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# The Impact of In-Service Training on Employees' Performance and Productivity: A Study of Federal Radio Corporation of Nigeria(FRCN) Enugu

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## Abstract

*This research project is aimed at investigating the impact of in-service training on employee performance and productivity at the Federal Radio Corporation of Nigeria (FRCN), Enugu. The population of the study was one hundred and fifty (150) comprising both the senior, junior and management staff of the corporation. The Taro Yameni's formula was used to determine the sample size of the study which became one hundred and twenty (120). The survey research design was adopted for the study. The instrument for data collection was the questionnaire. The questionnaire was validated by the corrections made by the supervisor which ensured its face and content validity. The reliability of the instrument was tested through the test-retest method and the result was found to be consistent each time. The researcher personally administered the questionnaire to the respondents and collected it at the agreed date. The data collected was analyzed through percentages and the formulated hypotheses were tested with the chi-square ( $X^2$ ) statistical tool. The findings revealed that in-service training improves employee performance and productivity. Based on the findings, it was recommended that organizations should periodically embark on in-service training of their employees so as to continue to improve their performance and productivity.*

**Keywords: productivity, efficiency, employment, management, performance**

## Introduction

Periodic training of employees has become inevitable as a result of the growing complexities of the work environment, the rapid changes in organizations as well as the technological advancements. These factors have necessitated the need for periodic training and development of employees to meet these challenges. Training helps to ensure that employees possess the required knowledge and skills for effective performance of their jobs, take on new responsibilities, and adapt to changing conditions in the workplace (Jones, George and Hill, 2020:71). It is further argued that training “helps to improve product quality, customer satisfaction, productivity, morale, management succession, business development and profitability”.

Until recently, there has been a general resistance to investment in training in the public service on presumption that “employees hired under the merit system must have been qualified, that they were already trained for their jobs, and that if this was not so, it was evident that initial personnel selection was faulty” (Stahl, 2019:25). This assumption, however, has been jettisoned as the need for training became obvious to both the private and public sectors. Many organizations have come to realize that training offers a way of “developing skills, enhancing productivity and quality of work, and building worker-loyalty to the firm”. Despite the

recognition of the importance of training by management experts and government as expressed in white papers on various reforms in Nigeria, the experience of manpower training and development in the Nigeria public service has been more of use and waste.

In-service training is vitally important for our public sector. We need to train people who are result oriented service, who recognize opportunities and need objectives. Chuku Madubum (1992) viewed in-services training as an important factor that contribute to improve performance of unemployed right from the day of Federick Taylor of the scientific management to the present day in-service could be thus viewed as being concerned with increasing knowledge and skill in doing particular job is located. In-service is described as a change agent, i.e., its purpose is to effect a change in knowledge, skill and attitude.

According to Emma O. Chukwuemeka (1998), “in-service training is a learning process that involves the acquisition of skills, concepts, rules or attitudes to increase the performance of the employees”. The above definition is not out of place hence many scholars approach the definition in different perspectives. Some scholar refers in-service training as an investment. Investment is therefore commitment of resources to the acquisition of assets, in turn allows a stream of resources to be generated in the future. The asset acquired can be regarded as education, skill and mental or managerial utility. Viewing in-service training from other angle, Udo Udo-Aka (1988), defined in-service training as the development of specific and attitude needed of job to maximize the productivity of the individual and improve the overall organizational efficiency”. One obvious fact to note in Udo Udo Aka’s definition is that in-service is an organized procedure by which people acquire knowledge and skill for a definite purpose.

The objective of in-service training therefore is to effect a change in behaviours (positive) of organizational goals-increase productivity. Although the researcher agrees with Udo Aka’s definition, many organization including Enugu State Ministry of Health, regard in-service training of workers as an extra activity to be supported only if there are surplus money to embark on it. The normal situation should have been, the regard in-service training and development as a necessary tool that must be accomplished each year according to a given budget provision specifically made for it. This abnormally actually informed the researcher the need to embark on this project to create awareness are regards in-service training and development. Giving credence to Udo Aka’s definition, Armstrong Michael (1993) defined in-service training “as the modification of behaviours through experience the transfer of skills and knowledge from who have them to those about a significant improvement in job performance as a result of instruction, practice and experience”. Also along the same line of thought,

Mc Thayer (1963) defined in-service training as the formal procedures which a company uses to facilitate employees learning so that their resultant behaviours contribute to the attainment of the company’s goals and objectives. One thing to note in the above definition is emphasizes that in-service training encompasses activities ranging from the development of a complex knowledge, inculcation of elaborate administrative skills and development of attitudes towards

intricate and controversial social issues. In Enugu State specifically Ministry of Health, in-service training is seen as being continues but in practices it concentrates on the total utilization of already trained manpower without making adequate provision to retrain and develop workers rather, effort is being focused on training new intake.

Highlighting on the impact of in-service training in any giving society, Victor (1977) observed that the major capital stock of an industrially advanced country is not its physical equipment it is the body of knowledge amassed from tested finding and discussions of empirical sciences and the capacity of training of its population to use the knowledge”. Supporting the above view, Oshisami (1982) observed that, “development does not start with goods, it starts with people and their education, organization, and discipline. Without these three, all resources remain latent, untapped potentially. Every country at high level of education, produced the economic miracle”. The central idea of the above, centered on the fact that manpower is the life wire of any organization or economy. It produces and controls other factors of production and requires thoughtful provision, utilization and preservation. There is no doubt that in-service training raises the quality of life especially in public sector where such training and development are utilized in various ministries especially in the administrative cadres in order to upkeep their duty one can imagine that poor job performance of ministry of health is necessitated by incompetence untrained personnel.

In the development of organizations, training plays a vital role, improving performance as well as increasing productivity, and eventually putting companies in the best position to face competition and stay at the top. This means that there is a significant difference organizations that train their employees and organizations that do not (April, 2010). Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively (Gordon, 1992). There exists a positive association between training and employee performance. Training generates benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behaviour (April, 2010). Organizations that are dedicated to generating profits for its owners (shareholders), providing quality service to its customers and beneficiaries, invest in the training of its employees (Evans & Lindsay, 1999). The more highly motivated a trainee, the more quickly and systematically a new skill or knowledge is acquired. That is why training should be related to money, job promotion, and recognition etc, i.e. something which the trainee desires (Flippo, 1976). There are four prerequisites for learning: Motivation comes first. Cue is the second requirement. The learner can recognize related indicators (cue) and associate them with desired responses with the help of training. Response comes third. Training should be immediately followed by positive reinforcement so that the learner can feel the response. Last is the feedback; it is the information which learner receives and indicates in the quality of his response. This response must be given as quickly as possible to make sure successful learning (Leslie, 1990).

