

**TRAINING/DEVELOPMENT AND WORKERS EFFICIENCY IN SOME SELECTED
CIVIL SERVANT OF KADUNA
STATE NIGERIA**

A Thesis Presented to the
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Kampala International University
Kampala, Uganda

In Partial Fulfillment of the Requirement for the Degree
of Masters of arts in Development Studies.

By:


Umar Musa
MDS/34300/113/DF

September, 2012

DECLARATION A

This thesis is my original work and has never been presented for a degree or any other academic award in any university or institution of learning.

Umar Musa


5/10/2012

Signature

Date

DECLARATION B

"I confirm that the work reported in this thesis was carried out by the candidate under my supervision".

Prof. Kabir Haruna Danja

A handwritten signature in blue ink, appearing to read 'Kabir', is written over a horizontal line.

Signature of the Supervisor

Date 08/10/2012

APPROVAL SHEET

This thesis entitled " Training /development and work efficiency in some selected civil servant of Kaduna State Nigeria" prepared and submitted by Umar Musa in Partial fulfillment of the requirements for the degree of Master of Arts Development Studies, and this has been examined and approved by the panel on oral examination with a grade of PASSED

~~Mwari~~
Dr. Mwanik Roscann

Name and Sig. of Chairman

Red

Name and Sig. of Supervisor

Sig. of Chairman

P.D. Ruzabukwiri Emmanuel Festus

Name and Sig. of Panelist

Name and Sig. of Panelist

Name and Sig. of Panelist

Name and Sig of Director, SPGSR

Name and Sig. of DVC, CHRGSR

Dedication

I dedicated this masters Degree to my Late Father Musa Muhammed, whose efforts, encouragement and guidance has always been a source of inspiration on me.

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TABLE OF CONTENTS

Declaration A	i
Declaration B	ii
Approval Sheet	iii
Dedication	iv
Acknowledgement	v
TABLE OF CONTENTS	vi
LIST OF TABLES	x
List of Abbreviations	xi
ABSTRACT	xii

Chapter	Page
One	1
Background of the study	1
Statement Of The Problem	2
Purpose Of The Study	3
Research Objectives	3
Research Questions	3
Hypothesis	4
Scope	4
Theoretical scope	4
Geographical Scope	5
Time Scope	5
Significance of the Study	5

Operational Definition Of Key Terms	6
Two LITERATURE REVIEW AND THEORETICAL FRAMEWORK	7
Concepts, Opinions, Ideas from Authors/Experts	7
Development	8
Efficiency	9
Organization Training And Development Process	10
On And Off The Job Training	11
Induction Course/Training	12
Refresher Course	12
Role Playing	12
Conference/Seminar/Workshop	12
Sensitivity Training	12
Vestibuler Training	12
Relationship between training/ development and work efficiency.	14
Theoretical perspectives.	15
Related studies	16
Three RESEARCH METHODOLOGY	18
Research Design	18
Research Population	18
Sample size	18
Sampling Procedure	19
Research Instrument	20
Validity and Reliability of the Instruments	20

Validity	20
Reliability	21
Data Gathering Procedures	22
Data Analysis	23
Ethical Consideration	24
Limitation of the study	25
 Four PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA	 26
Profile of Respondents	26
Demographic Characteristics of the Respondents	26
Gender of the Respondents	27
Educational Qualification of the Respondents	27
Marital Status	27
Extent of Training and Development of the Respondents	27
Level of work efficiency of the selected civil servant	29
 Five FINDINGS, CONCLUSION AND RECOMMENDATION	 36
Summary of findings	36
Conclusions	38
Recommendations	38
 REFERENCES	 40
Appendices	
APPENDIX I : Transmittal Letter	43

Appendix II: Authorization Letters	44
Appendix III: Research Instrument	48
FACE SHEET FOR THE DEMOGRAPHIC CHARACTERISTIC OF RESPONDENTS	1
APPENDIX IV: QUESTIONNAIRE ON THE EXTENT OF TRAINING AND DEVELOPMENT IN KADUNA STATE CIVIL SERVANTS	50
APPENDIX V QUESTIONNAIRE ON THE WORK EFFICIENCY IN KADUNA STATE CIVIL SERVANTS	52
Appendix VI: Reliability Statistics	53
Appendix VII: Sample Size table	54
Appendix VIII: Respondents Profile	55
Appendix IX: Extent of training and development table	56
Appendix X: level of Work efficiency table	57
Appendix XI: Relationship Table	58
Appendix XII: Regression Table	60
Appendix XIII: Vitae	61

LIST OF TABLES

Table 1: Respondent Profile	26
Table 2:Extent of Training and Development of Selected Civil Servant (Male vs Female)	28
Table 3:Level of Work Efficiency of the Selected Civil Servant	30
Table 4:Significant relationship between extent of training and development and level of work efficiency of the civil servant.	31
Table 5:Regression analysis between dependent and independent variable.	35

LIST OF ABBREVIATION

ASCON	Administrative Staff College of Nigeria
CVI	Content Validity Index
HRD	Human Resource Development
HND	Higher National Diploma
ICT	Information Communication Technology
LTD	Limited
NCE	National Certificate of Education
N.D	National Diploma
PSRC	Public Service Review Commission
SPSS	Statistical Package for Social Sciences
TETFUND	Tertiary Institution Trust Fund

ABSTRACT

The purpose of this study was to establish the relationship between training / development and work efficiency in some selected civil servants of Kaduna state, Nigeria. In fulfilling the purpose of the study, the study determined the profile of the respondents, extent of training and development of the Kaduna state civil servant, level of work efficiency of the civil servant and lastly, relationship between the extent of training and development and workers efficiency in the Kaduna State civil service. Descriptive correlation design was used in this study and Sloven's formula was also used to determine a sample size of 336 from 2119 total research population and the sampling was done by the use of simple random sampling. Self –administered questionnaires were used as research instrument and validity and reliability of research instruments was done using content validity index and pre-testing. Ethical considerations of research were also seriously considered in this research. Both qualitative and quantitative data analysis were employed using statistical techniques such as mean, standard deviation and correlation. Study finding reveal that the extent of training and development of the Kaduna state civil servant is so far positive at overall mean value of 2.94. The level of work efficiency of the civil servants is also noted to be high at the overall mean value of 3.38. The study also found out that there is positive relationship between the study variables at F value of 1.405 and $P = 0.06 > 0.05$. It was concluded that training and development is a cornerstone of workers efficiency. It was recommended that consistence training and development programme should continue with full support and collaboration of different stakeholders, if inefficiency is to be wiped out in the civil services of Kaduna state.

CHAPTER ONE

Background of the study

Human resource is the pivot and catalyst to the success of any organization, at international or national level, public or private. Thus, attention on the people and the meeting of their needs is important to achieve corporate objectives (Yahaya, 2007).

However, training /development have been very essential component of human resources management in an organization geared towards improving employees' performance (i.e. efficiency in service delivery), reducing the cost of turn-over and by extension to improve productivity. It is that processes that involve action taking purposively enhances job satisfaction, skills and knowledge and enabled the adoption of new technology as well as adaptation with changes in working environment.

Thus, training has become more obvious given the complexity of the work environment, the rapid change in organization and technological advancement which further necessitates the need for training and development until recently there has been a general resistance to investment in training in the public service. This is so, because of the belief that "employees hired under a merit system that employees must be presumed to be qualified, and that they are already trained for their jobs. It is sometimes based on this presumption, selections of personnel was made wrongly" (Stahl, 1976). This assertion has been jettisoned to the need for training and development in an organization and its impact on efficiency and effectiveness of work done.

Human resource development (HRD), the internal labour office (2000) recognize how training improve work efficiency among the trainees. Productivity was improved and eventually career choices and opportunities are widened.

Specially, within the context of Nigerian public service, the public service review commission (PSRC) (1974) report stressed on the importance of training and development, as the new public service required that employee must possess the requisite skills and knowledge to carry out their respective roles. This was re-affirmed with the introduction of 1988 civil service reform which emphasized on obligatory and periodic training of staff.

In order to achieve the objective of training and development in the Nigeria public service, various institutes have been put in place. These include – Administrative Staff College of Nigeria, (ASCON), Federal Civil Service College, Universities (Federal and State) among others. And, with the establishment of the Nigerian Civil Service as a model after that of Britain and its expanding roles of government, training and development remain inevitable to lend a systematic approach to human resource management and eventually enable government to derive higher benefits from the massive investment in man power development.

