
**EFFECT OF HUMAN RESOURCE TRAINING ON EMPLOYEE PERFORMANCE OF
BAYELSA STATE CIVIL SERVICE**

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ABSTRACT

The study examined the relationship between personnel training and job performance among civil servants in Bayelsa state civil service. To achieve the above, four research questions as well as four hypotheses were derived from the study's objectives. The study adopted a descriptive survey design. This was because the researcher intended to gather information through a questionnaire. The population of the study was approximately 27000 civil servants, out of which only staff from five (5) ministries, agencies, and parastatals were randomly selected for the study. Thus, a sample size of 394 respondents was adopted for the study. The collected data was analysed using SPSS version 23. The demographic data of the respondents was analysed using frequency and percentage. And the research questions were answered using mean and standard deviation. The chi square test of significance was used at the 0.05 level of statistical significance to look at the research hypotheses. The findings from the study indicate that 65.7% of the respondents have worked for the Bayelsa State civil service for more than 10 years which is a clear indication that they have experience and have worked in the organization long enough to comment on their performance and feedback, promotion and training significantly relate performance of the civil servants. Based on the finding from the study recommends that personnel training is a fundamental instrument of performance and training should be conducted to employees at regular interval.

KEYWORDS: Human resource, training, employee, promotions, performance

INTRODUCTION

The civil service is made up of all the permanent, sometimes temporary and non-political offices and employments held under the Federal or State government with the exception of the armed forces". This view seems to follow that of H. R. Wade, when he said "the legal test of a civil servant is that he should be in the non-military service of the state. That is why the civil service systems have become so an important institution which interfaces between the state and its citizens. In recent times, many governments have realized the importance of greater efficiency in the delivery of services to their citizens. Thus, governments in different parts of the world have initiated large scale reform in their civil services to achieve greater efficiency, effectiveness and responsiveness (Denhardt & Denhardt, 2011).

There is a general recognition that civil service plays a crucial role in all societies whether developed or developing. In the modern administrative state, public administration has become so significant that nation's development, upliftment and progress depend mainly upon an efficient functional civil service system. Since

independence in 1960, the civil service system in Nigeria has been preoccupied with the formulation as well as the implementation of policies. In this regard, the civil service is an institution saddled with the responsibility of designing, formulating and implementing public policy, and discharging government functions and development programmes in an effective and efficient way.

However, in almost every state of the Nigerian Federation and in Bayelsa State in particular, development efforts and government policies are threatened by the incompetence and ineffectiveness of most civil servants who undermine government's developmental efforts through corruption and other sundry practices. As a result of this, successive Military and civil administrations in the state (from the time of its creation in 1996 to the present), have embarked on articulated patterns of reforms aimed at improving the efficiency and effectiveness in the state civil service. Hitherto, the civil service in the state, like its counterparts in the rest of the country remain inefficient and

incapable of reforming itself (Salisu, 2001, p. 1; Murana, Salahu & Ibrahim, 2016), due to adverse factors such as, weak governance structure, red-tappism, weak accountability, low professional standards, waste and corrupt practices, poor productivity, and lack of control, redundancy and over-bloated staff structures in some cases which amounts to low job performance and productivity.

Nevertheless, the key word here is performance (job performance) among employees in the civil service. Performance is one of the major and significant sources of economic growth and competitiveness thereby making it a statistical reference point for comparisons and also a productivity assessment tool. According to (Mahadevan, 2007), performance can be measured in different forms and is dependent upon the purpose of the performance measurement or data available. Performance being objective creates the implication that it can be measured against a standard and as such, performance can be monitored for strategic reasons such as corporate planning and organization improvement and also making comparisons with competitors. As a relative measure, performance is the actual output of production compared with the actual input of resources measured within a timeframe and against entities that are common. Performance therefore can be termed as a measure of effectiveness which is doing the right thing efficiently (Disselkamp, 2013).

