to practice.

g) Conference Method

This technique of training provides the participant the opportunity to pool ideas, to discuss ideas and facts, to test assumption and draw conclusion.

h) Seminars and Workshop

These are other recent techniques of unique manpower training and development of employees in National Directorate of Employment. The essence of seminar and workshop is to develop workers in their efforts

to achieve organizational goals.

According to Balogu (1981:1), employees who get along well with others and who exact leadership in group situation are those who often attend seminars and workshop discussion. Seminars are necessary to achieve among other things productivity through the institution of management training.

Wonodi (1987:10-15), indicated that workshop and seminar programmes should include management of resources, guidance and counseling techniques, policy analysis and programme evaluation.

He further noted that progressive seminar will give more than the formal reduction on management because, experience, knowledge and competence are always the centre point of discussion.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 RESEARCH METHOD AND DESIGN

In defining design, Odo in his book "Guide to Proposal Writing in Social and Behavioral Sciences" (1992:42) states that design means "Outlining the name of equipment and other materials that the researcher intends using and applying some to successfully execute the practical aspect of the research study". In this study, the researcher applied a case study and a cross-sectional design.

The study will involve a standardized instrument called Manpower Training and Development Description and Questionnaires (MTDDQ). The study involved members of staff of the National Directorate of Employment, Enugu, irrespective of sex, age, social economic status, religious application and level of education. The questionnaire was instructed to give room for close and open-ended questions.

The researcher employed the simple statistical techniques of frequencies and percentages in the analysis of data collected.

3.2 SOURCES OF DATA

Data for this study are collected from two major sources, primary and secondary.

3.2.1 Primary Source of Data

The primary source of data was obtained through the use of interviews. Various categories of the National Directorate of Employment, Enugu staff were interviewed while questionnaire items were distributed to one hundred and forty (140) respondents.

3.2.2 Secondary Source of Data

The secondary source of data was made up of facts and ideas collected from text books, Journals and Periodical. The information from these published and unpublished materials are used for the review of related literature and in definition of some important concepts in other chapters of this work. Most of these works were found in various public libraries, schools and organizations.

3.3 LOCATION OF STUDY

The study took place at the National Directorate of Employment, Enugu located at Ridge Way Road near Okpara Avenue, about four kilometres from Enugu state university of science and technology.

3.4 DATA COLLECTION

According to Eze, Imetre and Ezike (1997:238) data collection is the procedures of steps taken to collect the data by the researcher. Here the researcher reports whether the data were collected by himself or with the help of field or researcher assistants or by mail.

Data used in this research work were collected by the researcher and with the help of field assistant, who was the head of personnel management national directorate of employment Enugu.

The procedure the researcher followed in gathering all the possible information required for this research work, was through the administration of questionnaire she constructed with the aid of her supervisor, which was distributed using face to face system of questionnaire distribution, to the various levels of the

national directorate of employment, Enugu staff, to obtain information needed for accurate analysis and also through interviewing of the management and other staff of the organization.

3.5 POPULATION OF STUDY

Population in the opinion of Silverthorne et al (1980:12) "is the totality of any group, persons or object which is defined by some unique attribute". This shows that population is any group attention which has been focused upon by the researcher.

The population for this study was selected from national directorate of employment Enugu. The total population of the permanent staff is two hundred and fifteen (215). NDE comprises one hundred and thirty-three (133) senior staff representing sixty-two (62) percent of the staff and eighty two junior staff representing thirty eight (38) percent of the staff. Below is a table showing the distribution of the population.

Table 3.1 Population Distribution of National Directorate of Employment Permanent Staff

Category	Total Population	Percentage (%)
Senior	133	62
Junior	82	38
Total	215	100

Source: Field Data 2002.

3.6 SAMPLE SIZE AND SAMPLE TECHNIQUE

a) Sample Size

Sample size is defined by Odo (1992:46), as " a process of selecting a proportion of the population considered adequate to represent all existing characteristics within the target population for the purpose of generalizing the findings from the sample about the sample itself, the target population and to any other population(s) having similar characteristics with the target population.