Thus, training and development in the Nigerian civil service is geared towards work efficiency and effectiveness. Efficiency implies cost reduction, reduction of waste and having a positive result oriented workforce.

Therefore, this study would focus on the training and development and work efficiency in the Kaduna state civil service.

Statement Of The Problem

Staff training and development is essential to organizational survival. However, many organizations today are faced with the challenges of identifying the training needs of their employees in the job they perform. This has affected efficiency in service delivery with the employees feeling of dissatisfaction with the jobs and this emotionally affects their performance in service delivery.

Employees believe that huge expenditure is spent on staff training and development, but the performance of staff in many organizations is not at par with the money spent. This problem tends to beg a lot of questions. In a situation whereby the principles governing employment are jettisoned, it is very possible to recruit half-baked employees who may not respond to all manners of training. Similarly another problem could be that the funds meant for training are embezzled by corrupt government officials and given this scenario the request for training will essentially be lacking and even where training is facilitated it makes little or no impact on the targeted beneficiaries.

Purpose Of The Study

The study was informed and proposed by the need to make an investigation on the relationship between training and development and work efficiency in some selected departments of civil service in Kaduna state of Nigeria. Other reasons include thus:-

To identify the types of training used in our case study.

To find out the particular method of training that will enhance development.

To access the relationship between training and development as well as work efficiency.

To make possible recommendations based on the findings.

Research Objectives

General Objectives

Generally, the study is on "training development and work efficiency in some selected civil service in Kaduna state, Nigeria". Other objective are as follows;-

Specific Objectives

To determine respondents profile in relation to their age, sex, marital status, educational qualification, working experience, and rank.

To determine the extent of training and development of the respondents.

To access the level of work efficiency of the respondents.

To establish if there is any significant relationship between the extent of training and development and level of work efficiency of the civil servant.

To proffer useful recommendations for improving on any shortcomings identified.

Research Questions

The following research questions are pertinent to be answered.

1. What are the profile of the respondent in relation to age, sex, marital status, educational qualification, working experience, and rank
2. What are the extent of training and development of the respondent?
3. What is the level of work efficiency of the respondents?

Are there significant relationship between the extent of training, development and level of work efficiency of civil servants?

In what ways can the shortcomings identified be ameliorated or improved.

Hypothesis

H₀: That there are no significant relationship between training and development as well as workers efficiency in the Kaduna state civil service.

H₁: That there are significant relationship between training and development as well as workers efficiency in Kaduna state civil service.

Scope

Content Scope

The study examined the relationship between the extent of training/development and the level of work efficiency of the respondents. In establishing this relationship. The study first investigated and identified the profiles of respondents and secondly, to access the extent of training and development of the respondents, next to establish the level of work efficiency of the respondents, and at last, the relationship between extent of training and development and workers efficiency of the respondents, then to establish useful recommendation for improving on any short comings identified

Theoretical scope

As theoretical scope, this study was guided by appropriate guiding theoretical principle of learning and training evaluation theory formulated by Kirk Patrick (1993); and that was further ionized by Pool and Pool (2007). This theory is suitable for this study because it emphasizes that effective conventional training is required to cover essential work related skills, techniques, and knowledge. Since training and development is said to have positive impact on workers, the study therefore proved the above mentioned theory

Geographical Scope

This study was carried out in Kaduna states Nigeria. This state was selected because it is the first administrative headquarters of the northern Nigeria in which civil service commission was established furthermore, the state is also selected because it is the resident of the researcher hence easy accessibility of respondents especially for data gathering.

Time Scope

This study was carried out in the period of ten months. It started with a proposal in December 2011. In March 2012 instruments were gathered from the field and from May to June 2012, tallying of data by the use of Special Package for Social Sciences (SPSS) was done, the work was presented for final approval in September 2012.

Significance of the Study

This study will be significant to some of the following categories.

The result of the study is beneficial to the researcher in such a way that he has acquired sufficient skills to establish relationship between the extent of training/development and work efficiency in civil service of Kaduna State, Nigeria. This starts with data gathering technique, analysis and interpretation using SPSS has greatly enriched the researcher for future research.

Furthermore, it is also useful to the researcher in the sense that it will be in partial fulfillment of the academic requirements for the award of master's Degree in Development Studies of Kampala University.

Kaduna State Government: This research may help the Kaduna State Government of Nigeria to adopt a systematic approach to training as well as accessing training needs.

Employees: The research findings and recommendations may help Employees/Civil Servants to ensure that training opportunities and facilities are quite adequate otherwise; the staff cannot put in their best adequately.

Trade Unions: The research may also help trade unions to pay close attention to post-training development of Civil/public servants so as to ensure that training personnel are deployed to and assigned with responsibilities where their new skills and knowledge could be used profitably.

Citizenry: The research findings and recommendation may help citizens to feel the impact of efficient service delivery.

Academics and Future Researchers. The findings of this research may provide empirical evidence and add new knowledge and value to the existing knowledge of training/development as well as workers efficiency in the Public and Private Sector.

Operational Definition Of Key Terms

Civil servant:- These are category of staff working in ministries and department of government and are subject to the civil service rules and regulations. It is a permanent workforce that is expertise, impartial and neutral in his/her dealing.

Development:- Operationally, development in this study is growth and expansion of employee's ability that facilitate its application in different area and time. It covers psychological and attitudinal improvement of one status that is sustainable.

Efficiency:- Efficiency is operationally be defined as doing thing at the least cost. It includes reduction in wastages increase in performance, productivity, job satisfaction and achieving maximum result with minimum input.

Training:- In this study, training is operationally defined as an organized activity aiming at introducing something new to workers to facilitate the acquisition of new skills, knowledge and attitudes for bitterness.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Concepts, Opinions, Ideas from Authors/Experts

TRAINING

There is no single universally accepted definition on the concept of training scholars defined it differently in their own peculiar ways to suit their educational background.

Akinyele, (1992) defines training as specific learning activities which are job related; and directed towards the improvement of the job holder's present and future on the job performance and contribution towards the achievement of organizational goals and objectives—Maduabam, (1992) feels that training should be regarded as a change agent in so far as its purpose is to effect a change in knowledge, skills and attitudes for the better in people working within organizational and institutional bounds.

According to Halsey (1994) "training is the process of aiding employees in their present or future work through the development of appropriate habits and attitudes". In support of this view, flippo, (1979) and scarpello and Ledrika, (1988); conceptualize training as calculated effort at increasing an employee's skills for doing a particular job and 'developing a person's knowledge for a vocational purpose. ` However, John, (1994) see training as a systematic process of altering employees behavior to further organizational goals. Training is related to present job skills and abilities. It has a current orientation and helps employees master specify skills and abilities needed to be successful.

Also, Hellriegel (1999), Ubeku (1995) stressed that training should not be undertaken for the sake of it. It must be geared to the objective of the particular organization. This is important because organizations differ in culture and in order to work out a training programme, the training of each organization has to be assessed.

Consequently, training primarily focuses on teaching organizational members how to perform their current jobs and helping them to acquire knowledge and skills they need to performed efficiently.

Development

Just like training, the concept of development means a course of action designed to enable the individual to realize his potential for growth in the organization. It relates to future rather than present job. Staff development is therefore concerned with the growth of the whole man, the expansion of his ability to utilize his capacity fully and to apply his knowledge and experience to the solution or resolutions.

However, John, (1997) define it as a process of change that involved continuing development of staff in organization. It is an area directed towards using behavioral science, knowledge to deal with problems of change. He further maintained that development attempt to gain competitive advantage. It focuses on knowledge based attitudes, basic skills, interpersonal skills, and technical skills of staff in an organization.

Thus, development is a purposive and systemic planned affair to (improve the overall effectiveness of staff in their present position and to prepare them for greater responsibility, when they are promoted. Also development is the acquisition of knowledge and skill that may be used in the present or future. It also focuses on the building the knowledge and skill of organizational members so that they are prepared to take on new responsibilities and challenges.

Accordingly, Craig and Bittel, (1977) see staff development as concerned with the growth of man, the expansion of his ability to his knowledge and experience to the solution or resolution. However, Campbell, (1971) and Silcula, (1976) draw a striking distinction between training and development. According to them, training and development differ in four ways. They differ as to what is learned; who is doing the learning; why such learning takes place; and when the learning occurs.