For many decades, the concept of job performance in the work place has evolved in many ways due to the changes in social, economic and political environments, made possible by information technology and the flexible ways of organizing work processes (Hasun & Makhbul, 2005). An attractive and supportive work environment is paramount in making employees physically and emotionally fit as well as perform satisfactorily on the job. Employees under such environment are sure to have the desire to work and their performance outcomes would also be increased. More so, a work environment that is conducive helps in reducing the number of absenteeism and thus

have the tendency to increase the performance of employees which leads to increased productivity at the workplace (Phillips & Boles, 2004; Agbozo, Owusu, Hoedoafia & Atakora, 2017).

Suffice to note here also that, a conducive work environment will play vital role in enhancing employee job performance. And work environment here entails good office space, furniture, lighting and internet facilities which are key enablers of employees' morale booster and productivity. Many organizations fail to achieve their objectives due to inherent weaknesses thereby lacking the ability to understand the importance of work environment (Raziq & Maulabakhsh, 2015). Coopersmith (2017) also opined that work environment impact immersely on employee's productivity either towards positive outcomes or towards negative outcomes. A good working environment cannot be undermined as Ogunyemi, Akinlaja & Adesoye (2015) found that a good number of people spend more than 50% of their time within indoor activities which affects their mental health, abilities and performance. Available literature pertaining to the study of multiple offices and office buildings indicate that factors such as dissatisfaction, cluttered workplaces and the physical environment plays a major role in the loss of employees' job performance which ultimately leads to low productivity (Clement-Croome & Kaluarachi, 2000; Bastida, Marimon, & Carreras, 2017; Housman, 2016).

The quality and state of working environment in any workplace is a critical factor and may simply determine the level of an employee's motivation and subsequent performance and productivity. There is no gainsaying the fact that how well an employee gets along with the organization influences his/her enthusiasm, error rate, ability to work and remain on the job and the organization, his/her level of innovation and collaboration with other employees, absenteeism and ultimately time period to stay in the job. Employee working conditions are therefore, essential to service delivery, service satisfaction and institutional performance in a competitive environment.

Statement of the Problem

Civil service is widely acknowledged to perform a significant role in all countries, and that national development and progress dependents mainly upon an efficient-functional civil service system. It is nearly impossible for the executive and cabinet members to carry out the government's responsibilities without assistance from bureaucrats.

However, in almost every state of the Nigerian Federation, and particularly in Bayelsa State, development efforts and government policies are threatened by the incompetence and inefficiency of most civil servants, who undermine the government's developmental efforts through corruption and other practices. Importantly, this inefficiency of the civil service is not without its causative factors. And this could largely

be associated with the motivation question or otherwise.

But over the years, the researcher has observed that civil servants are often exposed to poor working conditions, unsatisfactory hygiene environment and facilities, delay and denial of promotions, as well as poor reward system. Other prevalent problems with regards to working conditions in Nigeria Civil Service are inadequate office accommodation, inadequate lighting, poor and epileptic power supply, lack of sufficient ventilation, shortage of working apparatus, routine refusal to pay overtime benefits, unfriendly welfare packages, as well as poor health insurance schemes, which have left most workers taking responsibility for their medical expenses (Ipole, Agba, & Okpa, 2018). Onwards to this issues the researcher writes on investigate the relationship between personnel training and employee performance.

Objectives of the Study

The general purpose of the study is to investigate the relationship between personnel training and employee performance in Bayelsa state civil service.

- i. To determine the relationship between human resource training and development on the performance of civil servants in Bayelsa State.
- ii. To determine the relationship between performance feedback on the performance of civil servants in Bayelsa State.

Research Questions

- i. What role does training and staff development play in employees job performance in Bayelsa State civil service?
- ii. How does performance feedback improve employees job performance in Bayelsa State civil service?

Hypothesis

The hypothesis (i.e., Scientific guess) utilized in the study and which shall be subjected to empirical tests are as follows:

- H₁ There is significant relationship between staff training and development and job performance of civil servants in Bayelsa state.
- H₂ There is a significant relationship between feedback and job performance of civil servants in Bayelsa state.