Performance can be defined as the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed. In an

employment contract, performance is deemed to be the accomplishment of a commitment in such a manner that releases the performer from all liabilities laid down under the contract. Efficiency and effectiveness are ingredients of performance apart from competitiveness and productivity and training is a way of increasing individual's performance (Cooke, 2000). Kenney, (1992) stated that employee's performance is measured against the performance standards set by the organization. Good performance means how well employees performed on the assigned tasks.

In every organization there are some expectations from the employees with respect to their performance. And when they perform up to the set standards and meet organizational expectations they are believed good performers. Functioning and presentation of employees is also termed as employee performance. This means that effective administration and presentation of employees' tasks which reflect the quality desired by the organization can also be termed as performance. While much is known about the economics of training in the developed world, studies of issues associated with training in less-developed countries are rarely found. Job characteristics and firm background were found to play key roles in determining training provision. Workers who received off-the-job training were less likely to receive on-the-job training, while those who received on-the-job training were neither more nor less likely to have received off-the-job training. However, a complementary relationship was found between receiving informal training and receiving on-the-job or off-the-job training. Earnings differentials were not found to correlate with different types of training. Unlike in developed countries, training in China was usually intended to remedy skills deficiencies, rather than enhance productivity (Ying, 2004).

Training programs helps in making acquaintance of employees with more advance technology and attaining robust competencies and skills in order to handle the functions and basics of newly introduced technical equipments. More rarely it happens that employees are not fully trained regarding new working and technical techniques and they are unable to deliver to their assignments according to the desire of the organization. Effective training can bring down these flaws, (Robert, 2006). Along with training, worth of response from employees regarding working situations is of highly importance and it can help in drawing the attention of the managers and executives to the factors that are of mammoth importance, Corretz, et al. (2008). Feedback not only adds to knowledge of employee and employer but also improves the process of evaluation of employees, (Rosti Jr. 1998). Firms can develop and enhance the quality of the current employees by providing comprehensive training and development. Research indicates that investments in training employees in problem-solving, decision-making, teamwork and interpersonal relations result in beneficial firm level outcomes (Harel, 1999). Training also has a significant effect on employee performance. Firms can develop and enhance the quality of the current employees by providing comprehensive training and development. Indeed, research indicates that investments in training employees in problem-solving, teamwork and interpersonal relations result in beneficial firm level outcomes (Harel, 1999).

It is observed that investigation directed at building a contingency model of transfer-oriented training intervention design would provide information important for developing training

environments more conducive to positive transfer in terms of productivity effectiveness. Identification of training needs, design and implementation of training programmes, transfer of training, and evaluation of programs benefits are key activities (Krishnaveni & Sripirabaa, 2008) in addition to studying general training variables such as types of training, selection of trainees, selection criteria, evaluation instruments, etc. The success of training depends on the correct implementation of all steps of the process: previous analysis of training needs, development and implementation of an adequate training plan and evaluation (Mirabet, 1997). In conclusion, training, together with other activities positively affects results and is associated with a productivity increase and a staff turnover decrease (Huselid, 1995).

Francesconi, and Zoega (2002) identified conditions under which the salary compression associated with imperfectly competitive labour markets will increase the incentive for firms to finance general or transferable training. In this context, salary compression implies that post-training productivity is increasing in training intensity at a faster rate than salary. Hence, the gap between productivity and salary is increasing in training intensity and, by definition, a firm's profits over some range. But the amount of training provided in equilibrium will be sub-optimal from society's viewpoint. Diverse results have been found in different research works regarding the effect of training on salary.

According to Human Capital Theory on the job training has positive effect on salary increment because training has the potential to enhance labour productivity (Becker, 1962). Organization's compensation system has foremost impact on transfer of training. When organization analyze the importance of training and reward their newly trained employees, then the workforce will be motivated towards passing on those skills.

According to Expectancy Theory, employee motivation increases when meaningful rewards are given to those employees who effectively transfer training (Vroom, 1964). Training is categorized into different types: for example, on the job training which is known as specific training as well and off the job training, which is also termed as informal training. On the job training works as a catalyst in the increment of salary, (Lillard and Tan, 1992). Off the job training does not have worthwhile effect on salary (Lynch, 1992 and Veum, 1995). The increase in income from on the job training is approximately 12% to 15% whereas it is 2% to 8% increase in case of off the job training (Mincer, 1996). In case of informal training, the increment in salary is about 2% (Bowers and Swaim, 1994). In manufacturing sector there is 0.9% enhancement in earnings due to on the job training (Xiao).

### **Techniques or methods of training**

According to Adeniji (2010), there are two types of training: curative and preventive. Curative training is used to address problems that workers demonstrate at the present. This is more emphasized in Nigeria. Preventive training is a programme aimed at solving a future problem that may occur. Other methods of training according to him are: in-service training Akinpelu (2002) defined in-service training as an in-house programme for staff in many government and business enterprises. That is, continuing education for teachers. Banks and large industrial enterprises use this as training schemes for their staff. Apprenticeship Redmond, (2007) describe apprenticeship as a system of learning a skill in the field of a craft

or trade from experts in the field by working with them for a set period of time. This method is employed when extensive practice or technical knowledge is required. Such job like mechanics, hairdressers, plumbers, tailors, and so on. For instance, the type of in-service programmes available in the public sector federation is similar to that which is obtained in public sector and establishment. Be that as it may, in-service programs may be classified into the following:

- a. **Induction training:** This training refers to the training initiated to introduce a new employee to the structure, functions and ethnics of work environment.
- b. **On-the job training:** This type of training is given to employee who is already perform the job assigned to him or her. It is intended to assist the employee to know the greater rudiments, techniques and depth study of his job to ensure efficiency.
- c. **Supervisor training:** This aims all inculcating in employees, the skills of supervisor, controlling and training others some methods of supervisory training are conferences lectures, on-the-job supervisory training, under study supervisory training and the job rotational supervisory training.
- d. **Management training and development:** This aims all giving suitable employees' adequate training to prepare them to occupy higher managerial positions in an organization. It also concerns with updating the knowledge and developing the utilities of the top executives of an organization.

