

EFFECT OF TRAINING ON EMPLOYEE PERFORMANCE IN SOCIAL DEVELOPMENT SECRETARIAT, FEDERAL CAPITAL TERRITORY ADMINISTRATION (FCTA), ABUJA

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Abstract

The study examined the effect of training on employee performance in Social Development Secretariat in the FCTA, Abuja. The research used survey research design and a multi stage random sampling technique to select 302 staff from a population of 1,244 employees across management, senior and junior level. A well-structured questionnaire was designed for collection of data from the respondents. Of the 302 questionnaires administered, only 295 were adequately completed and returned. The data was analyzed using descriptive statistics and regression analysis. Content validity was utilized and measured using opinions of experts. Findings showed that on-the-job training has positive and significant effect on employees' performance in Social Development Secretariat, Abuja. Also, off-the-job training has negative and significant effect on employees' performance in Social Development Secretariat, Abuja. Based on the findings, this study recommended that Social Development Secretariat, Abuja should concentrate more in using on-the-job training for their staff since it has a positive and significant effect on staff performance; and less of off-the-job training method since it has a negative and significant effect on the employee performance.

Keywords: Training, On-the-Job Training, Off-the-Job Training, and Employee Performance

INTRODUCTION

In today's fast-changing world of business and environmental uncertainty, organizations need to be aware of their shortcomings and invest in training to make their employees more efficient and competitive in the market. Labor (Tai, 2006). One of these challenges relates to developing the skills and knowledge of employees to achieve their organizational goals and objectives. Some of these management challenges are evident in the areas of training and development, skills acquisition, mentoring, job delegation, job empowerment and job rotation (Burden et al. Proctor, 2000). Therefore, in order for organizations to survive and remain relevant and competitive, they are able to train their staff to acquire the appropriate skills and knowledge to improve their performance towards achieving organizational goals. It is true that providing quality services by any organization is a quality function of its staff. As in the rest of the world, Nigerian firms are driven by high profits. This trend is even truer as most firms that do not make a profit in the 21st century competitive environment are generally more difficult to survive. These profits are at the heart of demand in organizations that need the skills to manipulate human capital or other financial and non-financial resources and turn them into goods and services. Therefore, the recurring theme in current organizational literature dwells largely in the area of human capital development, especially skills and knowledge development. Consequent upon this, less attention is being devoted to other employee challenges in the work place which also affect their output and general performance such as training and development.

Human capital is generally considered the most important asset in an organization that companies must invest in to ensure their survival, growth, and overall performance. The history of education and

training in organizations is as old as the entire history of a professional organization (Miller, 2006). The reason for this is that the knowledge base of the general workforce in the labor market is insufficient for specialized tasks within organizations. Education and training in Nigeria begins in the late 1960s, when it was found that most of the management and business positions were held by foreigners (Sila, 2014). The departure of the expatriates after independence gave rise to a big vacuum of capable indigenous manpower. This facilitated the Federal Government of Nigeria to set a Manpower Board in 1962 following the Ashby - Commission Recommendations (Sila, 2014). It was in view of this that the Federal Government of Nigeria established complementary institutions like the Centre for Management Development (CMD), Administrative Staff College of Nigeria, Industrial Training Fund (ITF), and Federal Training Centre to train employees and also give orientation to fresh graduates of formal academic institutions. Presently, we are witnessing an overwhelming number of research institutions from both descriptive and prescriptive traditions, dwelling on several aspects of training and development programs as well as their costs and benefits for organizations and businesses (Becker & Gerhart, 2007).

However, according to Mohammed (2016), training involves using formal and informal processes to convey knowledge and enable people to acquire the skills they need to do their jobs well. In fact, staff training involves procedures and processes that deliberately attempt to provide learning activities to improve the skills, knowledge, and abilities of individuals, teams, and organizations, and in actions to achieve the desired results. No change (Bratton & Gold, 2003). ..

Today, it's literally impossible for everyone to get a job or a profession and stay there for years, basically without changing their skills. Employee training is not only desirable, but it is an activity that requires management to invest human and financial resources in order to maintain competent and knowledgeable staff. Staff training is the process of changing employee behavior to further achieve an organization's goals. Mohammed, Rand, and Ra'ed (2019), identify some of the benefits of training as the tools to improve human capital, enhance skills, increase employee knowledge and work efficiency, reduce non-productive work time such as sick days, and reduce absenteeism, as well as increase quality by reducing employee error and the resulting wastage.

