

## HUMAN RESOURCE TRAINING AND EMPLOYEE'S PRODUCTIVITY IN NIGERIA PUBLIC INSTITUTIONS

**AHMED Ismail Kawu**

Department of Public Administration,  
Niger State Polytechnic, Zungeru,  
Bida Campus  
Emails:ahmedismailkawu@gmail.com

**DANJUMA Mohammed**

<sup>\*3</sup>**John Gana**

\*Department of Business Administration,  
Niger State Polytechnic, Zungeru,  
Bida Campus.

### **Abstract**

*Any establishment which seeks to succeed in the present day competitive operation must invest in the training of its workforce. The investment is to improve the performance and wellbeing of workers toward better service delivery. This paper examines the prospect and challenges of human resource training in Nigeria public institutions. The study relies on secondary data such as books, journals, articles and other publications to source for information. The study recognized and confirmed the employees' belief on the importance and positive prospect of human resource training in strengthening their skills and performance as well as their commitment to the productivity and success of the establishment. However, human capacity building is associated with series of challenges such as funding, training facilities etc. The paper therefore recommend for improvement in funding human resource training; adequate training facilities should be provided and staff promotion should be done promptly after returning from study*

**Key words:** Human Resource, training, employees, productivity, organization.

### **Introduction**

The need to increase staff performance for better productivity has become universally accepted and that this depends on efficient and effective human resources training. It has further become necessary in view of advancement in modern world to invest in personnel training. Thus the role played by staff training in performance can no longer be over-emphasized. Human resources training is based on the premise that staff skills need to be improved for organization to increase its productivity. However, the effective performance of the individual employee is a function both his personnel characteristics and the organizational environment. Therefore, the need for qualified personnel to manage the public sector requires the government to increase investment in human resources. The government must concentrate on training of its staffs, this will facilitate the acquisition of the necessary attitude, knowledge and skill for effective achievement of cooperate objective, thus in the word of Glaser (1967) human resources training is essentially meant for changing people's behaviours, knowledge and skill through instruction, demonstrate other technique, training therefore entails

building self-confidence, initiative aspiration and above all depends in individual or work terms through a desire job related behavior, in other words, the quality of human resources in an organization is frequently the most important favour that determines whether or not the organization is going to be successful which it will realize a satisfactory return in investment or even wealth, it will achieve it basic objective, consequently upon the above factor, there is no better way of achieving managerial capacity and competence through training of staff at all level.

Human resources training is the acquisition of basic or special skill that enable one to perform certain important functions. It is a systematic process aimed at improve current or future employee's performance level, which is achieved through a process of learning, the experience through which management or those being developed use to acquire greater understanding, in the course of this study it was highlighted that capacity building and contentment of organization can solely rely on human resource development (Omale 2013). Self confidence and other replacement for effective job performance is recognized to enhance positive change and also for good performance to prepare individual employee for a higher responsibility, the performance of development typically involves developing specific skills being possessed by employee, it is meant to influence the belief, attitude and value of an individual for the purpose of developing him to be on his own and to achieve organizational objectives. It means employees have a sense of belonging which gives room for job satisfaction and effective job performance.

Hence, the social of training programmer is to remove performance deficiencies, whether current or anticipated, that are result of the employees in ability to perform at desired level. Hence human resource training should be give priority attention in all government establishment and private enterprise. Training is therefore, aimed at enhancing specific skills for specific job and is designed to provide new idea and concept that may be useful for present and future jobs,, therefore the efficient and success of any organization be it private or public depend on many factors, some of which are how well the workers are trained. The extent to which training programme are planned and workers developed, greatly determines their behavior efficiency and productivity and objectives.

### **Problem statement**

Nigerians are so depressed about reports from the media every now and then about the problems of law productivity of many workers particularly in the public sectors, due to neglect on training of its manpower. This paper therefore, highlighted that no organization can increase its productivity without a trained manpower, while training broader knowledge, foresight and rights. Training of human resource encourage competence and minimize corruption in a system (Adewumi 2017).this tremendous comment by Adewumi, which i similarly agree with also differentiate this study with proceeding ones. it is also to view the extent at which human resource training affect performance in public sectors. the study view some peculiarity by identifying some training policy and challenges of trainer and trainee in public institution. This as well serves as immense contribution to institutions and interested researchers.

### Conceptual Clarification

Human in a clear term is seen as individual and as a person while resources is categorically classify as the service, in a nutshell human resources is the personnel service (Isah 2007). The human resources in an organization cannot exist alone without the simultaneous co-existence with material resources; the material resources are non-living factors or can be equipments that are use for organizational operations. The material resources are the every equipment being it technological, machines, manual variable to be use as factors of production (Adewumi, 2017). The working together of these two factors enhances effective coordination in management of resources in organization. Management is the effective and efficient utilization of human and material resource to ascertain objectives in a working environment either formal or informal, being it private or public. The ability and success of every organization is determined by the level of their trained human resource, the potential of every organization that commit her staffs to training extremely excel.