Mould (1967) in his view states differently, that, development is that label given to educational processes, it teaches conceptual instead of technical skills to managers.

From the foregoing, training, works hand in hand with development to yield a positive result.

Ngu, (1994) say that training and development can be said to be the process of behavioral modification, molding of workers in order to integrate organizational needs with their characteristics". Thus, Mitchell (1979) emphasized that training is dealing

primarily with operative personnel and development with managers and executives. He also admits that "while there are differences between the two processes, there is also considerable overlap". In fact it is safer to argue in favor of this "considerable overlap" because there is very little to be said about their differences. Since both training and development are purposely geared towards improvement on skills and performance. Both involve molding and remolding of workers characteristics towards this end. .

John, et al (1994; 272) are of the view that training and development of human resource involved changes. Change in skill, knowledge, attitude or social behavior.

Thus, training and development are essential to succeed in achieving organizational goals. Hellrigel et al (1999; 407) said that training and development are used to overcome limitations, current or anticipated that are causing employees to perform at less than desired levels, when organizations undergo major changes, training and development activities are often necessary to help the staff make transition to new way of doing things. Residing work around teams is one type of change that creates high demand for training and development.

Efficiency

Balogun, (1980) emphasized that, efficiency is one of two words often used albeit, mistakenly or interchangeably, the other effectiveness. Accordingly, efficiency is the relationship between goods and services produced and resources used to produce them. An efficient operation produces the maximum output for any given set of resource input, or it uses minimum input for any given quantity of service provided.

Thus, efficiency measurement may provide some useful indicators of the various aspects of performance. For example, the cost per employee to an organization and an analysis of worker performance may provide useful indication of the performance of various employees or units in relation to the overall goal.

However, Advanced Learners Dictionary (2001) sees efficiency as the quality of doing something well with no waste of time or money. In other words, it can be seen as the relationship between the amount of energy or input use and the amount produced.

Organization Training and Development Process

According to Kahirgn, (1998:329), training effort generally encompasses three phases thus: —

- a. Assessment phase
- b. Design and implementation phase
- c. Evaluation phase.

A. ASSESSMENT PHASE

This phase involves identifying needs setting training objectives and developing criteria against which to evaluate the results of the programme. Training requirements are determined by conducting needs analysis which is an assessment of an organizations training needs which is developed by considering overall organizational requirements task.

B. DESIGN AND IMPLEMENTATION

It involves determining training methods, materials, and actual conduct of the training. The trainees learn while actually performing a job, usually with the level of a knowledgeable trainer.

C. Evaluation Phase

It entails evaluating the criteria developed during assessment phase. The major ways to evaluate training include thus measuring participant's reaction to the training to determine how useful they thought it was, assessing actual learning, determining the extent of behavioral change, and measuring actual results on the job.

Types of Training And Development

Type of training offered to employees is dependent on the training need and objective. However, Flippo; 1976; Bass and Vanghan; 1966: Greenlaw and Biggs; 1979) have identified two types of training namely: —

- a. On — the — job training
- b. Off — the — job training

On — The — Job — Training

This is a technique of training in which an employee learns or acquires relevant skills, knowledge and attitude at his actual work environment. In his view, Flippo the techniques used for this type of training include Inter alia — job rotation, coaching and special assignment.

Off — The — Job Training

This occurs when the trainees learn in a setting other than their work environment. It is usually conducted in the classroom. In this case, the trainees are given theoretical knowledge on how to handle a particular operation; the only practical aspect is the use of films, or charts or diagrams for illustration. Off — the — job training include, the lecture method in which material is taught by a subject matter expert to a group of trainees.

However, other types of training include thus: —

- c. On and off the job training
- d. Induction course/training
- e. Refresher courses
- f. Role playing
- g. Conference/Seminar/Workshop
- h. Sensitivity training
- i. Vestibule training

On And Off The Job Training

This is the combination of the two types where it combines classroom instruction with practical instruction in the working environment. It almost has the same objective with industrial attachment programme for technicians or teaching practices for teachers.

Induction Course/Training

This is conducted to introduce newly employed personnel to their new jobs. This is so because most may not likely have previous experience.

Refresher Course

This is use to update knowledge of skills. They are usually conducted from time to time, internally or externally or even both. It could serve as motivating factor where the employee feel satisfied for being given the opportunity for learning.

Role Playing

This can be used for executive development. The participants assume the roles of the position they are expected to occupy after the training, and their performance are simultaneously evaluated and corrected where necessary by the training instructors.

Conference/Seminar/Workshop

This is similar to refresher courses except that it is not highly formalized, since the trainees are treated as participants and not just passive recipients.

Sensitivity Training

This technique is used for the development of awareness of behavioral pattern of oneself and ones colleagues. It is used to encourage mutual understanding among working group. It involves face to face learning about ongoing behavior with a small group that meets continuously for a period as long as 1 or 2 weeks.

Vestibuler Training

This is similar to On the job training, only that the trainees are given instruction using the types of machines or material they will operate in the working environment. But, unlike on the job training also, are not given the opportunity to handle the very machine they A are likely to operate at the time they complete their training programme.

Argyris, (1993) a renounce industrial psychologist and a professor of Administration of Social Sciences at the Yale University discard the idea that work apathy and lack of effort are as a result of laziness on the part of workers. To him, these negative behaviors are mere responses or reactions by healthy people to unhealthy environments created by management policies. His ideas were in line with those of McGregor (1960) and those of Brown, in Smith, (2008), who felt that if workers do not put in their best, they should not be branded as lazy because they are merely responding to management styles which require modifications or change.

He observes that every worker that comes into the organization has motives which he acquires right from childhood through his socialization processes. It could be through the family, educational socialization, boos, radio, television etc. such motives could include to acquire and hold responsibility and to be self reliant and independent.

To Argyris, (1993), this motive is usually been overlooked by most managers who confines workers with roles that provide little opportunity for responsibility, self-reliance and independence. Most often, jobs are designed by many organizations in such a way that the greater part of the responsibilities of major decisions are left to superior officers or supervisors leaving most workers with minor roles that could frustrate initiatives as adult thereby reducing them to child- like roles.

He therefore hypothesized the following about the individual human being.

That the individual human being tend to develop from a state of passivity as an infant to a state of increasing activities as an adult. The individual develop from passivity depending on other people's initiatives to a state of self—initiative or self determination. That individuals develop from a state of dependence on others as infants to a state of relative independence as adults i.e. ability to "stand on one's two feets" at the same time acknowledging healthy dependencies — sense of autonomy or creative interdependence. It is the state where the individual seeks to liberate or free himself from childhood behavioral determinations, family and peer group influences; developing his set of behavioral patterns.

That the individual tends to develop from being capable of behaving only in a few ways as an infant to being capable of behaving in many different ways as an adult. This is

because as the individual grows, he ends himself in a position of more responsibility where he has to take independent decisions.

That the individual tends to develop from having erratic, casual, shallow and quickly dropped interests on issue as an infant to deeper interests as an adult, because the individual tend to be more analytical, objective, and more focus on issues and situations around.

The individual tends to develop from having short term perspectives as an infant to having long term perspective i.e. when the individual seeks to secure the future by blending the past with present to predict the future towards arriving at more reasonable conclusions.

The individual tends to develop from subordinate position in the family and the society as an infant to occupying an equal position relative to his peers. This is because as an adult, the individual has a feeling he cannot act anyhow or be treated anyhow.

The individual tends to develop from a state of lack of awareness and self-control which helps the individual to develop a sense of self integrity.

Relationship between training/ development and work efficiency.

The information thus far reveals a seeming consensus in the belief that there is a positive relationship between training and workers efficiency. Thus training impact positively on employees performance by generating benefits to both employees and the organization they work for through the development of skills, knowledge, abilities, competencies and behavior.

Training and development plays a significant role in the development of organization, enhancing performance as well as increasing productivity, and ultimately putting organizations in the best position to face competition and stay at the top.

Government, Organizations, and companies commitment to investment in their human resource generate long term and sustainable profitability. In study in America on the impact of human capital investment such as employer- providing training and development, Black and Lynch (1996) citing Black (1989) stated that "return on training and development investment increase productivity by 16%".