Other studies have shown that training should be designed to enhance employees' skills and performance in the workplace (Obisi, 2011). This follows the fact that the strength and proficiencies of any organization is derived from those of its workers. Each employee's performance contributes to the company's accomplishment hence, the stronger the employee's performance, the more likely the company is to accomplish its goals. Thus, to encourage learning culture, top management needs to be involved in the training program (Tom & Harris, 2017). In another development, Cole (2013) views training as any learning activity which is directed towards the acquisition of specific knowledge and skills for the purposes of accomplishing a task. It is also pertinent to mention that the single advantage that any organization may have over any competition sometimes consist of the number and quality of people employed to manage organizational activities. Hence, for any work-force to be able to perform its duties, it needs to acquire necessary

knowledge and skills, which will help in no small measure to improve the productivity of the organization. This is made possible by the provision of adequate training and capacity building programme by the organization.

The importance of training on employee performance cannot be overemphasized. This is because organizational effectiveness depends on the efficient and effective performance of workforce that makes up the organization. The efficient and effective performance of the workforce in turn, rest on the richness of the knowledge, skills, and abilities possessed by the workforce.

Many organizations in Nigeria, both private and public, engage in training and development of their and have departments and units that take care of their training and development. Similarly, Social Development Secretariat in the Federal Capital Territory Authority (FCTA) is one that has been practicing training and development since its inception. However, during the past five years, training and development has witnessed a dramatic declined as many staff of the ministry have not benefitted from any form of training. This has caused the personnel of Social Development Secretariat, Abuja to manifest serious knowledge and skill gap. This lack of training and development has also resulted in poor attitudes such as lateness to work, absenteeism, poor human relation, etc. which affects employee performance in Social Development Secretariat, Abuja. Extant studies such as Mamfokeng, Lira, and Rammuso (2018); Hafeez and Akbar (2015); Mohammed (2016); addressed the effect of training on employee performance in various organizations in South Africa, Pakistan and Jordan respectively but no such studies have been conducted in Social Development Secretariat, Abuja. Therefore, this study will also fill the research gap by studying the effect of Training on employees'

performance in Social Development Secretariat, Abuja, Nigeria.

The main objective of this study is to establish the effect of training on employee performance in Social Development Secretariat in FCTA, Abuja, while the specific objectives are to: determine the effect of on-the-job and Off-the-job Training on employee performance in Social Development Secretariat in FCTA, Abuja.

However, to achieve this main objective, the following hypotheses were developed in order to make valid conclusions on the subject matter. The hypotheses are expressed in their null form:

H₀₁: On-the job training has no significant effect on employee performance in Social Development Secretariat, in Federal Capital Development Authority, Abuja.

H₀₂: Off-the-job training has no significant effect on employee performance in Social Development Secretariat, in Federal Capital Development Authority, Abuja.

LITERATURE REVIEW

Concept of Training

Training is an on-going activity which is planned to achieve better employee performance through improving employee attitude and the way employee behaved at work (Mozael, 2015). It is also an action of upgrading employee skills for a specific task (Nischithaa & Rao, 2014). Training should begin as soon as new employee joins an organization. To build human capital, organizations must continue to develop superior knowledge, skills, and experience within their workforce, staffing programmes, focus on identifying, recruiting and hiring the best and the brightest talent available. Training programmes on the other hand helps complement these staffing practices to provide skills enhancement. With training, employee

would be able to adapt to the ever-changing situation and manages daily work operation while maintaining or even improving their job performance, as training prepares employee to be ready for any huddles and also reduces employee resistance to change (Khan, Osama, Waseem, Ayaz, and Ijaz 2016; Shafini, Syamini, Amalina, Rapidah, & Sakina 2016). Training helps to ensure that organizational work-force possess the knowledge and skills they need to perform their jobs effectively, take on new responsibilities, and adapt to changing conditions (Adegbite 2014). It is further argued that training helps improve product / service quality, customer satisfaction, productivity, morale, business development and profitability. According to Ojokutu and Adegbite 2014, emphasis placed by any organization on training of its employees determines the productivity of the organization.

On-The-job training

This is usually given to employees while conducting their regular work in the same work environment, such as job rotation and transfer, coaching/mentoring, orientation, and apprenticeship.