Samples are used in studies that involve large population.

Sampling method is adopted in order to adequately manipulate the enormous population, to calculation of large numbers and to reduce exorbitant cost of producing questionnaire to cover the entire population.

In determining the sample of this research work, the researcher drew the population from the staff of national directorate of employment Enugu involving the senior and junior staff. To ensure the effective coverage of the entire population of two hundred and fifteen staff, the researcher applied a statistical formula by Yamani.

Yamani (1964:280) maintains that the sampling of a population of large size would be time consuming and exorbitant. He is of the view that, to ensure effective coverage of the population, this formula should be applied.

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

Where

n = Sample size

N = Population size

e = Level of significance or error allowable

l = Constant

The researcher chooses 5% as margin of error. In substituting the formula, the researcher noted the population to be 215, therefore the translation of the formula is thus:-

$$n = \frac{215}{1 + 215 (5)^2}$$

$$n = \frac{215}{1 + 215 \times 25}$$

$$n = \frac{215}{1. 215 \times 25}$$

$$n = \frac{215}{1. 5375} \quad n = 139.8$$

So by approximation, it is 140. Therefore the sample size is 140

Table 3:2 Sample Size Table

Category of Staff	Total Population	Percentage (%)
Senior	87	62
Junior	53	38
Total	140	100

Source: Field data 2002

b) Sample Technique

The kind of sampling technique applied in this study is random sampling.

Odo (1992:54), defined cluster random sampling as "a process of dividing the target population into zones-unit in the sample to be studied" The zone-unit concept is meant to show how the findings can be generalized about the population.

The researcher employed cluster random sampling by first, zoning the offices that made up National Directorate of Employment Enugu into four. After which the researcher get the list of all the staff in each zones, then

with the list, the researcher finds out the overall total population of the zones, which comprises the total number of senior and junior staff with their percentage. After this, the researcher applied simple random technique in selecting the sample for the study.

Bowen and Weisberg, (1980:14) defined simple random sampling as "a procedure in which all the individuals in the defined population has an equal and independent chance of being selected as a member of the population from which they are drawn"

The researcher employed simple random technique by labeling the names of each staff of National Directorate of employment, Enugu on a card. Each of the cards also bear the category of the staff whether senior or junior.

The total card numbering 215 were put in a bag. The researcher pick the card one at each time in a lottery fashion until a total of 140 cards were selected.

The researcher went ahead to separate the 140 staff that was selected between the senior and junior staff. After the separation, the researcher distributed the 140 questionnaire to

the two categories of staff in each zone according to their population size. It was observed that the senior staff selected were 87 representing 62.2% and the junior staff selected were 53 representing 37.8%.

3.7 INSTRUMENTATION

According to Odo (1992:57), instrumentation deals with the tool(s) a researcher/scientist employs to generate information or data analysis.

Behing (1984:2), Somer and Sommer, (1980:23), described instrumentation as "a series of repository and/or a device that contains the instrument on a topic about which the respondents written opinions are sought, that measures the variables necessary to test the research questions. For the purpose of this research, a total of twenty questionnaires items were collected. To develop the questionnaires, the researcher made use of five research questions which were developed for this purpose. From each research question, four other questions were developed. The questionnaire is known as Manpower Training and Development on Job Performance Description

Questionnaire, (MTDDQ).

3.8 THE VALIDITY OF THE INSTRUMENT

According to Odo (1992:59), validity as an instrument refers to the process of making sure that the questionnaire items developed out of the research questions or objectives or hypothesis really test the variables or categories the researcher has claimed he wants to test in his study.

The researcher applied the pilot study technique to try out the entire aspect of the research before the actual study.

Runkel (1972:24), Borg (1983:100), Babbie (1973:211), defined pilot study technique as "the process of trying out the entire aspects of a study including analysis of the data following closely the procedures planned for the main study before launching the said main study". That means that all the operational activities the researcher has planned for actual study has to be executed in the pilot studying of the pilot sample groups.