Performance Feedback

One good step to take in human resource planning in an organization is to carry out a regular assessment of staff. This is to Provide effective performance feedback which

is a key human resource management strategy that enable organizations to retain and support talent management. Organizations can also develop the knowledge, skills and abilities of employees for successful performance through providing effective performance feedback that grows and develop employees (Boon, Eckardt, Lepak & Boseli, 2017). Performance feedback is an information exchange and conflict resolution process between the employee and supervisor or superior in the workplace. This consists of both positive feedback on what the employee is doing right as well as feedback on what requires improvement. Managers and supervisors will need to be comfortable with working with the whole range of workplace factors that influence employee performance. While the supervisor gives his/her feedback and requirements, the employee is enabled to give his/her feedback regarding his/her requirements. Although this process is formal, it could be managed informally by gaining closer relations for two sides (Chandrasekar, 2011).

Performance feedback is important for both the employee and the employer; more important it is for the organization to provide feedback to employees to engage job performance and employee motivation. Such feedback needs to be clear, specific and detailed so that employees can gain information on their strengths and weaknesses. This information allows employees to gain better knowledge of their job duties and consider how best to improve and refine their performance (Humphrey, Nahrgang, & Morgeson, 2007).

Feedback also helps to identify gaps in current knowledge and so is related to training analysis that identifies training needs and shows strengths and developmental opportunities. Organizations succeed when employees develop and grow through performance feedback and learning in the process (London, 1997). Providing effective performance management system and also enables organizations to identify individuals for promotions and other rewards, and to facilitate lateral transfers through identifying employee strengths. (Jackson & Mathis, 2008) state that the development and implementation of economic incentives at all levels of an organization for the purposes of employee benefit is one means through which high performance can be achieved. Constructive feedback on a regular basis is also another means through which performance among workers can be increased since feedback is a foundational management skill; considering that feedback can either be positive or negative, the manner in which it is conveyed will serve as a vital tool for improving or reducing performance among workers

Human Resources Training

Training and development have been defined in several ways by different authors. The main idea that each one of them highlighted in their studies is, the workforce capability enhancement (Imran & Tanveer, 2015). In the field of human resource management, Training has to do with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known

by several names, including employee development, human resource development, and learning and development (Harrison 2005 as cited in Kennedy, 2009). In training the focus is current, use of work experiences is low, goal is to gain skills for the present job, and participation is mandatory if initiated while vice versa is applicable for development initiatives. Development is more self-directed and requires self-motivation to explore and find the ways for career and personal advancement (Imran & Tanveer, 2015). Human resources are important assets to support the success of an organization. As the executor of all organizational policies, HR needs to be equipped with adequate knowledge. The importance of these human resources needs to be realized by all levels of management in a company. The rapid development of technology cannot eliminate the role of humans in the success of an organization. All companies/organizations, including the National Civil Service Agency, must have problems. The agency has several problems related to the work environment, career development, and communication. An employee must have the ability to do a job. Ability is the capacity of individuals to do work. A person's ability is basically formed from two sets of factors, namely intellectual abilities, and physical abilities. Ability greatly influences one's work performance. The better or higher the ability of employees to work, the better the results of their work, which in turn will lead to good performance.

In the traditional sense, training has been defined as the process by which individuals change their skills, knowledge, attitudes, and/or behavior (Robbins & DeCenzo 1998 as cited in Kennedy, 2009). In this context, training involves designing and supporting learning activities that result in a desired level of performance (Kennedy, 2009). Training is an educational process. People can learn new information, re-learn and reinforce existing knowledge and skills, and most importantly have time to think and consider what new options can help them improve their effectiveness and performance at work. Effective trainings convey relevant and useful information that inform employees and develop skills and behaviors that can be transferred back to the workplace (Charnov, 2000 as cited in Kennedy, 2009). An investment on Human resources management practices can rise and also sustain high Performance among employees; competitive advantage can be achieved through the right policies since through HRM, organizations locate, develop, rare and retain human capital. It needs to be ensured that the cost incurred in HRM practices does not go beyond the perceived benefits. Organizations that systematically train and develop their staff are seen to enjoy the rewards of a productive workforce (Secord, 2003).