Some scholar has their own views about the various types/kinds of in-service training. Eze (2002), reacting to induction training said that the following topic would usually constitute a typical induction course:

### **Objective of training and development**

The main objectives of employees training and development are to improve the qualities of their trainee, formulation of objectives for different needs and ways of achieving it (Olaniyan and Ojo, 2008). The training objective is very important because it determines the designed and content of the training programmes. Contents of the training remain the same no matter the type of training involved. It is to increase personnel efficiency, professional growth, smooth and more effective organization's operations. Writing on the importance of training and development Adeniji (2010), declare that an organization may have employees with the ability and determination with appropriate equipment and managerial support yet productivity fails below expected standards. This means for any organization to succeed in achieving the objective of its training programme, the design and implementation must be planned and systematically tailored towards enhancing performance and productivity.

In the words of Armstrong (1996), training should be developed and operated within an organization by appreciating learning theories and approaches if the training is to be well understood. To support this, the more highly motivated a trainee, the more quickly and systematically a new skill or knowledge is acquired (Flippo, 1973). Bryn (1990) concludes this by the four pre-requisites of learning: motivation, cue, response and feedback. Training has been an important variable in increasing organizational productivity (Rohan and Mudhumita, 2012). The success of training depends on the correct implementation of all steps of the process: previous analysis of training needs, and implementation of an adequate training

plan and evaluation (Pineda, 1995, Sole and Mirabet, 1997) in Rhan and Madhumita (2012). Researchers like Colombo and Stanca (2008), Sepulveda (2005), Konings and Vanormelingen (2009), showed that training is a fundamental and effective instrument in successful accomplishment of the firm's goals and objectives, resulting in higher productivity.

According to Holton (2000), training design refers to the degree to which the training has been designed and delivered in such a way that provides trainees the ability to transfer learning back to the job. It is obvious that training plays an important role in the development of organization, improving performance as well as increasing productivity and eventually putting organizations in the best position to face competition and stay at the top. This means that, there is a significant difference between the organizations that train their employees and that organization that do not (Benedicta, 2010). In the views of Rohan and Madhumita (2012), investing in training employees on decision making, as well as teamwork, problem-solving and interpersonal relationship has beneficial impact on organizations, level of growth, as well as impacting on employees' performance. Thus training is a way of enhancing employee commitment and maximizing employee potential. In figure 1, below the revenue cycle is driven by knowledge, innovation and creativity – all of which comes from employees.

According to Management Study Guide (2014), employee development activities help in the growth and development of employees, who are the true assets of an organization. You need to respect your employees for them to feel motivated and develop a sense of loyalty and attachment towards the organization. Organizations should not forget that their employees strive really hard for almost the entire day to accomplish organizations goals and objectives (Naylor, 1999). Employees need to be appreciated, and management ought to acknowledge their hard work. Employees who give their heart and soul to the organization also expect something in return (Nda and Fard, 2013; Khan and Khan, 2011). Money could be one motivating factor but nothing like it if you prepare your employee not only for his/her current job but also for future assignments as well. Employees need to grow with time. One cannot apply similar skills and techniques everywhere (Management Study Guide 2014). However, organizations should not forget that technology also becomes obsolete with time. Employees need to keep themselves abreast with the latest developments to survive fierce competition. Management Study Guide 2014 asserts that employee development is important for employees to enhance their skills and upgrade their existing knowledge in order to perform better. Employee development activities and trainings make employees, aware of the latest developments and what is happening around them. From the foregoing, one can deduce that employee development and training helps organizational development in the following ways: increase productivity; improved quality of services and products; job knowledge and skills of employee, addressing employee's weaknesses, bring about a sense of security at work place which reduces labour turnover and absenteeism; employee development ensures employee satisfaction; and eliminate wastage of resources and reduces accident.

### **Functions of in-service training and development**

The public sector in Nigeria today is characterized by too few trained and specialized staff who have far too much to do. Realizing the importance of in-service training and



development in Nigeria, the Udorji Commission of 1974 emphasized that the major thrust of the commission recommendation is a management improvement strategy and its principal techniques is in-service training. The report what further to highlight that the major constraint to Nigeria's development is the lack of skilled and experienced men and women to carry out the tasks at the hand and ahead. To correct the deficiency, the commission proposed improvement of both manpower planning and in-service training. In its white paper on the main report, the federal government in most respects accepted this recommendation and most of its implications. In order to establish of complete and comprehensive of in-service training and analysis of in-service training recommendation is required. At this juncture, primary attention should be given to middle level and management training and development. The restriction is imposed because the researcher has the intention to recommend that government should place primary emphasis on middle and top management development training. From the beginning therefore, it is important to understand the emphasis which the researcher placed on in-service training because the whole of the management change strategy is tied to improving management capacity through in-service training. It is also important to note that in-service training will be the most urgent consideration in accepting and implementing this research work. The researcher therefore focused on training as a corrective strategy of in-service training in Nigeria public sector.

A result oriented public sector will need to recruit and train specialized personnel.

The new public sector will require professionals who possess the requisite skills and knowledge. Management by objective, a new concept in management permits specific in-service to meet specific requirements. The proper selection and training of staff and budget specialist and that would eventually provide the skills to make plan budgeting work. There is need for a positive and realistic programme of refresher in-service training for most categories of staff in order to minimize inefficiency and increase productivity. Developing the skills and abilities needed to carry out responsibilities to improve personnel management in public sector: this is therefore worried by lack of formal training programmes in public sector.

In-service training should be part of a comprehensive educational planning programme to ensure suitably trained from administrative cadre down to the clerical.

There should be in-service training programmes in university management. The training requirement of high level manpower development will expand the needs for advanced training faculty in universities. The forgoing therefore illustrates the researchers vision/concern for in-service training throughout all branches of public sector.

Oshohobo (1992), writing on the job training, said that it is very common especially when the work requires more coaching and may be given assignments or project as part of a planned programme to develop their experience. Nwachukwu (1992) in his own view supported by saying that "on the job training is the most popular and in some cases the only form of training programme used by some organization". His reason was supported by Beach Dales (1980) who said that on the job training is most appropriate for teaching knowledge and skills that can be learned relatively short time, a few days to several weeks and when only one or at most a very few employees must be trained at the same time for the job. In case of situations calling for in depth theory acquisition, classroom method will be preferable. He continued that on the job method is very beneficial in learning unskilled and semi-skilled manual type of jobs, clerical jobs as well as sales jobs".