This further reinforce the role of training on employees. Also because of the systematic and planned through the attributes are imparted and developed through the systematic and planned program, it becomes a part of the employees thus they are able to implement them on every- task thus the increase profit leading to sustainable profitability.

The review has revealed the importance and purpose of training in organization, and how it contribute to employee efficiency , the essence of training needs, and how and why training should be chosen or selected for training, the type of training have been dully identified namely job training, orientation training and career development training.

Theoretical Perspectives.

The appropriate guiding theoretical principle for this study is effective training and development theory formulated by Donald Kirk Patrick (1993) and that was further ionized by Pool (2007), This theory is suitable for this study because it emphasizes effective training and development programs of employees can only be achieved if they are supported, resourcefully and technically.

The understanding from this theory is that without provision of effective training and development, the workers will continuously be performing inefficiently. This is so since the might have no skills, experience, thus variable to run and maintain sustainable civil service.

The research therefore is interested in effective training and development theory thus used it as underlying principle for this study, because it addresses and touches to some greater extent the two study variable that are trainings/ development (which is considered as employer/ government program) and workers as (beneficiaries)

In other terms, through training / development program, the government directs technical, resource, and advisory services to the evil servant so as to boost their service delivery and hence reducing redundancy. This research therefore intends to either confirm or negate this theory.

Related studies

A study by Chenge (2001) the importance of training and impact on job performance, while employee performance is one of the crucial measure emphasized by the top management, employees are more concerned about their own productivity and are increasingly aware of the accelerated obsolescence of knowledge and skills in their turbulent environment. As the literature suggests, by effectively training and developing employees, they will become more aligned for career growth, career potential enhance personnel motivation.

To illustrate Cheng and (2001) position, Contantino, and Merchant (1996); comment that 'both training and education are necessary components for a successful management system. One might Cleary imagine how failure to provide training and education could result in conflict between employer and employee. Such conflict could potentially lead to any number of complicated scenarios, including but not limited to formal complaints by the employee which eventually become actual law suits against the organizations, all of which could cost the industry time, energy and money, Combell and Kunel, (2001); To enhance job efficiency, training skills and behaviors, have to be transferred to the workplace, maintained overtime and generalized across context.

Holton and Baldwin (2000) consequently said specific job training is a complicated matter and has been the focus of much of the training literature.

Chiaburu and Teklab (2005) more specifically, in addition to the exact nature of job training, training is seen as relevant of fostering a positive relationship between learning satisfaction and the effectiveness of applied learning.

According to Young (2008); this trend to cut training program during poor economic times seems shortsighted, if in fact, training does affect job proficiency and relieves workplace conflict. The definition of result and empirical data included in this study demonstrates that workers do, in fact, perceive that training directly affect jobs proficiency is an indicator which many employers in sound management and growth perceived.

Moreover, several, authors have also written about the importance of staff development, both formal and informal training opportunities are thought to provide a forum for the development of talent. When talent is fostered and nurtured, competitive advantages in performance are unattained.

Pool and poll (2007) depends in affective training and development programs. According to these authors, organizations demonstrating keen insight make provision for satisfying the training needs of their current work force.

According to Adams and Gorden (1977), training and education have been shown to have a significance positive effect on job involvement, job satisfaction, and organizational commitment.

Training, as defined in the present study is planned intervention that is designed to enhance the determinant of individual efficiency. Training is related to the skills, and employees must acquire to improve the probability of achieving the organizational goals and objectives.

CHAPTER THREE

RESEARCH METHODOLOGY

Research Design

This study employed the descriptive survey design specifically the comparative and descriptive strategies. Descriptive studies are non-experimental researches that described the characteristics of a particular individual, or a group. It dealt with the relationship between variables, or a group. It dealt with the relationship between variables, testing of hypothesis and development of generalizations and use of theories that have universal validity. It also involves events that have already taken place and may be related to present condition (Kothari, 2004). Furthermore, descriptive surveys are used to identify the causal relationships (descriptive correlation), differences (descriptive comparative), to provide precise quantitative description and to observe behavior (Treece and Treece, 1973).

Research Population

The research population constitute staff of some selected ministries in Kaduna state civil service of Nigeria specifically this includes ministry of science and technology 514; Kaduna state polytechnic 1011; ministry of land and survey 394; ministry for economic planning 200; totaling two thousand one hundred and nineteen (2119). Generalization would be made from the total population by a sample (i.e. portion of the population).

Sample Size

In view of the nature of the target population, where the number of Kaduna State Civil servants are many, a sample of 336 was taken from the total of the selected Ministries and the parastatals. Table below shows the Respondents of the Study according to the Ministry and Parastatals. The slovent's formula is used to determine the minimum sample size.

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

Where n = sample size

N = total population

a = significance level (i.e. 0.05 or 5%)

Thus, since N=2119 and e=0.05, the sample size "n" is determined as follows:

$$N = \frac{2119}{1 + 2119(0.05)^2}$$

$$N = \frac{2119}{1 + 2119 \times 0.0025}$$

$$N = \frac{2119}{1 + 5.2975}$$

$$N = \frac{2119}{6.2975}$$

$$N = 336.48273 = 336$$

$$N = 336 \text{ approximately}$$

336 will be our representative size for the study

Description of the Employees in Ministries/Parastatals	Population	Sample Size
Science and Technology	514	80
Kaduna State Polytechnic (Nuhu Bamalli Polytechnic)	1011	110
Land and Survey	394	100
Economic planning	200	46
Total	2119	336

Source: Primary Data (2012)

Sampling Procedure

Random sampling was utilized to select the representative sample from the study area irrespective of ranks, level, gender and experience.

Research Instruments

In this study there were three sections of questionnaires that were used as research instruments and these included face sheet for the demographic characteristic of respondents, questionnaires for the extent of training and level of work efficiency. The instruments were self – administered and closed ended. The instruments were self administered because the researcher did not want the result to be affected by shyness hence giving total freedom for respondents to give their opinion on the training/development and work efficiency of the Kaduna State Civil Servants. The research questions were also close-ended so as to enable respondents to give relevant choice since different options were given. This also saves the time of respondents as well as reducing the burden of thinking a lot before answering them. In the questions regarding the profile of the respondents different options were given and respondents were only allowed to tick where necessary and appropriately. Question regarding the study variables were made in such a way that the respondents could be able to either Strongly disagree 1 = (meaning disagreeing with no doubt at all), disagree 2= (meaning agreeing with some doubt); or agree 3 = (meaning agreeing with some doubt); or Strongly agree = 4 (meaning that agreeing with no doubt at all as indicated below);

Validity and Reliability of the Instruments

Data quality control is very paramount to the determination of any reliable result. The content of the instrument to use for the conduct of the research was validated by experts in the fields. As stated by Coelivean (1972/62) to content validate an instrument the research need minimum of 10 experts. This research therefore met this requirement.

Validity

The validity was measured using content validity index, in the process of determining the validity of questionnaire for example two raters or experts in the area of research instrument were asked to set the content in the questionnaire. The experts verified the

instruments and assessed the extent to which the questions were related to the topic of the study. The responses from the raters were therefore compiled to determine content validity index (CVI) as presented below:

$$CVI = \frac{\text{Number of items rated as relevant}}{\text{Total number of items rated in the questionnaire}}$$

Determination of validity of Instruments

	Relevant items	Not relevant items	Total
Rater 1	23	3	26
Rater 2	22	4	26
Total	45	7	52

$$CVI = \frac{45}{52} = 0.87$$

The observation from the above is that CVI was computed and the result was 0.87, greater than 0.75 thus the questionnaire was considered valid because the items in the instruments were relevant and sufficient to cover the content validity index valid for the study that adequately sample the population in question.

In ensuring that instruments were consistent and appropriate in determining the findings in relation to the research questions and objectives, the researcher pre-tested the instruments with some of the civil servants of Kaduna state. The instruments were tested with some 20 civil servants to see if they were reliable enough and further corrections and amendments were done to ensure their reliability.

Reliability

To test the reliability of the instrument a statistical analysis was conducted. It is accepted that reliability test should be conducted using Cronbach's Alpha analysis. Impressively the result of the Cronbach's Alpha showed a significant reliability with 0.87 with 24 items on the questionnaire. This shows that the result is valid and reliable to

conduct any statistical analysis and can as well be use to generalized the result of the research.