Training basically deals with the acquisition of understanding, knowhow, techniques and practices. In fact, training and developing staff is one of the imperatives of human resource management as it can improve performance at individual, mutual and organizational levels (Ahmad, Iqbal, Mir, Haider, & Hamad (2014)). Khan (2001) emphasizes that training focuses on present jobs while development prepares employees for possible future jobs. Basically, the objective of training is to contribute

to the organization's overall goal. It describes the formal, ongoing efforts that are made within organizations to improve the performance and self-fulfilment of their employees through a variety of educational methods and programs. In the modern workplace, these efforts have taken on a broad range of applications from instruction in highly specific job skills to long-term professional development. In recent times, training has emerged as a formal business function, an integral element of strategy, and a recognized profession with distinct theories and methodologies. More and more companies of all sizes have embraced "continual learning" and other aspects of training as a means of promoting employee growth and acquiring a highly skilled work force. In fact, the quality of employees and the continual improvement of their skills and productivity through training are now widely recognized as vital factors in ensuring the long-term success and profitability of small businesses and in addition create a corporate culture that supports continual learning (Marmer, 1999 as cited in Kennedy, 2009).

Employee Performance

According to (Al Mehrzi and Singh, 2016) Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or predetermined criteria that have been mutually agreed upon. Performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by someone. Definition of performance (work performance) is the work quality and quantity achieved by an employee in carrying out his function in accordance with the responsibilities given to him. Furthermore (Yang et al., 2016) state that performance is basically what employees do or do not do. Performance management is the entire activity carried out to improve the performance of a company or organization, including the performance of each individual and work group in the company. According to Shmailan, 2016, employee performance is an action what employees do in carrying out the work done by the company. Performance in carrying out its functions is not independent, but always relates to employee job satisfaction and the level of reward given, and influenced by individual skills, abilities, and traits.

It is not very unlikely that managers (and employees) perceive performance differently in different views, so that objective and measurable effort and performance criteria are needed (Varma et al., 2008). Companies with high-performance business strategies recognize the importance of a manager who can see talents, opportunities, and career paths for their employees. Therefore, today organizations need to focus on implementing human resource strategies to improve employee performance through training, performance appraisal, compensation, career development, teamwork (Eigenhuis & Van Dijk, 2007; Thevanes & Mangaleswaran, 2018).

Employee performance management includes various organizational activities to provide appraisals to employees so that they can apply them in the workplace to produce better performance (Fletcher, 2001; Decramer et al., 2012; Smith-Crowe et al., 2003, Woolliams, 2007). Performance appraisals increase employee motivation levels and encourage them to engage in innovative programs and facilitate the achievement of desired results. Meanwhile, performance reviews generate feedback, and performance improvement plans help employees develop skills that maximize their potential (Jiménez-Jiménez & Sanz-Valle, 2005; Cascio, 2014). The company always wants its employees to commit and instill organizational values to foster trust between the company and employees (Nygaard & Biong, 2010; Celep & Yilmazturk, 2012). To achieve a higher level of performance, companies need to understand, identify, and ensure functional areas and internal systems work effectively and efficiently (Aquila & Rice, 2012). Performance management is one of the components that need to improve in an organization, considering that performance management is an organizational way of communicating expectations and encouraging behavior to achieve goals, and identifying employees in career development programs (Pulakos, 2009; James & Lahti, 2011).

Through the works, scholars continuously insist that no standardized or uniform definition of performance indices, and they argue on how it is a multidimensional concept. However, Samsonowa argues that all the different definitions in the performance measurement literature, have one common characteristic; they all are related to two terms: effectiveness and efficiency; effectiveness as an indicator of the degree of a goal attainment, and efficiency as an indicator of the resources that were consumed to reach the level of achievement Samsonowa (2012). In her work (2012), she uses the term “performance” as the level/degree of goal achievement of an organization/department rather than of individuals. This chosen definition is mainly inspired from Krause's work (2005).