In testing the validity of the instrument, the researcher administered the questionnaire, to fifteen staff of national directorate of employment, Enugu identical to the propose sample group of the main study from a population other than the main study. After collecting scored questionnaire, the researcher evaluated them one by one. This was done by the researcher taking an ideal one she has scored herself in the way she expected everyone of the pilot sample group to score the questionnaire, side by side with each respondent own scored questionnaire. The researcher found out that the result of the scored questionnaire was 90 percent. This made the researcher to claim that the instrument was valid.

3.9 RELIABILITY OF THE INSTRUMENT

Ibanga (1981:17), Williams (1979:21), Kerlinger (1973:442), Behing (1984:62), Bowen (1980:11) and Borg (1993:209), defined reliability of an instrument as a process of obtaining information on the degree to which a measure will yield similar results for the same subjects at different times or stable predictable and accurate way.

The researcher in order to establish the reliability, sampled ten groups of staff different from the pilot sampled group and the sample of the main study. The researcher labeled each element of the reliable sample groups from number one to ten. The researcher distributed the instrument to them. In carrying out the operation of the reliability establishment, the researcher applied test-retest techniques. According to Odo (1992:63), test-retest is being defined as "a process whereby the researcher administers the constructed questionnaire more than once, with the hope of discovering how consistent each element of the group is in scoring the instrument at those different times". After collecting the scored questionnaire, the researcher allowed three days before distributing a second batch of the same questionnaire to the same group with number from one to ten. When the scoring was collected, the researcher compared it with the first of each element of the reliable sample group with her second result. The comparison was repeated until the entire ten paired instrument were exhausted. On the completion, the researcher discovered that responses for the two sets of questionnaire given out were having similar result. The researcher claim that the instrument

was reliable and sample group was consistent.

3.10I INSTRUMENT RETURN RATE

The researcher employed a face to face distribution technique in distributing the questionnaire to the 140 selected sample elements. Odo (1992:65), defined face to face distribution techniques as "a process whereby the researcher visited the institution or organization himself to distribute the question directly by himself or by on the spot assistance in the place to the sampled group elements". After the distribution, it was agreed that the collection would be made four days after the distribution of the questionnaire by the researcher herself.

After the four days, the researcher collected one hundred and fifteen scored questionnaires back, representing 82.1% of the total number of questionnaire item distributed. Efforts were made on three occasions for the return of twenty five (25) questionnaire item which proved abortive. Ten of the respondents were sent on unscheduled course, seven, of the respondents have gone on their annual leave without dropping the questionnaire item, while the remaining eight claim to have

misplaced the questionnaire item.

Below is the data collection table and return.

Table 3.3 Data Distribution Table.

Data Distribution	Number	Percentage (%)
Number returned	115	82.1
Number not returned	25	17.9
Total number Distributed	140	100

Source: Field Data 2002

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter deals with the presentation and analysis of the data collected in the pursue of this research work. The end being the use of required data to understanding the various situations as they are with a view to making valuable recommendation and contributions.

In analysis the data collected, tabular methods are employed in the presentation of data.

- **Research Question 1**

How often does your organization send workers to training?

Table 4.1: Distribution on how often Workers are sent to Training

Possible Options	Frequency (F)	Percentage (%)
Very Often	21	18.3
Often	51	44.4
Don't Know	9	7.8
Not Often	15	13
Not very Often	19	16.5
Total	115	100

Source: Field Data 2011

Out of the 115 questionnaire returned, 21 of the respondents maintained that the organization very often send workers to training, this represents 18.3% response. Fifty-one of the respondents maintain that the organization often send their workers to training, this represents 44.4% response. Nine of the respondents representing 7.8% indicate that they don't know.

Fifteen respondents representing 13% indicate not often and finally 19 respondents representing 16.5% indicate not very often.

From the above table, it becomes clear that National Directorate of Employment, Enugu, often send their workers to training.

- **Research Question 2**

How does training affect productivity in your organization?