Data Gathering Procedures

Before the Administration of the Questionnaire

1. An introduction letter was obtained from the school of Post-Graduate Studies and Research for the researcher to solicit approval to conduct the study from respective ministries and parastatals
2. After approval, the researcher secured a list of the respondents from the selected ministries and parastatals and random sampling was conducted to arrive at the minimum sample size.
3. The respondents were duly explained about the study and were therefore required to sign the informed consent form.
4. Researcher reproduced more than enough questionnaires for distribution.
5. Selected research assistant, who assisted in the data collection, brief and orientation, was given to them in order to be consistent in administering the questionnaire.

During the Administration of the Questionnaires

1. The respondents were required to answer completely and not leave any part of the questionnaires unanswered
2. The researcher and assistants emphasized retrieval of the questionnaires within seven days from the date of distribution
3. On retrieval, all returned questionnaires were checked if all are answered correctly, those with missing values were removed and another round of distribution was made in order to recover them for precision purposes.

After the Administration of the Questionnaire

The data gathered was collected, encoded into the computer and statistically treated using the frequencies obtained from the statistical package for social sciences (SPSS)

Data Analysis

Data for the study was analyzed using both descriptive and inferential statistical tools like-simple percentage, tables and regression analysis. Thus, the simple percentage was used analyzed the responses from the respondent's profile. The formula looks thus:

$$\frac{\text{Frequency (response)}}{\text{Total response}}$$

Also, the mean and standard deviation was utilized in determining the extent of training and development and work efficiency.

Thus the following mean range will be used:

Mean Range	Respondent Mode	Interpretation
3.26-4.00	Strongly Agree	Very Satisfactory
2.51-3.25	Agree	Satisfactory
1.76-2.50	Disagree	Fair
1.00-1.75	Strongly Disagree	Poor

The analysis of variance was used to test the significance difference between mean to H_0 H_1 .

A multiple correlation co-efficient to test the hypothesis on correlation (H_0 H_2) at 0.05 level of significance using a test was employed. The regression analysis R^2 (coefficient of determination) was computed to determine the influence of dependent variables on the independent variables.

Data Analysis

The frequency and percentage distribution were used to determine the demographic characteristic of the respondents.

The mean and standard deviations were applied for Training/Development and workers efficiency. An item analysis illustrated the strengths and weakness based on the indicators in terms of mean and rank from these strengths and weaknesses, the recommendations were derived.

The following response rates were used to arrive at the individual indicators and interpretation.

A. For the Extent of Training and Development of Selected Civil Servant.

Direction Scoring	Response Mode	Description
4	Strongly agree	You agree with no doubt at all
3	Agree	You agree with some doubt
2	Disagree	Disagree with some doubt
1	Strongly disagree	You disagree with no doubt at all.

B. Level of Work Efficiency of the Selected Civil Servant

Direction Scoring	Response Mode	Description
4	Strongly agree	You Agree with no doubt at all
3	Agree	You agree with some doubt
2	Disagree	You disagree with some doubt
1	Strongly Disagree	You Disagree with no doubt at all

Ethical Consideration

To be safe from the vice of unprofessional conduct while carrying out the research like – failure to disclose facts which could cause false research findings.

The researcher sought permission of the people who participated in the research for their consent in the intended study.

The researcher made sure that personal biases and opinions did not override other interests and the researcher gave both sides fair consideration. The findings of the research were kept confidential, and under the condition of anonymity to avoid embracing and harming respondents. The researcher sought approval of the university ethics committee to make sure the research does not violate any of the ethical consideration through the supervisor.

Limitation of the study

In view of the following threats to validity the researcher claimed an allowable of 5% margin at 0.05 level of significance. Measures were also indicated in order to minimize if not to eradicate threat to the validity of the finds of this study.

1. Extraneous variables which was beyond the researcher's control such as respondents' honesty personal biases and uncontrolled setting of the study.
2. Attrition 83 questionnaires out of 336 distributed were not retrieved due to circumstances on the part of the respondents such as travels sickness hospitalization and refusal/withdrawal to participate.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Profile of Respondents

The study took a keen interest in the demographic characteristic of respondents or profiles. This was done in regard to respondents' gender, age groups educational level, working experience, marital status of the respondents. The demographic characteristics of respondents was investigate because issues concerning civil services and sometimes influenced by educational differences, marital status, working experiences, age groups among others, the finding regarding the profile of respondents are indicated as show in table 1.

Demographic Characteristics of the Respondents

Table 1:
Respondent Profile

CATEGORY	FREQUENCY	PERCENTAGE
Age: 20 – 39 (Early Adulthood)	114	45.1
40 – 59 (Middle Adulthood)	137	54.2
60 above (Late Adulthood)	2	0.8
Gender: Male	171	67.3
Female	83	32.7
Educational Qualification		
ND/NCE	39	15.4
HND/Degree	147	58.1
Postgraduate	67	26.5
Marital Status: Married	186	74.1
Single	53	21.1
Devoice	10	4.0
Widow	2	0.8

Source: Primary Data (2012)

The results of the analysis on table 1 showed that, the respondent in this study are within the age bracket of 20 – 60 years old. The result also showed that out of the total questionnaire distributed (336) 114 respondents are within the age bracket of 20 – 39 years old (45.1%), those within the age 40 – 59 have (54.2%) which is 137, while those aged 60 year are 2 which is (0.8%)

Gender of the Respondents

The gender composition of the respondents during the conduct of the research was as follows: As shown on table 1 male total respondents were 171 which are 67.3% out of the total respondents. While the number and percentage of female who participated in the research are represents which are 32.7% of the respondents. This shows that there are more male participants than females.

Educational Qualification of the Respondents

From the results on table 1 it shows that the respondents have acquired HND/Degree with 147 representing to 58.1%, those with National Diploma and National Certificate of Education (ND/NCE) constituted the least with 15.4% of the respondents. While the second highest are those with Postgraduate Degrees or representing to 26.5% of the responses. This shows that the civil servant are highly qualified, concluding based on the percentages recorded as seen on table 1.

Marital Status

The marital status of the respondents tilted more to those with family responsibilities, the percentage of those married on table 1 shows 74.1 percent while 21.1% are not married , divorce constitute 4.0% and widows had 0.8% which is the least.

Extent of Training and Development of the Respondents

In this study the independent variable of this study was on extent of training and development of workers in Kaduna State Nigeria, the second research objective was also to establish and determine the extent of training and development of workers in

Kaduna State in order to attain this second study objective, 12 research questions were asked (confer the questionnaire in the appendices) and this ranges from one to four, where 1 = Strongly Disagree, 2 = Disagree, 3 = Agree and 4 = Strongly Agree.

Table 2:
Extent of Training and Development of Selected Civil Servant (Male vs Female)

Indicator	Mean	Interpretation	Rank
You are always provided with adequate allowance during any training session	2.49	Disagree	2
You are always provided with study packs/materials during training program	2.73	Agree	3
Is your organization budgeting a reasonable amount for training and development	2.84	Agree	3
Your organization train the requisite number of staff visa-a-vis its financial strength	2.80	Agree	3
The training you receive in the last one year is on information technology (ICT)	2.85	Agree	3
Your organization always provide you with new job task and responsibility after your training	2.79	Agree	3
Is training and development program a continuous process in your organization	3.14	Agree	3
You find it easier to enjoy promotions and upgrading after training	2.95	Agree	3
Your organization has sponsored you to attend three training within the last three years	2.77	Agree	3
Training and staff development is essential for organizational success	3.45	Agree	3
Your organization consider training and development in your area of expertise	3.14	Agree	3
Are you aware of the benefit that you expect to gain from training and development program.	3.41	Agree	
Grand Mean	2.95	Agree	3

Source: Primary Data (2012)

In all the questions asked, the respondents were asked to rate the extent of training and development of workers in the civil service of Kaduna States by ticking one item from the four options. Table 2 is the summary of their responses on the extent of training and development in some selected civil service organizations in Kaduna State, Nigeria. Using mean in Table 2 indicate that respondents have agreed with the majority of the items on the extent of training and development on the civil servant of Kaduna State Nigeria. Out of all the aspect rated effective, provision of adequate allowance during training program, both men and women equally rated at the mean of 2.4862, which is the least, followed by study packs/material at the mean of 2.7262; after which was assigned with the new job task after training at the mean of 2.7952; next was satisfy with continuous training sponsor at the mean of 2.7720; after which was adequate number of staff trained per year at the mean of 2.800; next was annual budget for training at the mean of 2.8373; after which training on I.C.T. at the mean of 3.1394; followed by consideration of area of specialization at the mean of 3.1429; next was expected training benefit at the mean of 3.4502. In order to establish the overall picture on the extent of training and development (males Vs Females); the mean of all the 12 question in table 2 were added and divided by 12 to get the overall grand mean of 2.947008, which fall under effective on the rating scale. This signifies that the extent of training and development was satisfactory on the part of civil servant of Kaduna state.