According to Baum & Devine (2007), on-the-job training is a useful method of transferring knowledge from one another. Similarly, Blanchard and Thacker (1998) observed that on-the-job training is very useful when it comes to task-oriented activity such as handling machinery. Such training is necessary to ensure each step or procedure is followed according to the sequence. In a related study, Taylor and Davies (2004) opined that employees actually save more time and cost while learning and performing their task simultaneously.

Off-The-job Training

This involves taking the employees away from their usual work environments,

which means all concentration is on the training (Nassazi, 2013). Off - the -job training could be in the form of conferences, role playing, vestibule training, case study and business exercise. According to Shafini, Syamimi, Amalina, Rapidah & Sakina(2016), employee is able to pay more attention when they attend training outside of their working environment as the likelihood of being disturbed by work operations is far lesser compared to if the training was conducted in the working environment. Mtulo (2014) had earlier established that off-the-job training allows employee to participate in the training program without being disrupted by external factors as the training venue is usually being set in a manner which allows full concentration of the employee. Any tools or necessary equipments would have been readily made available to facilitate the training program. Similarly, Ramya (2016) found that off-the-job training is generally more structured with proper agenda which optimized the learning duration and provides systematic learning experience.

Employees' Performance

Performance is the work quality and quantity achieved by an employee in carrying out his tasks based on his responsibility (Mangkunegara, 2012; Dalimunthe, Fadli & Muda, 2016). The use of effective and directed labor is the key to improving employee performance, so that company policy is needed through the application of a good organizational structure in moving the workforce to work more productively in accordance with the plans set by the company. The results of employee work performance, both quality and quantity become performance benchmarks, where quality is the attitude shown by employees in the form of work, neatness, accuracy and

relevance of results does not ignore the volume of work in doing the work (Muda, Rafiki, Harahap, 2014; Muda, 2017; Hasan, Gusnardi & Muda, 2017; Hutagalung, Dalimunthe, Pambudi, Hutagalung & Muda 2017 and Muda & Windari, 2018). Whereas Quantity is the volume of work produced under normal conditions, it can also be seen from the number of workloads and circumstances obtained or experienced by workers during work. It is mmeasured from the willingness of employees to participate and cooperate with other employees vertically and horizontally so that the results of their work will be better.

Empirical Studies

Mamofokeng, Lira, and Rammuso (2018) examined the impact of training on employees' performance in Lesotho Banking sector. They affirmed that Human Resources Management literature regards training as the blood stream of any organization because the success of an organisation to achieve its objectives and goals heavily and highly depends on its workforce. This study employed stratified sampling technique to draw a sample of 171 employees from a population of 300 employees through self-administered questionnaire to examine the impact of training on employees' performance, employee's motivation, and job-satisfaction in the banking sector in Lesotho. The findings revealed that training not only enhances employees' performance but also positively affects employees' motivation and job satisfaction within the banking sector in Lesotho. Therefore, the banking sector in Lesotho should regularly allocate resources for employees' training based on identified skill gaps to sharpen employees' skills, knowledge, and abilities in order to capacitate them to cope with the ever-changing working environment and

uncertain conditions and to improve their motivation and job-satisfaction. This study is related to the present study in terms of similarity in the instrument for data collection (questionnaire). However, the above study did not indicate the research design used, as well as the method of data analyses applied.

In a related work, Onwumelu and Dialoke (2018) investigated the impact of human capital development on employee performance of some selected oil service firms in Rivers State, Nigeria. The population of the study was 150, survey research design was also adopted, and the instrument of data collection was questionnaire. Findings revealed that training has a positive effect on employee performance. This goes to show that when employees are adequately trained on the intellectual, personal and technical skills required to conduct their jobs, it will definitely enhance their performance. The above study was conducted in Nigeria and is very current. This study is related to the present study in terms of similarity in research design (survey), instrument for data collection (questionnaire). However, the above study did not indicate the method of data analyses applied. Also, the findings and recommendations of this study will go a long way in contributing to the recommendations that will be derived from this present study.