Andersen and Fagerhaug (2002) believe that it is adequate to reach a time where performance will be substituted to productivity. It is generally accepted to cover a wide range of aspects of an organization – from the old productivity to the ability to innovate, to attract the best employees, to maintain an environmentally sound outfit, or to conduct business in an ethical manner. Cordero (1989), defines performance as effectiveness (i.e., measuring output to determine if they help accomplish objectives). Efficiency (i.e., measuring resources to determine whether minimum amounts are used in the production of these outputs). Lebas (1995), in his own point of view says that performance is about deploying and managing well the components of the causal model that leads to the timely attainment of stated objectives within constraints specific to the firm and to the situation.

Therefore, employee performance management is crucial and it includes various activities in which organizations seek to assess employees and develop their

competencies, improve performance and distribute them in work (Decramer et al., 2012). The concept of numerical performance may not adequately describe the performance system so that involvement between management and employees is needed to build a positive work context and working relationship (Beamon, 1999; Huo, 2012; Imperatori, 2017).

Theoretical Framework

This study adopted the Social Compensations Theory, which is also known as the Equity theory of motivation by John Stacey Adams (1963). The Equity Theory as developed by Adams, (1963) believed that people's work motivation is affected by perceptions of fairness. Individuals compare their effort/reward ratio with those of other employees and in case of an inequity, work motivation is adjusted. Their effort can be based on qualifications, experiences, seniority, time they spend on the job etc, while rewards could be pay, benefits, appreciation and respect. In sum, work motivation depends on perceptions of justice and fairness. Civil servants at some Ministry and agencies refer to consultants as others and for some, their work motivation is influenced significantly by comparing rewards. They perceive themselves as shareholders that need to be compensated for their contribution or membership from project resources. Also, in Bayelsa state, a change in Government usually results in facilitating political loyalists, which is not always related to expertise. The politically polarized public sector has affected the sense of justice of civil servants.

Methodology

The study adopted a descriptive research design. According to Parkidisi (2003), A survey is a general procedure of collection of data from a selected sample of a population to describe the condition of the general population through simple random sampling techniques and the result obtained was used to generate data from the selected population of the study.

The population of the study included all employees of the Bayelsa State's civil service but limited to only senior and junior staff of selected ministries, agencies and parastatals. The state has 24 ministries and agencies with a total workforce (population) of 27000. See Table 3.2 in page 43 for a breakdown of the ministries and agencies

Table 3.1: Sample size computation using Taro Yamane formula

Taro Yamane	Computation	Sample Size
$n = \frac{N}{1 + N(e)^2}$	N= 27000	394
	(e) ² = .05x.05 =0.0025	
	0.0025x27000 =67.5	
	1+67.5=68.5	
	∴ n =27000 ÷ 68.5 = 394	

Source: Researcher's computation, 2022

Data from the answered questionnaires in this study were analysed using percentages and Chi-square. The collected data were checked properly for consistency and then frequencies and percentages were used to show responses of the distribution. The results were then presented in tables and chart forms. The software that was used for analysing the findings was Statistical Package for Social Sciences (SPSS) version 23.

Data Analysis

Research Question One: The impact of training and staff development programmes on employees' job performance.

Table 1: Mean and standard deviation of the response of how training and staff development programmes influences job performance.