Omale (2013) submitted that Human Resource has to do with spirit of the mind, discipline and character of a person while the success of personnel and the organization is the determined by the level of the trained human resources.

Nmadu (2018). The extent of opportunity the employers gives to their workers to attend training and the application to training skills and abilities at work environment is central to achieving training effectiveness. Nmadu (2018) further highlighted that reward system is often use to motivate trainee to attend training programe and the passing or transfer of skills to organization. From the empirical findings of Oribabo (2000) he observed that human resource encompasses specific attention to a trainee's challenges and design the effective modality to overcome the challenges in other to achieve the pre-determined objectives. Human resources training is the systematic acquisition of knowledge skills, by employees to enable them discharge their expected task in the organization (Abubakar 2005).

In view of the continuous technological development vis-à-vis economic, political and technological changes sweeping across every society, it has become necessary to also continue to train and retrain employees in an organization if such an organization needs to increase its productivity through better performance.

Aderinto (1981) viewed training as a systematic development of knowledge, skills and attitudes required by employees to perform adequately on a given task or job. New entrants into organizations have various skills, though not all are relevant to organizational needs. While Otoha (1988) view performance as the action or process of carrying out a task or function.

In words of Alexander (2007), the types of training are as follows: The induction training, on-the job training, Apprenticeship programme, internship, Advanced training, Training for technological advancement, Rotational training, Training for disadvantage. The listed training types are applicable in both public and private organization and are also recommendable for staff the commencement of the carrier to the higher rank or status.

Alexander, (2007) further noted that a training programme is effective when it has achieved the purpose for which it was designed. It is through evaluation that one can judge the effectiveness of training and development programme, by putting in place the necessary resources required for effective training exercise and to observe how worthwhile the training has been in respects of the total benefits accruing from it. Before this can be fully assessed, the training has to be validated in terms of asserting the extent at which it has fulfilled organizational and trainees' objectives. Omale(2013) have different opinion on training for technological advancement as this type of training are made only for skill personnel while off- the job training as well lead to deficiency of labour turn over, he further highlighted that not all type of training can be conducted in public sector due to its political orientations while some training has the degree of physical and environmental changes ie technological change, new legislation, adaptation to new existing workforce. Oribabo(2000)is of the view that these training methods relate more to operatives and not the managers and supervisors. The operatives are been assigned task and ensure compliance through dedication and competence. However, the competence is achieved through the type of training identified.

Aderinto(1981) argued that training must comply with training policy and competence of the trainer is also necessary for applicable training exercise to be successful in organization. He further emphasized that all types of training cannot be conducted in public organization at the same time. The minimum types of training and certain minimum population of human resource are required in a conducive training environment. Gary (2005)point out that among the type of training the induction training is the key to successful training exercise and lead to higher performance. The inductions training enable trainee to be more familiar and build their morale while anticipation for competency is ascertained. The scholars generally perceived human resource training as the systematic acquisition of knowledge, skills and ability to demonstrate on the necessary assigned task of workforce in organization. They equally observed that training can be successful through dedications and commitment using necessary material resources to achieve organizational objectives.

### **Identifications of Training Needs**

Training is a vital and necessary activity in all organizations. It plays a large part in determining the effectiveness and efficiency of the organization. According to Kats and Robert (1978), the major contributions that training can make are as follows:

*Reduced learning time to reach acceptable performance.* By having qualified instructors and carefully controlled learning situations, management in countless cases has been able to obtain shortened learning period and higher productivity from new employee.

*Improved performance on present job.* Training applies not only to new employees but to experienced people as well. It can help employees increase their level of performance on their present job assignments.

*Attitude formation.* A common objective of organizational training programs is the

molding of employee attitude to achieve support for establishment activities and to obtain better cooperation and greater loyalty.

*Aid in solving operational problems.* Training of both supervisory and hourly paid employees can help reduce turnover, absenteeism, accidents, and grievance rates. For example, inept supervision is often a cause of employee dissatisfaction and grievances.

*Fill manpower needs.* Some manufacturing company found it impossible to recruit sufficient skilled machinists and toolmakers. Hence it concluded that the best way to solve this manpower problem, in the long run, was to establish its own apprentice-training program. This is by filling the necessary gap within the organization.

*Benefits to employees themselves.* As employees acquire new knowledge and job skills they increase their market/service value and earning power. The possession of useful skills enhances their value to their employer and thereby increases their job security. Training may also qualify them for promotion to more responsible jobs (Kats & Robert 1978).

While according to Gary (2005) Administrator or manager sometimes decides to set up a training program because it is popular thing to do and because other companies or organization are doing it. However, an organization can literally pour high some of money down the drain unless it attacks its training problems on a more systematic basis.