Hafeez and Akbar (2015) examined the impact of training on employee performance in four companies in Karachi, Pakistan. For this purpose, a sample of 356 employees was selected through random sampling techniques and data collection was done by means of a self-administered questionnaire. The data analysis through Statistical Package for Social Scientists (SPSS) 19 version revealed a statistically significant and positive

relationship between training and employees' performance in these four companies. Therefore, it was concluded that the training of employees not only improves efficiency and effectiveness of employees in performing their jobs but it also enhances the efficiency of the companies in which they work. This study is related to the present study in terms of similarity in instrument for data collection (questionnaire). However, the above study failed to indicate the total population of the study and the research design used. The study used SPSS 19 version which showed the cause and effect relationship between the dependent and independent variables. The study could have used correlation to estimate the strength and degree of the relationship between the dependent and independent variables. More so, the findings and recommendations of this study will go a long way in contributing to the recommendations that will be derived from this present study.

Halidu, (2015) carried out an empirical review on the impact of training and development on workers' productivity in some selected Nigerian universities. The findings revealed that training and development programmes improve employees' skills and performance at work place, enhance their technical knowhow/ wherewithal to withstand the challenges of contemporary times, thus, an effective tool for sustaining and enhancing workers' productivity in the academia. The study recommends that Tertiary Education Trust Fund should improve on its training policy in its entire ramification because in recent times, academics are being faced with new innovations and techno- scientific developments so as to meet up with the changing trends and circumstances. The above study was conducted in Nigeria and is very current.

However, the study failed to follow the research indigent such as research design, total population of the study, sample size and method of sample size determination, method of data collection, as well as the method of data analysis applied. Also, the findings and recommendations of this study will go a long way in contributing to the recommendations that will be derived from this present study.

Theoretical Framework

Human Capital Theory

Human capital corresponds to any stock of knowledge or characteristics the worker has (either innate or acquired) that contributes to his or her productivity (Dennison, 1998). This definition is broad, and this has both advantages and disadvantages. The advantages are clear: it enables one to think of not only the years of schooling, but also of a variety of other characteristics as part of human capital investments. These include school quality, training, attitudes towards work, etc. Using this type of reasoning, one can make some progress towards understanding some of the differences in earnings across workers that are not accounted by schooling differences alone.

The theoretical framework for the wholesale adoption of education and development policies known as Human Capital Theory was based on the work of economists such as (Becker, 1964). Human Capital Theory attempts to prove that formal education is highly instrumental in improving the productive capacity of a population. In order words, an educated population is a productive asset for a nation. This means that there is the need to invest in human capital through education and training so that productivity gains can be achieved. In

other words, education and training improves the quality of labour.

METHODOLOGY

This study used a survey research design, and this is because the study tried to find out the cause and effect relationship between the variables. The reason for adopting a survey research design is because the information needed in this study is gotten through the use of an administered questionnaire.

The study population comprised of four sections of Social Development Secretariat, Abuja. The Social Development Secretariat, Abuja comprises of the following sections. Finance and Administration (109 staff members), Gender Development and Social Welfare (274 staff members), Tourism, Arts and Culture (426 staff members), while Sports and Youth Development (435 staff members) bringing it to a total of 1244 workforce.

A multistage random sampling technique was adopted in the study. The random sampling ensures that units of the sample are selected on the basis of chance and all units have an equal chance to be included in the sample. Under this study, the population was stratified into homogeneous strata, where every element was given equal opportunity of being selected.

The Taro Yamane (1967) sample formula was used in the determination of the sample size for the study and it is based on the formula:

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

Where:

n = sample size;

N = population size;

e = Level of precision required;

1 = constant

In determining the sample size, the following variables were used:

Confidence interval = 95 %

e = Margin of error = 0.05

Substituting into the formula,

$$n = \frac{1244}{1 + 1244(0.05)^2}$$

$$n = \frac{1244}{1 + 1244(0.0025)}$$

$$n = \frac{1244}{1 + 3.11}$$

$$n = \frac{1244}{4.11}$$

$$n = 302$$

Table 1: Sampling Distribution using Bourley's Proportional Allocation Technique

S/N	Sections	Population	Sample size distribution using Bourley's Technique
1	Finance and Admin Section	109	$nb = \frac{109 * 302}{1244} = 26$
2	Gender Development and Social Welfare	274	$nb = \frac{274 * 302}{1244} = 67$
3	Tourism Dev, Arts & Culture	426	$nb = \frac{426 * 302}{1244} = 103$
4	Sports and Youth Development	435	$nb = \frac{435 * 302}{1244} = 106$
	Total	1244	302

Source: HRM Report, SDS, 2020

The primary data was collected through the use of survey questionnaire by drop and pick strategy to ensure high response rate. The use of questionnaire was adopted because it ensured that data collection was standardized such that each respondent got the same question and in the same format. A five-point Likert-scale which ranges from "strongly agree" to "strongly disagree" (5= 'Strongly Agree', 4= 'Agree', 3= 'Undecided', 2= 'Strongly Disagree' and 1= 'Disagree') was used to reflect the agreement of the respondents.