## Statement of the problem

In-service training is either on-the-job or off-the-job training designed to help employees perform their jobs effectively. In-service training is also given to new employees so as to make them quickly adapt the organization and to start contributing their own quota towards the organization's success. Training is also given to existing employees to update their skills after major organization or technological changes. In-service training according to Akinyele (2012:27), means "specific learning activities which are job-related, directed towards the improvement of the job-holders present and future performance on the job and their contributions towards the achievement of the organizational goals and objectives.

## Objectives of the study

The purpose of this study is to investigate the impact of in-service training on employees' performance and productivity with particular reference to the Federal Radio Corporation of Nigeria, Enugu. Specifically, the objectives of the study are to:

- i. assess the impact of in-service training programmes of the Federal Radio Corporation of Nigeria, Enugu on their employees' performance and productivity.
- ii. ascertain whether Federal Radio Corporation of Nigeria, Enugu organizes in-service training for their employees.
- iii. determine how often in-service training programmes are conducted for the employees of Federal Radio Corporation of Nigeria, Enugu.
- iv. ascertain if there is any significant relationship between in-service training of employees and their performance and productivity.

## Research questions

The following research questions were posed to guide this study:

- i. Does in-service training positively affect employees' performance and productivity?
- ii. Does the Federal Radio Corporation of Nigeria (FRCN), Enugu organize training programmes for their employees?
- iii. How often are the employees of Federal Radio Corporation of Nigeria (FRCN), Enugu sponsored on in-service training?
- iv. Is there any significant relationship between in-service training of employees' performance and productivity?

## Research hypotheses

Based on the objectives of this study and the research questions, the following hypotheses have been formulated to guide our investigation.

### Hypothesis 1

H<sub>0</sub>: In-service training does not positively affect employees' performance and productivity.

H<sub>1</sub>: In-service training affects employees' performance and productivity.

### Hypothesis 2

H<sub>0</sub>: Federal Radio Corporation of Nigeria (FRCN), Enugu does not organize in-service training for their employees.

H<sub>1</sub>: Federal Radio Corporation of Nigeria (FRCN), Enugu do organize in-service training for their employees.

### **Hypothesis 3**

H<sub>0</sub>: Federal Radio Corporation of Nigeria (FRCN), Enugu does not sponsor in-service training.

H<sub>1</sub>: Federal Radio Corporation of Nigeria (FRCN), Enugu do sponsor in-service training.

### **Hypothesis 4**

H<sub>0</sub>: There is no significant relationship between in-service training and employees' performance and productivity.

H<sub>1</sub>: There is a significant relationship between in-service training and employees' performance and productivity.

### **Significance of the study**

The findings of this study will be beneficial to both the management and employees of the Federal Radio Corporation of Nigeria (FRCN), Enugu. The management of the organization would benefit from employees' training programmes through improved performance and productivity, high standard of services/programmes to their esteemed audience, etc while the employees would benefit by having increased job satisfaction, improved prospects for internal promotion as well as increased value of the individual employees in the labour market.

### **Scope of the study**

The area of this study is the Federal Radio Corporation of Nigeria (FRCN), Enugu which forms its geographical area of coverage. The main focus of the study is to examine the impact of in-service training on employee performance and productivity in the Federal Radio Corporation of Nigeria (FRCN), Enugu also known as 92.9fm, Enugu.

### **Research design**

The research design adopted for this study is the survey research design. A survey research design is a design in which a group of people or items are studied by collecting and analyzing data from a sample of the population considered adequate to be a representative of the entire population of which the findings are generalized on the entire population.

### **Area of the study**

This research on the impact of in-service training on employees' performance and productivity with reference to the Federal Radio Corporation of Nigeria (FRCN), Enugu which forms the geographical area of the study.

### **Population of the study**

According to Sitwenthrone et al. (2018:26), population of the study is the target group of which the researcher intends to investigate. On the basis of this definition, the population of this study comprise of the entire one hundred and fifty employees of the Federal Radio Corporation of Nigeria (FRCN), Enugu which is made up of senior, intermediate and junior staff.

### Sample size and sampling techniques

The stratified random sampling technique was used to ensure that each of the stratum of staff namely the senior, intermediate and junior staff had equal chances of being selected for the study. The sample size was determined through the use of the Taro Yameni statistical formula thus:

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

Where

n	=	The sample size sought
N	=	The total population
e	=	Margin of error (5% or 0.05)
I	=	Constant

Therefore

$$n = \frac{150}{1+150(0.05)^2}$$

$$n = \frac{150}{1+150(0.0025)}$$

$$n = \frac{150}{1+0.0025}$$

$$n = \frac{150}{1.25}$$

$$n = 120$$

Therefore, the sample size = 120

### Sources of data

The researcher made use of both the primary and secondary sources of data. The data gathered with the questionnaires, personal observation and interviews with the respondents formed our primary sources of data while the data generated from books, journals, newspapers and magazines and the internet formed our secondary sources of data.

### Instrument for data collection

The instrument for data collection used in this study was the questionnaire which was designed in line with the objective of the study, the research questions and the hypotheses. The questionnaire was divided into two sections – section A sought information on the bio-data of the respondents while section B consists of questions relating to the research objectives, the research questions and the hypotheses.

### Validity and reliability of the instrument

Validity refers to the ability of the instrument to accurately measure what it tends to measure, while reliability refers to the consistency of the instrument in its measurement. The

reliability of the instrument was ensure through the corrections made by the researcher's supervisor with respect to its content and format, thereby vouching for its content and face validity. The reliability of the instrument was tested through the test-retest method. This involved the administration of the instrument to a set of respondents and after about two weeks, the instrument was re-administered to same respondents, and the results were consistent.

### Method of data collection

The researcher personally distributed the questionnaire to the respondents and collected it same day after completion. This method ensured a high rate of return of the questionnaire.

### Method of data analysis

The data generated from the distributed and collected questionnaires were processed into frequencies, converted into simple percentages and presented in tables.

The hypotheses were tested with the chi-square statistical tool. The chi-square is a parametric hypothesis testing statistical technique denoted by  $X^2$ .