Table 4.2: Distribution on the Effect of Training on Worker's Productivity

Possible Options	Frequency (F)	Percentage (%)
Makes Workers to produce much more	73	63.5
Makes workers to produce less	19	16.5
Don't Know	10	8.7
Does not make workers to produce	11	9.6
Does not make workers to produce more	2	1.7
Total	115	100

Source: Field Data 2011

From the above table, the number of respondents who believe that training has been making workers to produce much more were 73, representing 63.5%. Nineteen of the respondents were of the opinion that training makes workers to produce less.

This represent 16.5% response, those respondents who maintain that they don't know were 10 representing 8.7% response. Eleven respondents indicate that training does not make workers to produce less, representing 9.6% response, while 2 respondents note that training does not make workers to produce much more, representing 1.7% response.

The table above shows that training makes workers to produce much more in National Directorate of Employment, Enugu.

- **Research Question (3)**

How does Management view the Training of Workers in your Organization?

Table 4.3: Distribution on Management View of Training

Possible Options	Frequency (F)	Percentage (%)
Very Encouraging	76	66.1
Encouraging	30	26.1
Don't Know	5	4.4
Not Encouraging	2	1.7
Not very Encouraging	2	1.7
Total	115	100

Source: Field Data 2011

The above table shows clearly that a total respondent which is 76 represents 66.1% were of the opinion that N.D.E. Management Enugu view training of their workers as a very encouraging event. Thirty respondents, represents 26.1% response were of the opinion that organizations management view training of staff as an encouraging event.

Five respondents representing 4.4% indicate they don't know. Two respondents representing 1.7% state that

organization's management view training of staff as not encouraging and lastly, 2 respondents also representing 1.7% indicate not very encouraging.

Therefore, from the above table, it is clear that the management of National Directorate of Employment, Enugu, view training of workers as a very encouraging event.

- **Research Question 4**

How does training assist in the development of workers abilities, skills and potentials in the performance of their duty?

Table 4.4.: Distribution on the Development of Workers Abilities Skills and Potentials

Possible Options	Frequency (F)	Percentage (%)
Assist very greatly	25	21.7
Assist greatly	58	50.4
Don't Know	15	13.1
Do not assist greatly	12	10.4
Do not assist very greatly	5	4.4
Total	115	100

Source: Field Data 2011

From the table 4.4 above, assist very greatly 21.7%. Assist greatly, have a frequency of 58 respondents, representing 50.4%. Don't know option have a frequency of 15 respondents representing 13.1%. Does not assist greatly have a frequency of 12 respondents, representing 10.4%, while does not assist very greatly have a frequency of 5 respondents, representing 4.4.%.

The above table reveals that training assist greatly in the development of workers' abilities, skills and potentials in the performance of their duty in NDE Enugu.

Research Question 5

How do workers rate their condition of service after undergoing training in respect of salary and other benefits in your organization?

Table 4.5: Distribution on Condition of Workers after undergoing training

Possible Options	Frequency (F)	Percentage (%)
Very Excellent	73	63.4
Excellent	30	26.1
Don't Know	5	4.4
Not Excellent	5	4.4
Not very Excellent	2	1.7
Total	115	100

Source: Field Data 2011

From the above table, 73 respondents, representing 63.4% are of the opinion that workers have very excellent condition of service after undergoing training. Thirty respondents representing 26.1% maintain that workers have excellent condition of service after undergoing training. Five respondents representing 4.4% state they don't know, 5 respondents also representing 4.4% state not very excellent, while 2 respondents

representing 1.7% state not very excellent.

The table shows that workers of National Directorate of Employment, Enugu has very excellent condition of service and were always motivated through training and the benefits that goes with it.

CHAPTER FIVE

SUMMARY, RECOMMENDATION AND CONCLUSION

5.1 SUMMARY OF FINDINGS

The purpose of this research is to examine, the impact of manpower training and organizational workers productivity in National Directorate of Employment, Enugu.

In all, five research questions were developed to suite the purpose of this research. The data for the analysis of this study were obtained from the field study conducted through questionnaire administered in National Directorate of Employment, Enugu.

From the analysis of the data collected, it is revealed that there is a noticeable association between training and organizational workers' productivity.