Level of work efficiency of the selected Civil Servant

The dependent variable and the third research objective of this study was the level of work efficiency of the civil servants in Kaduna state, Nigeria, thus, this part of research – attempted to determine the level of work efficiency of the civil servant in Kaduna State. To establish this research objective, the researcher also asked 8 questions in the questionnaire and each question was based on the four point Likert Scale ranging between one to four, where 1 = Strongly Disagree, 2 = Disagree, 3 = Agree and 4 = Strongly Agree.

Every question was to determine the level of work efficiency thus respondents were asked to rate level of work efficiency by ticking one number from the four options to interpret the data.

Table 3:
Level of Work Efficiency of the Selected Civil Servant

Indicator	Mean	Interpretation	Rank
Your training gives you special skills that sets you apart from your colleagues	3.35	Agree	3
Training and development improve the morale and performance of workers	3.54	Agree	4
Training reduces the time it takes to complete job tasks	3.23	Agree	3
Lack of training and development affect workers efficiency	3.48	Agree	3
Training and development enhance high productivity	3.55	Agree	4
You can diligently perform jobs tasks in all the area you receive training	3.43	Agree	3
Execution of job task after training and development requires little or no correction from you	3.19	Agree	3
You always report for work in good time and close at official time	3.30	Agree	3
GRAND MEAN	3.38	AGREE	3

Source: Primary Data (2012)

The finding in table 3 indicates that work efficiency of the selected civil servant rated that, the level of work efficiency in the area of study is generally high. Because training gives civil servants special skills that set them apart from their colleagues, rated at the mean of 3.3520; with the training and development improve the morale and

performance of workers at the mean of 3.5400; training reduces the time it takes to complete jobs tasks at the mean of 3.2369; with lack of training and development affect workers efficiency at the mean of 3.4800; training and development enhance high productivity at the mean of 3.8582; diligent performance of jobs task in all areas that receive training at the mean of 3.4337. However, level of work efficiency rank high because, execution of job task after training and development requires little or no correction from the workers, at the mean of 3.1935 with worker reports for work in good time and close at official time, at the mean of 3.3092.

The general level of workers efficiency of the selected civil servant of Kaduna State was established and this was done by adding up the mean of 8 items and dividing it by 8. The general impression on the level of work efficiency as regards to respondent was high and this was testified by the overall mean value of 3.387932; that falls under high on the rating scale. This implies that the level of work efficiency of the selected civil servant of Kaduna State is high.

Significant relationship between extent of Training/Development and level of workers efficiency of Kaduna state civil servant.

The last research objective attempted to establish whether there is a significant relationship between the two research variables that is extent of training/development and level of worker efficiency in the case of Kaduna state civil service. The importance of this research objective was also to test the null research hypothesis that stated that there is no significant relationship between extents of training/development and level of workers efficiency in the Kaduna state civil service.

To achieve this objective and to test the stated null hypothesis, the researcher correlated the above mean in table 2 with the overall mean in tables, 3 using table 4 as indicated below.

Table 4:
Significant relationship between extent of training and development and level of work efficiency of the civil servant.

Variables Correlated	Computed t – value	Critical value	Interpretation of difference	Decision on H₀
Do you are always provided with adequate allowance during any training session vs. your training gives you special skills that sets you apart from your colleagues	0.072	0.274	Insignificant	Accept
Do you are always provided with study books/materials during training program vs. training and development improve the morale and performance of workers	0.070	0.274	Significant	Accept
Does your organization budgeting a reasonable amount for training and development on annual basis vs. training reduces the time it takes to complete job tasks	0.221	0.000	Significant	Reject
Does your organization train the requisite number of staff visa-a-vis its financial strength vs. lack of training and development effect workers efficiency	0.133	0.036	Significant	Reject
Is the training you receive in the last year is on information technology (ICT) vs. training and	0.149	0.019	Significant	Reject

development enhance higher productivity.				
our organization always provide you with new job task and responsibility after your training vs. you can diligently perform jobs tasks all the area you receive training	0.211	0.001	Significant	Reject
training and development program a continuous process in our organization vs. execution of job task after training and development requires little or no correlation from you.	0.340	0.000	Significant	Reject
you find it easier to enjoy promotions and upgrading after training vs. you always report for work in good time and close at official time	0.291	0.000	Significant	Reject

Source: Primary Data (2012)

Considering the research finding in the above table it can be concluded that there is a significant relationship between training/development and workers efficiency in Kaduna state Nigeria. The relationship between the two research variable (training/development and workers efficiency) is indicated by the table 4 regarding the findings on the relationship, the null research hypothesis that stated that there is no significant relationship between training/development and workers efficiency in the Kaduna state civil services is rejected and this study concludes that there is a significant relationship between the training/development and workers efficiency in Kaduna state civil service positively.

The understanding from the findings on the relationship between the two variables, it signifies that through different support and services from training and development, civil servants have been able to performed efficiently, to the public.

The relationship between the two research variables also means that if the government effectively and properly implements training programmes, the level of workers efficiency will significantly increase at some percentage. Thus, the more people get involved in attending the training programme, the more their inefficiency reduces.

Regression analysis.

In order to verify the relationship between the training/development and worker efficiency in Kaduna state civil service, further analysis was also done. This was done by the use of regression model analysis. The importance of using regression model analysis in this study is that it helps in determining the strength of the relationship between the extent of training and development and the level of workers efficiency in Kaduna state. Table 5 below presents the summary of finding on the strength of relationship between the extent of training/development and level of work efficiency in Kaduna state, Nigeria.

Table 5:
Regression analysis between dependent and independent variable.

Variables regressed	Computed F-Value	R ²	Interpretation	Decision on H ₀
Level of Work Efficiency vs. Extent of Training and Development	1.405	.006	Insignificant	Accept

Source: Primary Data (2012)

The understanding or impression from table 5 is that regression model summary was significantly used to establish or measure the extent of relationship between level of work efficiency vs extent of training and development, thus, analyzing from regression model illustrates that the degree of relationship between that two research variables that is extent of training/development and workers efficiency is high. This is indicated that f-value= 1.405, $p=006 > .005$; thus shows the degree of significant relationship between extent of training and level of work efficiency in Kaduna state civil service.

Therefore, the finding showed that the Null Hypothesis which said there is no significant relationship between the extent of training and development and work efficiency is rejected.

CHAPTER FIVE

FINDINGS, CONCLUSION AND RECOMMENDATION

Summary of findings

The respondents were asked of their profile and the findings revealed that; out of the total questionnaires distributed (336) 114 respondents are within the age bracket of 20 – 39 years old corresponding to (45.1%), those within the age 40 – 59 have (54.2%) which is 137, while those aged 60 years are just (0.8%). Which shows that majority of workers who get training/development and improved the work efficiency are within the age bracket of 40 – 59.

The study also discovered that, male total respondents were 171 which are 67.3% out of the total respondents. While the number and percentage of females who participated are 83 which is 32.7%. This shows that there are more male participants than females.

The researcher also found out that most of the respondents have attained a reasonable level of Education with about 58% with Degree/HND and those with National Diploma and Certificate of Education ND/NCE constituted 15.4% of the respondents. While the second highest are those with postgraduate Degree corresponding to 26.5% of the response. This shows that the civil servants are highly qualified for any kind of training especially on Information and Communication Technology (ICT).

The study also discovered the marital status of the respondent's tilted more on those with family responsibility. The percentages of those married are 74.1 percent while 21.1% goes to the single Divorce constitutes 4.0% and widow had 0.8% which is the least.

This study establishes whether the extent of training/development influences or determine the level of work efficiency of the civil servant or not. In achieving the sole purpose of this study, four study objective were formulated and these were to determine the profile of respondents, extent of training and development of the civil servant, level of work efficiency of the civil servant of Kaduna State, and to establish

whether there was a significant relationship between the two research variable (Training/Development and workers efficiency).