In analyzing the impact of in-service training on employees' performance and productivity in the Federal Radio Corporation of Nigeria (FRCN), Enugu, the chi-square statistical method was used thus:

$$X^2 = \sum \frac{(O - E)^2}{E}$$

Where

$X^2$	=	Chi-square
$\sum$	=	Summation
O	=	Observed frequency
E	=	Expected frequency

### Decision / acceptance rule

- i. Accept null hypothesis ( $H_0$ ) if chi-square ( $X^2$ ) calculated value is greater than chi-square tabulated value and reject alternative hypothesis ( $H_1$ ).
- ii. Accept alternative hypothesis ( $H_1$ ) if chi-square ( $X^2$ ) calculated value is lesser than chi-square ( $X^2$ ) tabulated value and reject the null hypothesis ( $H_0$ ).

### Discussion of findings

The data collected are presented on a tabular form and are analyzed using percentage method while on the other hand; the chi-square test was used for testing the hypothesis. A total of 175 questionnaires were administered to all the level of staff of Federal Radio Corporation of Nigeria, Enugu and 105 copies were retrieved as duly completed and were used for the analysis. The 105 questionnaires used are being regarded as 100 percent and were used to get the views of the employees of the Federal Radio Corporation of Nigeria (FRCN) of in-service training on employees' performance and productivity.

**Table 1: Distribution and collection questionnaire**

Variables	Respondents	Percentage (%)
Returned	105	87.5

Not Returned	15	12.5
Total	120	100

Source: Fieldwork, 2021

The table above shows that total of one hundred and twenty questionnaires were distributed, one hundred and five (105) representing 87.5% were returned, and fifteen (15) representing 12.5% were not returned, hence, one hundred and five (105) becomes our sample size.

**Table 2: Analysis of respondents by sex**

Variables	Respondents	Percentage (%)
Male	66	63.00
Female	39	37
Total	105	100

Source: Fieldwork, 2021

From the analysis above, it was deduced that there were more male staff than their female counterpart in the corporation. 63% representing 66 are male while 37% representing 39 are female. These make up the total to be 105. The reason may be because of the nature of work in the organization.

**Table 3: Analysis of respondents by age**

Variables	Respondents	Percentage (%)
20 – 30	17	16.20
31 – 40	40	38.10
41 – 50	34	32.40
51 – above	14	13.30
Total	105	100

Source: Fieldwork, 2021

The table above shows that 16.2% of the staff are between the age bracket of 20 – 30 years, 38.1% are in the age bracket of 31 – 40 years, 32.4% are in the age bracket of 41 – 50 years, while 10.3% are aged between 51 years and above. On an indepth view, the workforce in the corporation are aged within the bracket of 20 to 59 which generally is believed to be the phase of life that humans attain to the apex of their achievements. These age brackets are regarded as most vocal, most active and most committed to work environment.

**Table 4: Analysis of respondents by marital status**

Variables	Respondents	Percentage (%)
Single	44	42
Married	61	58
Divorced	-	-
Separated	-	-
Total	105	100

Source: Fieldwork, 2021

The above table shows that 61 represented by 58% of the respondents are married while 44 represented by 42% of the respondents are single. This shows that there are greater percentage of married workers in Federal Radio Corporation of Nigeria than the unmarried ones.

**Table 5: Analysis of respondents by educational qualifications**

Variables	Respondents	Percentage (%)
WAEC/SSCE	29	27.60
OND/NCE	25	23.80
B.SC/HND	34	32.40
M.Sc/MBA	17	16.20
Total	105	100

Source: Fieldwork, 2021

Table 5 above indicates that 29 represented by 27.6% of the respondents has WAEC/SSCE certificate, 25 represented by 23.8% have OND/NCE as indicated in the above table, 34 of the respondents represented by 32.4% of the staff are B.Sc/HND holders while 17 respondents represented by 16.2% of the respondents possessed M.Sc/MBA certificate. This shows that the organization has greater percentage of educated staff.

**Table 6: Analysis of respondents by position in the organization**

Variables	Respondents	Percentage (%)
Junior	53	36.20
Middle	38	50.50
Senior Management	14	13.30
Total	105	100

Source: Fieldwork, 2021

Table 6 above indicates that junior staff responded very well to the questionnaire having 36.20% representing 53 respondents, middle staff has 50.5% representing 38 respondents while management has 13.30% representing 14 respondents. This distribution shows that in the corporation there are many people with skills and expertise that are necessary for the corporation. This shows that employees are satisfied with their position and makes them to be committed to work and thereby bring about higher productivity.

**Table 7: Analysis of respondents by length of service**

Variables	Respondents	Percentage (%)
1 – 10 years	13	12.40
11 – 20 years	28	45.70
21 – 30 years	34	32.40
31 years and above	10	9.50
Total	105	100

Source: Fieldwork, 2021

From the above analysis, it is clear that 13 of the respondents represented by 12.4% of the workers has stayed between 1 to 10 years in the corporation, 48 of the respondents with 45.70% have worked between 11 to 20 years, 34 of the respondents represented by 32.40% have worked between 21 to 30 years, while 10 respondents represented by 9.5% have worked about 30 years. The interpretation shows that employees are recruited into the corporation as soon as vacancies occur. Retired workers are placed on retirement benefit and medical checkup

and health care services are rendered. This motivates employees to be committed to their work thereby increasing productivity in the organization.

**TABLE 8: Do you agree that in-service training would have strong positive impact on employee's productivity in FRCN, Enugu?**

Variables	Respondents	Percentage (%)
Most Satisfied	55	32.40
Satisfied	25	23.80
Fairly Satisfied	16	15.20
Dissatisfied	5	4.80
Undecided	4	3.80
Total	105	100

Source: Fieldwork, 2021

Table 8 indicates that 32.4% represented 55 of the respondents strongly agree that in-service training would have strong positive impact on employee's productivity in the organization, 23.80 (25) of the respondents answered strongly agreed to the above question; 15.20% (16) of the respondents responded disagreed, 4.80% of the respondents strongly disagreed, while 4 respondents represented by 3.80% were undecided. However, most employees agree that in-service training would have strong positive impact on employee's productivity in the Federal Radio Corporation of Nigeria (FRCN), Enugu.

**TABLE 9: Are you satisfied that employees are sponsored for training programs on the basis of stated criteria?**

Variables	Respondents	Percentage (%)
Highly Satisfied	95	88.3
Moderately Satisfied	4	6.7
Low Satisfied	3	5
Not Dissatisfied	-	-
Total	105	100

Source: Fieldwork, 2021

A critical look at the above table shows that 88.3% representing 95 of the respondents are highly satisfied that employees are sponsored for training programs on the basis of stated criteria; 6.7 representing 4 respondents are moderately satisfied, while 5% representing 3 respondents have low satisfaction.