A total of 302 questionnaires were distributed using a random sampling method across the four departments/sections of Social Development Secretariat, Abuja. However,

only 295 returned the copies of the questionnaire.

Validity Test

Content validity was utilized and measured using opinions of experts. The instrument was presented to the study supervisor and two experts; one in human resource management and one expert in measurement and evaluation.

Reliability Test

The research instrument (questionnaire) was subjected to pilot test so as to ensure its reliability. Reliability was used to test the extent of questions accuracy in the instrument, while reliability is used to test for the internal consistency of each of the questions (variables) in the questionnaire. The most convenient method for testing for the internal consistency

is the Cronbach's Alpha, which is computed with the following model below:

$$\alpha = \frac{Nr}{1 + r(N - 1)}$$

Where:

α = Cronbach Alpha

N = the number of items in the scale

r = the mean inter-item correlation

A minimum Cronbach's Alpha value of 0.7 is stated to be reliable

Data was analyzed using descriptive statistics (which include frequencies, percentages, mean and standard deviations) and the regression analysis. Regression analysis was utilized to investigate the relationship between a range of variables, these including an error term, whereby a dependent variable is expressed as a combination of independent or explanatory variables, and "the unknown parameters in the model are estimated, using observed values of the dependent and explanatory variables" (Cooper & Schindler, 2006). To test the hypotheses that was generated from the research questions of the study, t-value of the regression result was utilized. The decision rule is that if the probability (Sig) > 0.05, we

accept the null hypothesis and reject the alternative hypothesis; and if the probability (Sig) < 0.05 we accept the alternative hypothesis and reject the null hypothesis.

The model specifications here are formulated to tests the two hypotheses and they are as follows:

$$EMP = \theta_0 + \theta_1 OJT + \mu_t \text{-----} (1)$$

$$EMP = \theta_0 + \theta_2 OFTJ + \mu_t \text{-----} (2)$$

Capturing all the variables in one multiple regression model, we have:

$$EMP = \theta_0 + \theta_1 OJT + \theta_2 OFTJ + \mu_t \text{-----} (3)$$

Where:

EMP = Employees' Performance

OJT = On-the-Job Training

OFTJ = Off-the-Job Training

θ_0 = the autonomous parameter estimate (Intercept or constant)

$\theta_1 - \theta_3$ = Parameter coefficients of On-the-Job Training and Off-the-Job Training

μ_t = Residual

ANALYSIS AND RESULTS

Table 2: On the Job training

Items	5	4	3	2	1
Employees of Social Development Secretariat, Abuja have been fully mentored by senior staff	76(27.76)	78(26.44)	44(14.92)	53(17.97)	44(14.92)
Management of Social Development Secretariat, Abuja always ensure employees jobs are rotated within the organization	88(29.83)	77(26.10)	34(11.53)	45(15.25)	51(17.29)
Management of Social Development Secretariat, Abuja frequently conducts orientation and induction programmes for all employees	79(26.78)	69(23.39)	40(13.56)	49(16.61)	58(19.66)

Source: Survey, 2020

Table 2 indicates that 36.85% of the respondents strongly agreed that employees of Social Development Secretariat, Abuja have been fully mentored by senior staff. 26.44% of the respondents agreed that employees of Social Development Secretariat, Abuja have been fully mentored by senior staff and 14.92% of the respondents were undecided. 17.97% of the respondents strongly disagreed that employees of Social Development Secretariat, Abuja have not been fully mentored by senior staff and 14.92% of the respondents disagreed that employees of Social Development Secretariat, Abuja have not been fully mentored by senior staff.