From research question two, shows that, the majority of the respondents agree that there is a positive effect of training on organizational workers performance. Research question three, shows that the management of National Directorate of Employment, Enugu views the training of their workers as an encouraging event.

The findings also reveals that manpower training improve workers' abilities, skills and potentials. Table 4.4 shows this:

More so, the researcher findings reveal that training and things that go with it motivate workers to improve on their performance, this was shown in table 4.5.

In a nutshell, the researcher discovered from the findings that training has strengthened and improved the existing relationship among organizational workers and their level of productivity in N.D.E. Enugu.

5.2 RECOMMENDATIONS

On the basis of the empirical analysis and findings concerning the impact of manpower training and development on job performance in National Directorate of Employment Enugu, as a case study, the following recommendations are given:

The management of National Directorate of Employment, Enugu should endeavour to specify the objectives of every training programme designed for staff, this will definitely enhance efficiency.

Formal training of staff no doubt improves the quality and

qualities of any organization. In the light of this, efforts should be made in National Directorate of Employment, Enugu to extend the formal training facilities to all staff of the organization no matter their caliber. The researcher believe that the more skill manpower an organization has, the higher its performance to the society.

The management should endeavour to have a guide policies for training and such policies should be strictly followed without playing double standard.

Training goals should be challenging and difficult enough, so that the trainees can drive personal satisfaction from achieving it. But not so difficult that they are perceived as impossible.

The ultimate goal of finishing the programme," should be supplemented with sub-goals during training, such as trainer evaluation, work-sample test and periodic quizzes.

The management should try as much to have a weekly form known as "the performance and progress report of staff," in order to access report of staff", in order to access their performance.

This will assist in manpower planning.

Staff should be optimized or motivated by ensuring that rewards that go with training, such as social, financial and environmental standard are accomplished at the end of every training programme. This will definitely give the workers sense of belonging and recognition.

Management should recruit qualified staff to strengthen the staff strength of manpower training of National Directorate of Employment. This staff should manage the vacant positions in order to carry out effective manpower training.

Although there is training consciousness and general enthusiasm for attending training courses by staff in the organization, there is need for improvement in preparation, selection and utilization of training opportunities. At times workers do not prepare for the courses, and briefing on course contents is often inadequate.

The management should prepare a more rational staff training programme which considers their total needs as well as the needs of the individual.

Management has to be aware of the necessity of involving

each trainee in every breath of work. This will enhance the workers looking beyond the requirement of their immediate job.

Frequent retaining of staff should be ensured by management as this will help to correct poor quality of work, and raise it to a standard where speed, confidence and accuracy is maintained.

National Directorate of Employment should employ a means of feedback from employers of labour after training. The researcher recommended a performance evaluation form. This should be used to generate the level of improvement.

5.3 CONCLUSION

Manpower training should be accepted as an important issue in management programme of any organization, including National Directorate of Employment, Enugu. Consequently manpower training need to be further developed to generate the needed manpower in Nigeria.

Finally, efficient manpower utilization entails the maximization of an employees' strength. This entails the opportunity to use ones skills. The optimum use of these factors

determines the rate of economic growth and development which is the reason for all manpower training programmes.

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APPENDIX 1**QUESTIONNAIRE**

Department of Management
Faculty of Business Administration,
University of Nigerian
Enugu Campus.

**TOPIC: THE IMPACT OF MANPOWER TRAINING AND
DEVELOPMENT ON JOB PERFORMANCE**

Dear Sir/Madam,

The researcher is a Master student of Management department faculty of Business Administration University of Nigerian Enugu Campus. Kindly answer the following questions honestly.

This will enable the researcher assess the relationship between the impact of manpower training and development on job performance in Nigeria public services. This is in partial fulfillment for the award of MBA. Degree in Management.

Yours faithfully,

Odo Gideon Onu
PG/MBA/10/55270

QUESTIONNAIRE

Please indicate your response by ticking (%) in the appropriate box.