Base on the study objectives, the description of findings using means clearly indicated the extent of training and development of the Kaduna State Civil Servant, it was also established that the level of training and development is generally effective with one item still ineffective and need some adjustment. The effectiveness in the implementation of training and development on workers was confirmed by the overall mean value of 2.4862, consult the data analysis in chapter four regarding the extent of training and development between males and females. It was generally regarded as high; much as still exist some little disagreement on one item by the respondents. This was affirmed by the overall mean of 2.4862; that also falls under high in the rating scale.

Regarding the level of work efficiency of the civil servants the findings of the study established that, the entire respondent agreed with the level of work efficiency with the grand means of 3.387932; that fall under high in the rating scale. Relating this study finding on the level of work efficiency in the civil service with other study findings especially those analysed in the literature, it can be asserted that the finding is in agreement with other study finding by John (1994), which indicated that training and development involved changes, change in skills knowledge, attitude or social behavior.

The correlation of the overall means value of the two study variable also indicated that there is a positive significant relationship between the training /development and the level of work efficiency in the civil service of Kaduna State. This significance in relationship between the two study variables was confirmed by table 4.4. In making decision on this finding, it can be said that the stated null research hypothesis for this study is rejected. This suggests that the study asserts that there is a positive significant relationship between training/development and work efficiency in Kaduna State Civil Service, Nigeria. This research finding is somewhat related to some of the literature from Mould (1999); that stipulated that training and development has contributed to technical skills and efficiency to government and manager therefore civil servants, have been able to up lift their skills, through training programs.

Conclusions

Base on the purpose of the study, the following conclusions are established. In testing the null hypothesis of no significant relationship between the training/development and work efficiency, it has been concluded that there is a positive significant relationship between the two study variables thus the null hypothesis is rejected.

Basing on the generation of new information from the previous existing ones, it has been revealed that there was no new information from the previous existing ones, it has been revealed that there was no new information generated since the study finding are in agreement with those existing one like Mould (1999), Pool & Pool (2007), John (1994) Among other.

It has also been noted that the findings validated the learning and training evaluation theory by Kirk Patrick (1999) that asserted conventional training and development is required to cover essential work related skills, techniques and knowledge.

Recommendations

A critical look at the research finding led to the establishment of some recommendations thus, to ensure that training and development program is very affective on civil service of Kaduna State, the following emphasis should be put across.

Employees should be encourage to go for in service training, this will brighten up their ideas and will enable them to know more about the recent development in their subject areas.

Government/organization should always determine the training need that would be most suitable for the achievement of organizational goals.

Additionally, there should be frequent job rotation so that civil service commission and other organizations get aware of the skills and the interest of the employees and cater the training and development programs accordingly.

There should not be a communication gap between junior and inexperienced employees and their immediate bosses so that they can communicate with each other, and this communication add skill and knowledge, hence productivity /efficiency improve.

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APPENDIX I: TRANSIMITTAL LETTER



**KAMPALA
INTERNATIONAL
UNIVERSITY**

Ggaba Road - Kansanga
P. O. Box 20000, Kampala, Uganda
Tel: +256- 414- 266813 / +256- 772 322563
Fax: +256- 414- 501974
E- mail: admin@kiu.ac.ug
Website: www.kiu.ac.ug

**OFFICE OF THE HEAD OF DEPARTMENT, ECONOMICS AND
MANAGEMENT SCIENCES
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)**

Date: 26th March, 2012

**RE: REQUEST UMAR MUSA MAD/34300/113/DE TO CONDUCT
RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing Masters of Arts in Development Studies.

He is currently conducting a research entitled "Training/Development and efficiency in some selected Civil Servants of Kaduna State, Nigeria."

Your organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him from your organization shall be treated with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

Mr. Malinga Ramathan
Head of Department,
Economics and Management Sciences, (CHDR)

NOTED BY:

Dr. Sofia Sol T. Geta
Principal-CHDR



"Exploring the Heights"

APPENDIX II: AUTHORIZATION LETTERS

MINISTRY OF ECONOMIC PLANNING, KADUNA STATE

Telephone: KADUNA (062) 242758
E-mail: minofecon@kadunastate.gov.ng



State Secretariat Complex,
Independence Way,
P. M. B. 2032
Kaduna.

MOEP/ADM/GEN/84
Our Ref: _____

5th June, 2012
Date: _____

Kampala International University,
Uganda.

RE: REQUEST UMAR MUSA MAD/34300/113/DF TO CONDUCT RESEARCH IN YOUR ORGANIZATION

Further to your letter dated 26th March, 2012 in respect of the above mentioned subject matter, I am directed to inform you that, he reported and administered his research with us and all the necessary information was given to him.


(LAWAL ASHAFI)

Senior Administration Officer
For: Honourable Commissioner



MINISTRY OF LANDS, SURVEYS AND COUNTRY PLANNING

31 Ali Akilu Road, P.M.B. 2078, Kaduna State - Nigeria :062-240844, 243823
MLS/OFF/199/VOL.I

08/08/2012

Our Ref: _____

Date: _____

Kampala International University,
Uganda.

**RE:REQUEST FOR UMAR MUSA MAD/34300/113/DF TO CONDUCT RESEARCH IN
YOUR ORGANIZATION.**

I am directed to refer to your letter dated 16th March, 2012 on the above subject and to inform you that, Malam Umar Musa has reported and administered his research questionnaire with us and the needed information was given to him, please.

(Hauwa Y. Othman)
Director Admin. & Supply
For : Honourable Commissioner

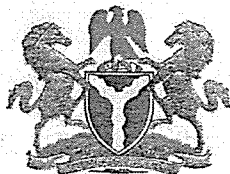
MINISTRY OF SCIENCE AND TECHNOLOGY

Telephone:

Honourable Commissioner : 06-414288

Permanent Secretary : 06-414287

E-mail: minsctechkdsg@consultant.com



Kurmin Mashi Road

P. M. B. 2446

Behind Govt. College, Kaduna

Ref:

S/MST/GEN/173/I/71

Date

31st July, 2012.

The Head of Department,
Economic and Management Sciences,
International University,
Kampala.

**RE: REQUEST UMAR MUSA MAD/34300/113/DF TO CONDUCT RESEARCH
IN OUR ORGANISATION**

I am directed to write and inform you that the above mentioned student of your institution have successfully carried out his research in our organisation as requested please.

Dauda N. Yanshio

For: Honourable Commissioner.

All Correspondences to be Addressed to the Honourable Commissioner



NUHU BAMALLI POLYTECHNIC

RECTOR: ADAMU ALIYU SHIKA Msc. Maths, BSc. EDU MAN
REGISTRAR: MRS J. RAKIYA SANI BA English

P.M.B. 1061, Zaria,
Tel: (069) 370040, 334050, 333031

NBPZ/GC/013/I/

23rd May, 2012

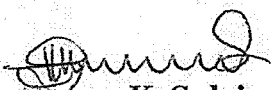
The Head of Department,
Economics and Management Science,
Kampala, Republic of Uganda,
Uganda.

**RE - REQUEST FOR UMAR MUSA MAD/34-300/DF TO
CONDUCT RESEARCH ON TRAINING/DEVELOPMENT
AND EFFICIENCY IN SOME SELECTED CIVIL SERVANT
OF KADUNA STATE, NIGERIA**

Reference to your letter dated 25th May, 2012 on the above subject matter.

I am directed to convey Management's approval for you to conduct a research titled: "Training/Development and Efficiency in some selected Civil Servant in Kaduna State, Nigeria".

We wish you the best of luck in your research.


Mrs. Umima K. Suleiman
Deputy Registrar (Estab.)
For: Registrar

APPENDIX III : RESEARCH INSTRUMENT

College of Higher Degree and Research
Kampala International University

Dear Sir/Madam

I am a student of master of Art Development studies, undertaking a research study entitled – training /development and work efficiency in Kaduna state civil service Kaduna, Nigeria. In partial fulfillment for the award of Masters Degree of Kampala International University. I kindly request you to respond to my Questionnaire and all the information will be treated confidentially.

Yours Sincerely,

.....