Table 2 indicates that 29.83% of the respondents strongly agreed that management of Social Development Secretariat, Abuja always ensure employees jobs are rotated within the organization. 26.10% of the respondents agreed that management of Social Development Secretariat, Abuja always ensure employees jobs are rotated within the organization and 11.53% of the respondents were undecided. 15.25% of the respondents strongly disagreed that management of Social

Development Secretariat, Abuja do not always ensure employees jobs are rotated within the organization and 17.29% of the respondents disagreed that management of Social Development Secretariat, Abuja do not always ensure employees jobs are rotated with the organization.

Table 2, indicates that 26.78% of the respondents strongly agreed that management of Social Development Secretariat, Abuja frequently conducts orientation and induction programmes for all employees. 23.39% of the respondents agreed that management of Social Development Secretariat, Abuja frequently conducts orientation and induction programmes for all employees and 13.56% of the respondents were undecided. 16.61% of the respondents strongly disagreed that management of Social Development Secretariat, Abuja do not frequently conducts orientation and induction programmes for all employees and 19.66% of the respondents disagreed that management of Social Development Secretariat, Abuja do not frequently conduct orientation and induction programmes for all employees.

Table 3: Off the Job training

Items	5	4	3	2	1
Conferences are used in Social Development Secretariat, Abuja to train employees	91(30.85)	89(30.17)	34(11.53)	39(13.22)	42(14.24)
Management of Social Development Secretariat, Abuja always conduct seminars to introduce new methods of doing task in the organization	101(34.24)	92(34.23)	44(12.92)	37(12.54)	21(7.11)
Management of Social Development Secretariat, Abuja frequently used workshops to educate employees on daily tasks	99(33.56)	89(30.17)	54(18.31)	33(11.19)	20(6.78)

Source: Survey, 2020

Table 3 indicates that 30.85% of the respondents strongly agreed that conference is used in Social Development Secretariat, Abuja to train employees. 30.17% of the respondents agreed that conferences are used in Social Development Secretariat, Abuja to train employees and 11.53% of the respondents were undecided. 13.22% of the respondents strongly disagreed conferences are not used in Social Development Secretariat, Abuja to train employees and 14.24% of the respondents disagreed that conferences are not used in Social Development Secretariat, Abuja to train employees.

Table 3 indicates that 34.24% of the respondents strongly agreed that management of Social Development Secretariat, Abuja always conduct seminars to introduce new methods of doing task in the organization. 34.23% of the respondents agreed that management of Social Development Secretariat, Abuja always conduct seminars to introduce new methods of doing task in the organization and 12.92% of the respondents were undecided. 12.54% of the respondents strongly disagreed that management of Social

Development Secretariat, Abuja do not always conduct seminars to introduce new methods of doing task in the organization and 7.11% of the respondents disagreed that management of Social Development Secretariat, Abuja do not always conduct seminars to introduce new methods of doing task in the organization.

Table 3; indicate that 33.56% of the respondents strongly agreed that management of Social Development Secretariat, Abuja frequently used workshops to educate employees on daily tasks. 30.17% of the respondents agreed that management of Social Development Secretariat, Abuja frequently used workshops to educate employees on daily tasks and 18.31% of the respondents were undecided. 11.19% of the respondents strongly disagreed that management of Social Development Secretariat, Abuja frequently used workshops to educate employees on daily tasks and 6.78% of the respondents disagreed that management of Social Development Secretariat, Abuja frequently used workshops to educate employees on daily tasks.

Table 5: Employees Performance

Items	5	4	3	2	1
Employees of Social Development Secretariat, Abuja always have positive attitude towards accomplishing tasks	21(36.18)	20(36.36)	5(9.09)	4(7.27)	5(9.09)
Employees of Social Development Secretariat, Abuja are committed to work	19(34.55)	22(40.00)	4(7.27)	4(7.27)	6(10.91)
Employees of Social Development Secretariat, Abuja are satisfied with their designed tasks	18(32.73)	20(36.36)	5(9.09)	5(9.09)	7(12.73)

Source: Survey, 2020

Table 5 indicates that 38.18% of the respondents strongly agreed that employees of Social Development Secretariat, Abuja always have positive attitude towards

accomplishing tasks. 36.36% of the respondents agreed that employees of Social Development Secretariat, Abuja always have positive attitude towards accomplishing tasks

and 9.09% of the respondents were undecided. 7.27% of the respondents strongly disagreed that employees of Social Development Secretariat, Abuja do not always have positive attitude towards accomplishing tasks and 9.09% of the respondents disagreed that employees of Social Development Secretariat, Abuja do not always have positive attitude towards accomplishing task.