SN	Items	N	Mean	STD	Remark
16	Employees' training and development is at the core of performance enhancement	394	2.8985	.30240	Agreed
17	Staff trainings and development conferences and seminars should be as regular as possible	394	2.8528	.35476	Agreed
18	Experienced employees should be encouraged to mentor less experienced employees	394	2.6447	.65819	Agreed
19	Employees desiring a Study Leave with pay on areas related to their specialisations should be given approval	394	2.9492	.21979	Agreed
20	Upon completion of Study Leave, is qualifications obtained by employees effected without delay?	394	2.7513	.53295	Agreed
21	Refusal to grant Study Leave to confirmed employees can be frustrating	394	2.7513	.35728	Agreed
22	An outright denial of records update can be frustrating	394	2.7970	.35728	Agreed
23	Employee development trainings and programmes should be open to all and not to a selected few	394	2.8477	.35975	Agreed
24	Employee development training should be done as often as possible at all cadres and grade levels	394	2.7005	.63938	Agreed
25	Employees on regulated self-development programmes are more motivated than those who are not	394	2.9518	.21451	Agreed
		394	2.8145		Agreed

Source: (Field Survey Data, 2022)

The above data in table 4.3 indicates how training and development influence job performance among civil servants in Bayelsa state. The items 16–25 above have mean scores above the criterion mean of 2.00, which indicates that training and

development are vital to job performance and, thus, should be regular. Also, participants agreed that training and development need to be encouraged on a regular basis across all cadres. Finally, the grand mean of 2.8145 implies that respondents agreed that the items of training and development above have a positive influence on job performance.

Research Question Two: Performance feedback as a means of improving employee's productivity and motivation.

Table 2: Mean and standard deviation of the response of how feedback influences job performance

SN	Items Statements	N	Mean	STD	Remark
1	Getting feedback from supervisor on regular basis help improves performance of civil servants	394	2.7995	.40089	Agreed
2	The performance feedbacks you get from your supervisor /superior, mostly come in written form	394	2.8985	.30240	Agreed
3	Do these feedbacks in anyway affect your career progression?	394	2.7970	.40278	Agreed
4	Do you think that your employer's or superiors' assessments of you in the feedbacks fair enough?	394	2.8477	.35975	Agreed
5	Have you ever been given award or gained public recognition on account of getting positive feedback?	394	2.5964	.66699	Agreed
6	Have you ever been denied a promotion or anything on account of negative feedback from your superior?	394	2.7970	.40278	Agreed
7	The type of feedback an employee gets, positively or negatively affects employee job performance?	394	2.9010	.29902	Agreed
	Grand	394	2.8053		Agreed

Source: (Field Survey Data, 2022)

The information in Table 4.1, above deals with how feedback impacts the job performance of civil servants. The seven items raised to explain the role of feedback on job performance all have mean scores above the criterion mean of 2.00. This implies that getting regular written feedback from supervisors and receiving a

reward or public recognition from them positively influences the performance of civil servants. In the same way, denial of promotion due to negative feedback also affects the performance of civil servants negatively. Finally, the grand mean of 2.8053 suggests that respondents all agreed that the above items of job feedback influence the performance of civil servants in Bayelsa State.

Testing of Research Hypotheses Using Chi Square Statistics

Research Hypotheses One: There is significant relationship between staff training and development and job performance of civil servants in Bayelsa state.

Table 3: Chi Square Analysis of the relationship between training and development and job performance.

Variables	N	Df	alpha	Chi-Square	Asymptotic Significance (2-sided)	Remark
<i>Training/Dev.* PERFORMANCE</i>	394	16	0.05	883.167 ^a	0.000	Sig.

Source: (Field Survey Data, 2022)

The above data in Table 3 is a computation showing the relationship between the staff training and development and employee job performance. Table 3 revealed a chi-square of 587.292a with a p-value of 0.000. The p-value is less than the chosen alpha level of significance of 0.05, implying the rejection of the null hypothesis. In other words, the alternative hypothesis, which says that civil servants who get more training and development do better at their jobs, is true.

Research Hypotheses two: There is a significant relationship between feedback and job performance of civil servants in Bayelsa state.

Table 4: Chi Square Analysis of the relationship between feedback and job performance

Variables	N	Df	alpha	Chi-Square	Asymptotic Significance (2-sided)	Remark
<i>Feedback* PERFORMANCE</i>	394	16	0.05	722.440 ^a	0.000	Sig.