Umar Musa

FACE SHEET FOR THE DEMOGRAPHIC CHARACTERISTIC OF RESPONDENTS

Kindly answer all questions, put a tick (✓) where appropriate

A. Gender: ☐ Male
 ☐ Female

B. Marital Status: ☐ Married
 ☐ Single
 ☐ Divorced
 ☐ Widow

C. Age: ☐ 20-39
 ☐ 40-59
 ☐ 60 Above

D. Educational Qualification
 ☐ Secondary
 ☐ Diploma
 ☐ Degree
 ☐ Post Graduate

F. Rank

.....

APPENDIX IV
QUESTIONNAIRE ON THE EXTENT OF TRAINING AND DEVELOPMENT IN
KADUNA STATE CIVIL SERVANTS

Directions: Please write your preferred option on the space provided before each item.
 Kindly use the rating below

Rating	Response Mode	Description
4	Strongly Agree	You agree with no doubt at all
3	Agree	You agree with some doubt
2	Disagree	You disagree with some doubt
1	Strongly Disagree	You disagree with no doubt at all

- ____(1) You are always provided with adequate allowance during any training session.
- ____(2) You are always provided with study packs/materials during training programme.
- ____(3) Your organization budgeting a reasonable amount for training and development on annual basis.
- ____(4) Your organization train requisite number of staff visa-avis its financial strength.
- ____(5) The training you receive in the last one year is on information technology.
- ____(6) Your organization always provides you with new job task and responsibilities after training.
- ____(7) Is training and development programme a continuous process in your organization.
- ____(8) You find it easier to enjoy promotions and upgrading after training.
- ____(9) Your organization has sponsored you to attend three training within the last three years.
- ____(10) Training and staff development is essential for organization success.

- ____(11) Your organization consider training and development in your area of expertise.
- ____(12) Are you aware of the benefit that you expect to gain from training and development.

APPENDIX V

QUESTIONNAIRE ON THE WORK EFFICIENCY IN KADUNA STATE CIVIL SERVANTS

Directions: Please write your preferred option on the space provided before each item.
Kindly use the rating below

Rating	Response Mode	Description
4	Strongly Agree	You agree with no doubt at all
3	Agree	You agree with some doubt
2	Disagree	You disagree with some doubt
1	Strongly Disagree	You disagree with no doubt at all

- ____(1) Your training gives you special skills that set you apart from your colleagues.
- ____(2) Training and development improve the morale and performance of workers.
- ____(3) Training reduces time it takes to complete job tasks.
- ____(4) Lack of training and development affect workers efficiency.
- ____(5) Training and development enhance higher productivity.
- ____(6) You can diligently perform jobs tasks in all the areas you receive training.
- ____(7) Execution of job tasks after training and development requires little or no correction from you.
- ____(8) You always report for work in good time and close at official closing time.

APPENDIX VI

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.636	.869	24

APPENDIX VII

Sample Size of the study

Description of the Employees in Ministries/Parastatals	Population	Sample Size
Science and Technology	514	80
Kaduna State Polytechnic (Nuhu Bamalli Polytechnic)	1011	110
Land and Survey	394	100
Economic planning	200	46
Total	2119	336

Source: Primary Data (2012)

APPENDIX VIII

Respondent Profile

CATEGORY	FREQUENCY	PERCENTAGE
Age: 20 – 39 (Early Adulthood)	114	45.1
40 – 59 (Middle Adulthood)	137	54.2
60 above (Late Adulthood)	2	0.8
Gender: Male	171	67.3
Female	83	32.7
Educational Qualification		
ND/NCE	39	15.4
HND/Degree	147	58.1
Postgraduate	67	26.5
Marital Status: Married	186	74.1
Single	53	21.1
Devoice	10	4.0
Widow	2	0.8

APPENDIX IX

Extent of Training and Development of Selected Civil Servant (Male vs Female)

Indicator	Mean	Interpretation	Rank
You are always provided with adequate allowance during any training session	2.49	Disagree	2
You are always provided with study packs/materials during training program	2.73	Agree	3
Is your organization budgeting a reasonable amount for training and development	2.84	Agree	3
Your organization train the requisite number of staff visa-a-vis its financial strength	2.80	Agree	3
The training you receive in the last one year is on information technology (ICT)	2.85	Agree	3
Your organization always provide you with new job task and responsibility after your training	2.79	Agree	3
Is training and development program a continuous process in your organization	3.14	Agree	3
You find it easier to enjoy promotions and upgrading after training	2.95	Agree	3
Your organization has sponsored you to attend three training within the last three years	2.77	Agree	3
Training and staff development is essential for organizational success	3.45	Agree	3
Your organization consider training and development in your area of expertise	3.14	Agree	3
Are you aware of the benefit that you expect to gain from training and development program.	3.41	Agree	
Grand Mean	2.95	Agree	3

APPENDIX X

Level of Work Efficiency of the Selected Civil Servant

Indicator	Mean	Interpretation	Rank
Your training gives you special skills that sets you apart from your colleagues	3.35	Agree	3
Training and development improve the morale and performance of workers	3.54	Agree	4
Training reduces the time it takes to complete job tasks	3.23	Agree	3
Lack of training and development affect workers efficiency	3.48	Agree	3
Training and development enhance high productivity	3.55	Agree	4
You can diligently perform jobs tasks in all the area you receive training	3.43	Agree	3
Execution of job task after training and development requires little or no correction from you	3.19	Agree	3
You always report for work in good time and close at official time	3.30	Agree	3
GRAND MEAN	3.38	AGREE	3

APPENDIX XI

Significant relationship between extent of training and development and level of work efficiency of the civil servant.

Variables Correlated	Computed t – value	Critical value	Interpretation of difference	Decision on H ₀
Do you are always provided with adequate allowance during any training session vs. your training gives you special skills that sets you apart from your colleagues	0.072	0.274	Insignificant	Accept
Do you are always provided with study books/materials during training program vs. training and development improve the morale and performance of workers	0.070	0.274	Significant	Accept
Does your organization budgeting a reasonable amount for training and development on annual basis vs. training reduces the time it takes to complete job tasks	0.221	0.000	Significant	Reject
Does your organization train the requisite number of staff visa-a-vis its financial strength vs. lack of training and development effect workers efficiency	0.133	0.036	Significant	Reject
Is the training you receive in the last five year is on information	0.149	0.019	Significant	Reject

chnology (ICT) vs. training and development enhance higher productivity.				
our organization always provide you with new job task and responsibility after your training vs. you can diligently perform jobs tasks all the area you receive training	0.211	0.001	Significant	Reject
training and development program a continuous process in our organization vs. execution of job task after training and development requires little or no correlation from you.	0.340	0.000	Significant	Reject
you find it easier to enjoy promotions and upgrading after training vs. you always report for work in good time and close at official time	0.291	0.000	Significant	Reject

APPENDIX XII

Regression analysis between dependent and independent variable.

Variables regressed	Computed F-Value	R ²	Interpretation	Decision on H ₀
Level of Work Efficiency vs. Extent of Training and Development	1.405	.006	Insignificant	Accept

APPENDIX XIII: RESEARCH CURRICULUM VITAE

Umar Musa.

Phone: +234803528798

E-mail: umar musa49@yahoo.com

PROFILE

A creative enthusiastic person with a diverse range experience in lecturing leadership and effective organizational and communication skills. Able to use own initiative to achieve organizational responsibilities.

A lecturer undergoing his master's Degree in Development studies. Able to work with at own initiative and similiary able to deal with administrative duties competently.

CAREER HISTORY

2001-2003 Lecturer III

2003-2007 Lecturer III

2008-1012 Lecturer III

Qualification

May 2010-November 2012: Maters of Art Development Studies.

1990-1994 Bachelor of ARTS History.

1987-1989 Interior joint matriculation examinations certificates.

1980-1986 General Certificate of Education.

TRAINING

2006 Computer training in micro soft office (word, excel).

PERSONAL DETAILS

Date of Birth: 15th Aug 1969

Marital status: Married

Residence: Kaduna

Place of Birth: Kaduna

Country's Birth: Nigeria

LANGUAGES

Hausa: good

English: good

REFEREES.

Dr. Aliyu Musa: Lecturer Ahamadu Bello University, Zaria. Phone number

Muhamood Abdu, Head of Department Nuhu Bamalli, Polytechnic.

Adamu Aliya Shika, Rector, Nuhu Bamalli, Polytechnic.