**TABLE 10: Do you agree that in-service training would not produce better result when compared to off-the-job training in FRCN, Enugu?**

Variables	Respondents	Percentage (%)
Agree	18	17.10
Strongly Agree	50	47.60
Disagree	15	14.30
Strongly Disagree	9	8.60
Undecided	13	12.40
Total	105	100

Source: Fieldwork, 2021

In table 10 above, 50 respondents represented by 47.60% strongly agree that in-service training would not produce better result when compared to off-the-job training in Federal Radio Corporation of Nigeria, Enugu. 18 respondents represented by 17.10% agree, 15 respondents



represented by 14.30% disagreed, 9 respondents represented by 8.60% strongly disagreed, while 13 respondents representing 12.40% were undecided.

**TABLE 11: Do you agree that in-service training is given adequate importance by the management of the organization?**

Variables	Respondents	Percentage (%)
Strongly Agree	90	85.70
Agree	15	14.30
Disagree	-	-
Total	105	100

Source: Fieldwork, 2021

An examination of table 11 above shows that 90 respondents (85.7%) strongly agree that training is given adequate importance by the management of Federal Radio Corporation of Nigeria and 15 of the respondents represented by 14.30 agreed. This means that all respondents agreed to this statement.

**TABLE 12: Do you agree that it is given adequate importance to develop skills and competence?**

Variables	Respondents	Percentage (%)
Strongly Agree	66	62.80
Agree	15	14.30
Disagree	24	22.90
Total	105	100

Source: Fieldwork, 2021

Table 12 above shows that 66 respondents representing 62.80% strongly agree that after training employees' skills/abilities are applied on the job, 15 respondents representing 14.30 of the respondents agree, while 24 respondents representing 22.9 disagreed that after training employees' skills/abilities are applied on the job.

**TABLE 13: Do you agree that training provides opportunity for newcomers in the organization to learn about the organization?**

Variables	Respondents	Percentage (%)
Strongly Agree	29	27.60
Agree	52	49.50
Disagree	6	6.20
Don't Know	7	7.20
Total	105	100

Source: Fieldwork, 2021

In table 13 above, 27.60% (29) of the respondents strongly agree to the above question that training provides opportunity for newcomers in the organization to learn about the organization, 49.50% (52) of the respondents agreed to the assertion, 6.2% (6) of the respondents disagreed, while 7.20% (7) of the respondents answered don't know.

**TABLE 14: Do you agree that training helps to acquire technical knowledge and skills required for employee's productivity?**

Variables	Respondents	Percentage (%)
Agree	25	18.3
Strongly Agree	55	71.7
Disagree	11	10
Strongly Disagree	14	12.70

Undecided	-	-
Total	105	100

Source: Fieldwork, 2021

Table 14 above shows that 55 respondents representing 71.7 agree that training helps to acquire technical knowledge and skills required for employee's productivity, 25 represented by 18.3 agreed, 11 of the respondents representing 10% were indifferent, while 12 respondents strongly agreed to that assertion.

**TABLE 15: There is no significant relationship between in-service training of employees and productivity in FRCN, Enugu?**

Variables	Respondents	Percentage (%)
Agree	24	22.90
Strongly Agree	42	40.00
Disagree	13	12.40
Strongly Disagree	12	11.40
Undecided	14	13.30
Total	105	100

Source: Fieldwork, 2021

Looking carefully into the above analysis, it shows that 42 of the respondents representing 40.00% strongly agree that there is no significant relationship between the training of employees and productivity in Federal Radio Corporation of Nigeria, 24 representing 22.90% agree, 14 respondents representing 13.30 were undecided, 13 respondents representing 12.40% disagreed, while 12 respondents representing 11.40 of the respondents strongly disagree.

**TABLE 16: Do you agree that new employees in the organization find in-service training useful?**

Variables	Respondents	Percentage (%)
Strongly Agree	64	61.00
Agree	32	30.59
Disagree	3	2.84
Undecided	6	5.72
Total	105	100

Source: Fieldwork, 2021

In the above table, it was strongly agreed by 61% (64) of the respondents that new employees in the organization find in-service training useful, 30.59% (32) of the respondents agreed, it was being disagreed by 2.84% (3) of the respondents while 5.72 (6) of the respondents neither agree nor disagree.

**TABLE 17: Do you agree that training and development are adequate emphasis on developing managerial capabilities?**

Variables	Respondents	Percentage (%)
Inadequate capital	85	80.00
Poor management	10	9.50
Checking of employees	5	4.75
Embezzlement of funds	5	4.75

Total	105	100
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Source: Fieldwork, 2021

In table 17 above, 80% (85) of the respondents strongly agreed that training and development are adequate emphasis on developing managerial capabilities, 7.50% (10) of the respondents answered agreed, 4.75% (5) of the respondents disagreed, while 4.75% of the respondents strongly disagreed.

**TABLE 18: Do you agree that government adequately allocate funds for in-service training in FRCN, Enugu?**

Variables	Respondents	Percentage (%)
Strongly Agree	41	62.80
Agree	15	14.30
Disagree	24	22.90
Total	105	100

Source: Fieldwork, 2021

In table 18 above, 62.80% (41) of the respondents answered strongly agree to question of the questionnaire, 14.30% (15) of the respondents agree, while 22.9% (24) of the respondents disagreed.

**TABLE 19: Do you agree that feedback is given concerning training's contribution to the organizational objectives?**

Variables	Respondents	Percentage (%)
Strongly Agree	60	57.20
Agree	30	28.6
Disagree	10	9.50
Undecided	5	4.76
Total	105	100

Source: Fieldwork, 2021

From the above table, analysis shows that feedback is given concerning training's contribution to the organizational objectives, 57.20% (60) of the respondents strongly agreed, 28.6% (30) of the respondents agreed, while 4.76% (5) respondents were undecided.

**TABLE 20: In-service training needs are frequently evaluated and improved upon in the organization?**

Variables	Respondents	Percentage (%)
Strongly Agree	53	36.20
Agree	38	50.50
Disagree	7	6.65
Strongly Disagree	7	6.65
Total	105	100

Source: Fieldwork, 2021

In the above analysis, 36.20% (53) of the respondents strongly agree that training needs are frequently evaluated and improved upon in the organization, 50.50% (38) of the respondents agree, while 6.65% (7) of the respondents disagrees, while the same number of respondents also strongly disagreed.