Table 5 indicates that 34.55% of the respondents strongly agreed that employees of Social Development Secretariat, Abuja are committed to work. 40.00% of the respondents agreed that employees of Social Development Secretariat, Abuja are committed to work and 7.27% of the respondents were undecided. 7.27% of the respondents strongly disagreed that employees of Social Development Secretariat, Abuja are not committed to work.

and 10.91% of the respondents disagreed that employees of Social Development Secretariat, Abuja are not committed to work.

Table 5 indicates that 32.73% of the respondents strongly agreed that employees of Social Development Secretariat, Abuja are satisfied with their designed tasks. 36.36% of the respondents agreed that employees of Social Development Secretariat, Abuja are satisfied with their designed tasks and 9.09% of the respondents were undecided. 9.09% of the respondents strongly disagreed that employees of Social Development Secretariat, Abuja are not satisfied with their designed tasks and 12.73% of the respondents disagreed that employees of Social Development Secretariat, Abuja are not satisfied with their designed tasks.

Table 6: Descriptive Statistics on the Variables

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	
EMP	55	1.00	5.00	3.7636	1.42678	
OTJT	295	1.00	5.00	2.8475	1.57590	
OFTJT	295	1.00	5.00	3.7300	1.27095	
Valid N (list wise)	55					

Source: SPSS version 20.00

The table 5 revealed that the result of descriptive statistics which indicated the mean and standard deviation as well as minimum and maximum value of the variables: The mean value of employees' performance (EMP)

is 3.76, and the mean value of on the job training (OTJT) is 2.84 and the mean value of off-the-job training (OFTJT) is 3.73. The table also recorded standard deviation of the variables.

Test of Hypotheses

Table 7 Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.927 ^a	.860	.858	50339

a. Predictors: (Constant), OFTJT, OTJT

The $R^2 = 0.86$ indicates that only 86% of variation on training (on the job training and off the job training) can be used to explain employees performance in Social

Development Secretariat, Abuja but 14% can be explained by other factors not noted in the regression model which is referred to as error term.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	228.990	2	114.495	451.629	.000 ^b
	Residual	37.250	147	.253		
	Total	266.240	149			

a. Dependent Variable: EMP

b. Predictors: (Constant), OFTJT, OTJT

The regression result shows that the model is fit for the study since the *F*-statistics is significant at 5% level of significance. This

implies that all the variables used in the study is fit in the model and can be used to explain their effect on each other.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-8.461	.445		-19.027	.000
	OTJT	.911	.082	.462	11.068	.000
	OFTJT	-1.662	.126	-.552	-13.229	.000

a. Dependent Variable: EMP

Source: econometric output, 2020

Decision Rule: 5% level of significance

The result also shows that on the job training has positive and significant effect on employees' performance in Social Development Secretariat, Abuja. Also, off-the-job training has negative and significant effect on employees' performance in Social Development Secretariat, Abuja. These effects are significant since the *P*-values are less than 5%. Thus, we concluded that on-the-job training has positive and significant effect on employees' performance in Social Development Secretariat, Abuja. Also, off-the-job training has negative and significant effect on employees' performance in Social Development Secretariat, Abuja.

training on employees' performance in Social Development Secretariat, Abuja. Other findings were that on the job training has positive and significant effect on employees' performance in Social Development Secretariat, Abuja. Also, off the job training has negative and significant effect on employees' performance in Social Development Secretariat, Abuja. The study is in line with the finding of Mamofokeng, Lira, and Rammuso (2018) who found that there is statistical positive and significant effect of the variables. The study is also in tandem with human capital theory.

Discussion of Findings

The results of the analysis indicate that there is positive and significant effect of

CONCLUSION AND RECOMMENDATIONS

The study concluded that the training had a positive and significant effect on the productivity of Abuja's Social Development Secretariat staff. Other findings showed on-the-job training had a positive and significant impact on the productivity of Abuja's Social Development Secretariat staff. In addition, on-the-job training adversely affects and has a

significant impact on the productivity of staff in Abuja's Social Development Secretariat.

The study therefore recommends that Social Development Secretariat in FCTA, Abuja should concentrate more in using on-the-job training for their staff since it has a positive and significant effect on employees' performance; and less on off-the-job training method since it has a negative and significant effect on the employees' performance.

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