Source: (Field Survey Data, 2022)

The above data in table 4 is a computation, showing the relationship between feedback and job performance of civil servants in Bayelsa state. Table 4 revealed a chi-square of 722.440a with a p-value of 0.000. The p-value is less than the chosen alpha level of significance of 0.05, implying the rejection of the null hypothesis. In

other words, the alternative hypothesis, which says that civil servants who get feedback do better at their jobs, is true.

Research Hypotheses Four: There is significant relationship between work environment and employee performance.

Table 4.8: Chi Square Analysis of the relationship between work environment and job performance

Variables	N	Df	alpha	Chi-Square	Asymptotic Significance (2-sided)	Remark
Work Environment.* PERFORMANCE	394	16	0.05	608.464 ^a	0.000	Sig.

Source: (Field Survey Data, 2022)

The above data in Table 4.8, is a computation showing the relationship between work environment and job performance for civil servants in Bayelsa state. Table 4.8 revealed that the chi-square is 608.464^a with a p-value of 0.000. The p-value is less than the chosen alpha level of significance of 0.05, implying the rejection of the null hypothesis. In other words, the alternative hypothesis that there is a link between work environment and civil servant job performance is true.

Discussion of Findings

Research Question 3: The Impact of training and staff development Programmes on employees' job performance.

The research question three analysis revealed that training and development are critical to job performance and should be done on a regular basis. People who are trained and developed do better at their jobs. The statement items in table 3 above have mean scores above the criterion mean of 2.00, which indicates that training and development are vital to job performance and, thus, should be regular. Also, participants agreed that training and development programs need to be encouraged on a regular basis across all cadres. Finally, the grand mean of 2.8145 implies that respondents agreed that the items of training and development above have a positive influence on job performance

This is in line with the result of **hypothesis one** which has a chi-square of 587.292^a with a p-value of 0.000. The p-value is less than the chosen alpha level of significance of 0.05, implying the rejection of the null hypothesis. In other words, the alternative hypothesis, which says that civil servants who get more training and developed do better at their jobs, is true. which affirmed that there is a significant relationship between staff training and job performance. This affirms the statement of Charnov

(2000), as cited in Kennedy (2009), who noted that effective training conveys relevant and useful information that informs employees and develops skills and behaviours that can be transferred back to the workplace to enhance job performance. Thus, Ahmad, Iqbal, Mir, Haider, and Hamad (2014) further affirm that training and developing staff is one of the imperatives of human resource management as it has the capacity to improve the performance of employees at individual, mutual, and organisational levels.

In testing **hypothesis one**, the result of the computation, shows a strong relationship between feedback and job performance of civil servants in Bayelsa state. Table 4 revealed a chi-square of 722.440a with a p-value of 0.000. The p-value is less than the chosen alpha level of significance of 0.05, implying the rejection of the null hypothesis. In other words, the alternative hypothesis, which indicates that civil servants who get feedback do better at their jobs, is true.

Conclusion

Based on the research findings, the following conclusions were reached:

- a) Feedback from supervisors and superiors in the work environment influences job performance. Thus, there is a significant relationship between feedback from supervisors and the job performance of civil servants in Bayelsa state.
- b) A conducive work environment influences job performance among civil servants. Also, there is a vital link between the work environment and the job performance of civil servants in Bayelsa state.

5.3. Recommendations

Based on the research findings and the conclusion reached, the following proposals and recommendations were made:

- a) The people in charge of the civil service commission should come up with a way for staff to get promoted based on how well they do their jobs and how well they show up for work. There is a need for the government to set up a committee to reconsider promotion interviews and the outcome of the programme.
- b) For staff to be efficient, the work environment needs to be conducive and equipped with the needed office facilities. Thus, the government needs to identify the nature of work and design the offices to fit the operations carried out.

Contribution to Knowledge

From the research findings, the study has been able to establish a link between personnel motivation and job performance and the influencing factors. It has been

established that job performance is affected or influenced by regular or periodic feedback, promotion, training and development, and the work environment.

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