**TABLE 21: How do employees in your organization perceive the method of training being practiced in your organization?**

Variables	Respondents	Percentage (%)
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Strongly Agree	48	45.70
Agree	34	32.40
Disagree	13	12.40
Undecided	10	9.50
Total	105	100

Source: Fieldwork, 2021

The above table shows that 48 respondents represented 45.70% strongly agree that employees in the organization strongly agree that the method of training being practiced in your organization increases employee's productivity, 34 represented by 32.40 agreed, 13 representing 12.40 disagreed, 10 represented by 9.50 were undecided.

**TABLE 22: Organization system has a positive impact on employees' moral and productivity.**

Variables	Respondents	Percentage (%)
Strongly Agree	29	27.60
Agree	34	32.40
Disagree	25	23.80
Undecided	17	16.20
Total	105	100

Source: Fieldwork, 2021

The table above shows that 27.60% (29) of the respondents strongly agreed to the assertion that organization system has a positive impact on employees' moral and productivity, 32.40% (34) of the respondents agreed while 23.80% (25) of the respondents disagreed, while 16.20% (17) of the respondents were undecided.

### Testing of hypotheses

The data analyzed and interpreted will be used to test our stated hypotheses. The chi-square statistical formula will be used to test the hypotheses. The chi-square ( $X^2$ ) formula is stated thus:

$$X^2 = \sum \frac{(o_i - e_i)^2}{e_i}$$

Where

$O_i$  = Observed frequency

$E_i$  = Expected frequency

$\sum$  = Summation

$X^2$  = Chi square

The level of significance is 0.05

### Hypothesis one

- H<sub>0</sub>:** In-service training would not have any strong positive impact on employee's productivity in Federal Radio Corporation of Nigeria.
- H<sub>1</sub>:** In-service training would have strong positive impact on employee's productivity in Federal Radio Corporation of Nigeria.

**TABLE 8: Do you agree that in-service training would have strong positive impact on employee's productivity in FRCN, Enugu?**

Variables	Respondents	Percentage (%)
Agree	55	32.40
Strongly Agree	25	23.80
Undecided	16	15.20
Disagreed	5	4.80
Strongly Disagreed	4	3.80
Total	105	100

Source: Fieldwork, 2021

Variables	O <sub>i</sub>	E <sub>i</sub>	(O <sub>i</sub> – E <sub>i</sub> )	(O <sub>i</sub> – E <sub>i</sub> ) <sup>2</sup>	$\frac{(O_i - E_i)^2}{E}$
Agreed	55	21	14	1156	55.5
Strongly Agree	25	21	4	16	6.76
Undecided	16	21	-16	256	12.10
Disagreed	5	21	-5	25	1.19
Strongly Disagreed	4	21	-17	289	13.76
Total	105				2.95

Source: Fieldwork, 2021

$$X^2 = 77.2$$

Degree of freedom

$$Df = (R - 1)$$

R = Number of rows

$$\therefore = (5 - 1)$$

= The level of significance is 0.05

=  $X^2$  critical value = 9.49

### Decision Rule

Since the calculated value of  $X^2$  being 82.95 is greater than the critical value of  $X^2$  being 9.49, we are rejecting the null hypothesis that there is no significant relationship between the in-service training of employees and productivity in Federal Radio Corporation of Nigeria.

### Hypothesis two

- H<sub>0</sub>:** In-service training would not produce better result when compared to on-the-job training in Federal Radio Corporation of Nigeria.
- H<sub>1</sub>:** In-service training would produce better result when compared to on-the-job training in Federal Radio Corporation of Nigeria.

**Do you agree that in-service training would have strong positive impact on employee's productivity in FRCN, Enugu?**

Variables	Respondents	Percentage (%)
Agree	50	32.40
Strongly Agree	18	23.80
Undecided	13	15.20
Disagreed	15	4.80
Strongly Disagreed	9	3.80
Total	105	100

Source: Fieldwork, 2021

Variables	O <sub>i</sub>	E <sub>i</sub>	(O <sub>i</sub> – E <sub>i</sub> )	(O <sub>i</sub> – E <sub>i</sub> ) <sup>2</sup>	$\frac{(O_i - E_i)^2}{E}$
Agreed	50	21	29	841	40.50
Strongly Agree	18	21	-3	9	9.43
Undecided	13	21	-8	64	3.05
Disagreed	15	21	-6	36	1.71
Strongly Disagreed	9	21	-12	144	6.86
Total	105				52.1

Source: Fieldwork, 2021

$$X^2 = \text{Cal} = 82.3$$

$$\text{Where } e_i = \frac{60}{3} = 20$$

**To determine the degrees of freedom**

$$Df = (R - 1)$$

$$R = \text{Number of rows}$$

$$\therefore = (3 - 1)$$

The level of significance is 0.05

$$X^2 \text{ Tab} = 9.49$$

**Decision Rule**

Since the calculated value of  $X^2$  being 52.1 is greater than the critical value of  $X^2$  being 9.49, we are rejecting the null hypothesis that in-service training would not produce better result when compared to off-the-job training in Federal Radio Corporation of Nigeria to be complete.

**Hypothesis three**

**H<sub>0</sub>:** There is no significant relationship between the in-service training of employees and productivity in Federal Radio Corporation of Nigeria.

**H<sub>1</sub>:** There is a significant relationship between the in-service training of employees and productivity in Federal Radio Corporation of Nigeria.