1. How often do your organization send workers to training?

a) Very often	[]	
b) Often	[]	
c) Don't know	[]	
d) Not often	[]	
e) Not very often	[]	

2. What is the interval between a training and the next training in your organization?

a) Periodic	[]	
b) Quarterly	[]	
c) Don't know	[]	
d) As the need arises	[]	
e) On special request	[]	

3. What is the average duration of training courses?

a) Between 1 week - 3 months	[]	
b) Between 3 months - 12 months	[]	
c) Don't know	[]	
d) Between 12 months - 36 months	[]	
e) Above 36 months	[]	

4. What criteria do your organization use on recommending employees for training?

a) Seniority	[]	
b) Performance	[]	
c) Don't know	[]	
d) Evidence of potential for excellence	[]	
e) Any other	[]	

5. How does training affect productivity in your organization?
- a) Makes workers to produce much more ☐
 - b) Makes workers to produce less ☐
 - c) Don't know ☐
 - d) Does not make workers to produce less ☐
 - e) Does not make workers to produce much more ☐
6. To what extent do you think training has motivated workers in your organization with respect to produce at their maximum capacity?
- a) Greatly motivated workers ☐
 - b) Motivated Workers ☐
 - c) Don't know ☐
 - d) Not motivated workers ☐
 - e) Not greatly motivated workers ☐
7. If training has affected job performance in your organization, at what rate?
- a) Very high ☐
 - b) High ☐
 - c) Don't know ☐
 - d) Not high ☐
 - e) Not very high ☐
8. What are the methods your organization employs to determine workers post-training performance?
- a) Oral test ☐
 - b) Written test ☐
 - c) Don't know ☐
 - d) Post-evaluation report ☐
 - e) Competence ☐

9. How does management view the training of workers in your organization?

- a) Very encouraging ☐
- b) Encouraging ☐
- c) Don't know ☐
- d) Not encouraging ☐
- e) Not very encouraging ☐

10. How does the trainees in your organization respond to their work completely after training?

- a) Very competently ☐
- b) Competently ☐
- c) Don't know ☐
- d) Not competently ☐
- e) Not very competently ☐

11. How often were you transferred since you came back from training?

- a) Very often ☐
- b) Often ☐
- c) Don't know ☐
- d) Not often ☐
- e) Not very often ☐

12. What can you suggest to the management in respect of manpower training?

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13. How does training assist in the development of workers' skills, abilities and potentials in the performance of their duty?

- a) Assist very greatly ☐
- b) Assist greatly ☐

- c) Don't know ☐
 - d) Does not assist greatly ☐
 - e) Does not assist very greatly ☐
14. Who is responsible in determining various programme on employee will undergo in your organization?
- a) Personnel Unit ☐
 - b) Public Relations ☐
 - c) Don't know ☐
 - d) Research Unit ☐
 - e) Industrial Training Fund (I.T.F.) ☐
15. Why do you think that Post-Training is benefit to both the trainees and the organization?
- a) Individual effectiveness ☐
 - b) Prolong the life-span of equipment ☐
 - c) Don't know ☐
 - d) Increase productivity ☐
 - e) Organization Efficiency ☐
16. How effective is the courses in improving your attitude to work?
- a) Very effective ☐
 - b) Effective ☐
 - c) Don't know ☐
 - d) Not effective ☐
 - e) Not very effective ☐
17. How do workers rate their condition of service after undergoing training in respect of salary and other benefits in your organization?
- a) Very Excellent ☐
 - b) Excellent ☐
 - c) Don't know ☐
 - d) Not Excellent ☐

e) Not very Excellent ☐

18. How do you condition your job before training?

a) Very difficult ☐

b) Different ☐

c) Don't know ☐

d) Not Difficult ☐

e) Not very Difficult ☐

19. How does feed-back from employees assist management in determining further training?

a) To determine deployment areas ☐

b) To how areas of specialization ☐

c) Don't know ☐

d) To determine deficiency area ☐

e) To determine surplus area ☐

20. What can you say about the overall impact of training on worker's job performance in your organization?

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Thank you very much for sparing time to complete this questionnaire.