**There is no significant relationship between in-service training of employees and productivity in FRCN, Enugu?**

Variables	Respondents	Percentage (%)
Agree	42	40.00
Strongly Agree	24	22.90
Undecided	14	13.30

Disagreed	13	12.40
Strongly Disagreed	12	11.40
Total	105	100

Source: Fieldwork, 2021

Variables	O <sub>i</sub>	E <sub>i</sub>	(O <sub>i</sub> – E <sub>i</sub> )	(O <sub>i</sub> – E <sub>i</sub> ) <sup>2</sup>	$\frac{(O_i - E_i)^2}{E}$
Agreed	42	21	31	961	4.5
Strongly Agree	24	21	3	9	9.8
Undecided	14	21	-7	49	12.8
Disagreed	13	21	-8	64	6.78
Strongly Disagreed	12	21	-9	81	3.87
Total	105				37.75

Source: Fieldwork, 2021

$$X^2 = \text{Cal} = 37.75$$

$$X^2 \text{ Tab} = 9.49$$

### In determining the degrees of freedom

$$Df = (R - 1)$$

$$R = \text{Number of rows}$$

$$\therefore = (5 - 1)$$

The level of significance is 0.05

$$X^2 \text{ Critical value} = 9.49$$

### Decision Rule

Since the calculated value of  $X^2$  being 37.75 is greater than the critical value of  $X^2$  being 9.49, we are rejecting the null hypothesis that there is no significant relationship between in-service training of employees and productivity in Federal Radio Corporation of Nigeria, Enugu.

### Summary of findings

This research was about investigating the impact of off-the-job training on employee performance and productivity. The focus was, firstly to investigate the different types of training and training methods employed by Federal Radio Corporation of Nigeria; secondly to know the perceptions of trainees relative to their ideals in terms of implementation; and lastly to measure the attitude of trainees towards specific attributes of the training program as it was carried out in the organization. The result of the study provides treasured information for Federal Radio Corporation of Nigeria and the government as policy makers, employees as implementers of the policies, academicians and other interested people. More specifically the study highlights the contribution of training and development as a model to be used in improving employee's performances. In order to get acquainted with the problem stated, the researcher reviewed both theoretical and empirical literatures with the regards to the impact of in-service training to the performance and productivity of public servants. Through theoretical review, different concepts in relations to the in-service training were defined. The review also examined various theories related to the study.

The empirical literature review was done by exploring a number of other different researches conducted. The empirical part of the study aimed at providing insights of

information about what actually affects Federal Radio Corporation of Nigeria efficiency. The data collected were analyzed quantitatively and qualitatively and they were presented using tables of summary of frequencies and percentages. Generally, it was found that the result of this study provide some knowledge to the fact that trainings are therefore essential to engage in capacity building to the public servants and private sector in general as a component of development.

## **Conclusion**

From this research work on effect of human resource training on worker's productivity, using Federal Radio Corporation of Nigeria as a case study, it is obvious that in service training is an investment. This investment simply means the commitment of resources to the acquisition of assets that in turn allows a stream of resources to be generated in the future. Knowledge an adage says is power and human resources passes the accumulated knowledge from one generation to another the fund of knowledge therefore has the property of growing and increasing overtime as long and the society maintains itself. In-service training should be taken seriously in all ramifications since the training of the staff is the more of other resources and therefore from a critical factor for the social, political and economic growth and development on the organization and the nation as a whole.

There is a need to review the way the training function is implemented and put in place effective strategies that work. They should ensure that all guidelines are effectively followed and training that is urgently needed provided. In addition to that, there is still a need to change the methods of training that are not effective and provide more methods of practical nature. Since there has neither been a comprehensive policy to guide an appropriate implementation of training programme nor should adequate efforts to make them aware of its function the human resource department strives to design an effective policy and involve all respective employees in its implementation. This will help to reduce the growing negative attitude towards the function. It is important for the organization to ensure that employees are adequately trained as planned and that there is a reasonable return on investment that is put into training. Particular attention must be paid to the characteristics of ideal training programmes during the design and implementation stage.

## **Recommendations**

Going through the findings of this research work, the researcher made following recommendations:

1. That in-service training programmes of any form are necessary and should be taken serious for survival, growth and prosperity of any organization whether private or public.
2. That in-service training are not the only means of increasing productivity and therefore other adequate motivation should also be given to the workers to ensure higher productivity.
3. Government should legislate to ensure that all the courses selected for the government should be implemented to the later and to guarantee training manpower of the work ahead.



4. Each organization should have a separate manpower – department who should create awareness and ensure that all staff of the organization must enjoy in-service training programmes biannually. Change is inevitable in order to meet up with challenges ahead, the manpower that should ensure that staff training is implemented.
5. Adequate financial allocation should be allocated to training as such fund should actually be released for the execution of training and development programmes for a particular year.
6. The organization should also fund the in-service training institutions and maintain all the structures to ensure conducive atmosphere for purposeful acquisition of knowledge.
7. The issue of sentiment should be discouraging for in-service nomination of and dates for in-service training purpose of officials of the commission should not be bias in dealing with issues especially that of staff training programmes.
8. On-the-job training as the most popular type of training should be encouraged in the commission as it remains the best way and greatest way of learning.

### **Implications of the study**

The need for human resource training and development on employees' productivity in Federal Radio Corporation of Nigeria cannot be over emphasized since the major targets of every organization is to reach the highest level of productivity in order to attain maximum profit, hence skilled and well developed workers are urgently needed to achieve these noble objectives. If the Federal Radio Corporation of Nigeria is able to meet the training and development need of its employees, which means that the pride in the job will be missing. Employees will be asking too many questions, then the rate of turnover will be very high, quality and quantity of the service will be affected and thereby their stipulated objectives. Therefore, research recommendations will be strictly followed if efficiency and effectiveness in productivity must be achieved.

### **Limitations of the study**

The study determined various factors which contributed to in-service training to the performance of public servants hence, these contributions were discussed and analyzed. A challenge in the organization particularly in the impact of in-service training was a focus of this research. However, in every study there are limitations as depicted here below.

**Financial Constraints:** This disallowed a researcher to select a large sample as it was difficult to afford to incur expenses beyond the disposable budget.

**Confidentiality of Documents:** Some classified and unclassified information contained were not available to the researcher's disposal and therefore the researcher missed some important information pertaining this study.

**Irrational responses:** Some of respondents were irresponsive and essentially not willing to be interviewed whereas other respondents were not ready to return the questionnaires on time.

In trying to curb the above limitations, alternatively a researcher used observation method to get some information in case respondents were not willingly to be interviewed or filling questionnaire.

## SUGGESTIONS FOR FURTHER STUDIES

This study was concerned only to the public sector organization, limiting the study to Federal Radio Corporation of Nigeria. A large sample would have been more representative of the private sector employees.

In addition, another possibility is to conduct the same study for private sector employees. That will give a comparable picture between employees in public and private sector organization. The study considered only the impact of in-service training on employees' performance and productivity. But there are other variables which influences on performance and productivity. A detailed study considering all these factors would provide an insight to determine the most critical factors that influence performance of employees.

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