Gary (2005) Further viewed that training programs should be established only when it is felt that they can aid in solving specific operational problems. Therefore, the rational way of deciding what kind of training activity to undertake is to make an analysis of the entire organization people, job, technology, and so on) to identify trouble spots where training may help. Bala (2007) emphasized that it should be pointed out that training is not a cure-all strategy. If employee output is low, this may be corrected by better skill training. On the other hand, the problem may not be one of inadequate training at all. It might be due to faulty materials, process equipment, or engineering design. If it appears that the general caliber of the work force is low, this condition might be corrected by training. However, it could be that the general wage level is so low that the company cannot recruit good employees.

Gary (2005) further observes that the identification of specific problem areas in the organization can suggest ways in which training may help toward a solution. The following are ways of discovering training needs: Oribabo (2000) Identify organizational and production problems which are: Low productivity and general output The organization perform less when manpower is ineffective these lead to poor output in the organization, High cost may emerge due to the fact that the resource expected to be in place are not adequate which can lead to poor expectation, Poor material control and deficiency, Poor quality excessive scrap and waste, Excessive labor-management strife, Excessive grievances, Excessive violation of rules of conduct, poor discipline, High employee turnover, Excessive absenteeism, Delayed production and schedules not met.

Analyze jobs and employees these include: Job analysis, Employee appraisal/staff evaluation, Testing and Collect employee and managerial opinions interview and questionnaires to obtain view regarding perceived problem areas and deficiencies which would indicate desirable training programs. Anticipate impending and future problems: Expansion of business, New products, new services, New design, New plants, New technology and Organizational changes.

### **Factors Influencing the Performance of Human Resources Training in public institutions**

There are so many factors that can influence training. Monday (2019) presented the following factors that influence employee training in organizations: Management support, Commitment from specialist and generalist, Technology and complexity, Organizational complexity, Behavioral science knowledge, Learning principle and Performance of their human resources functions.

The amount and quality of training and development carried out varies enormously from one organization to another. In a nutshell, factors influencing human resources training include, top managements commitments and adaptation, Degree of change in the external environment. This includes technological change, new legislation, Degree of internal change, new process, new market, Adopting of existing workforce, Availability of suitable skill within the existing workplace, The extent of which the organization support the idea of internal career development, The extent of commitment of senior management to personnel training as a motivating factor at workplace, Knowledge and skills of those responsible for carrying out the staff training.

### **Relationship between Trainee and Trainer in organization**

For a successful human resource training to be achieve their must be free and mutual interaction of both the trainee and trainer in an organization, these has to do with the input and output mechanisms of interaction far a clear information dissemination. Trainer and the trainee carry out their training programe through stipulated ethics, These are through cordial interaction after the initial introduction between the two groups trainer and the trainee of which staff manual of understanding must be shared before the exercise. Ethics on training must be distributed in the training programe for individual attention and mutual cooperation during training exercise. The organization or management also ensure the eligible trainer who are also well trained carry out the training exercise, they are well trained to train the trainee. In the world of Alexander,(2007) trainer are to be well trained in line with the ethics of train-the-trainer programmes.

Subject Matter Expert (SME) - the purpose of train-the-trainer programs is to provide subject matter experts (SMEs) with the necessary instructional knowledge and skills to design and implement a training program. Train-the-trainer programs are available through local profession associations, colleges, and consultants. These programs range from instruction in a single training technique (e.g, behavior modeling) to a comprehensive program on how to design a training program. By presenting several

training methods and techniques with an emphasis on how each can be used to maximize learning in different situations. Some training providers, such as Development Dimension International (DDI), conduct train-the-trainer programs in which their client's employees become certified by the consulting firm to present their programs to the organization. Some organizations in Nigeria design their own train-the-trainer programs, which can be desirable when there is a constant demand for skilled or technical trainer, or when employers want to emphasize a particular training technique. These programs should focus on many of the issues which include:

1. Developing trainee objectives and lesson plans
2. Selecting and preparing training materials
3. Selecting and using training aids (e.g. Microsoft, PowerPoint, Slides, Video, overhead projectors)

Alexander (2007) observes when it is not possible to design a train-the-trainer program; some organizations have developed training manuals that include these various companies of the design and implementation process. Manuals can be valuable when there are insufficient numbers of SMEs to warrant a train-the-training program or when the potential trainers are in different geographical areas. For Example, the Training center Mr Kawu Consulting Group in U.S.A and Nigeria relied on subject matter experts to provide the majority of their technical and financial training. These individuals had the expertise to teach the necessary course, but were often lacking in the skills necessary to design and implement effective training course. The organization created a self-directed instructor's Guide. This guide provided information and techniques to conduct needs assessment, translate this information techniques and visual aids. After the subject matter experts complete this self-directed training, trainee reaction were very positive. further, 90 percent of all SMEs indicated that they found the Instructor's Guide to have been invaluable in preparing them to be a trainer.

### **Training Policy**

Human resources training policy depends on the organization, its method of operation and nature. Some essentials of good training policies Identified by Adewumi (2017) are: All staff should have opportunity of training appropriate to their jobs positions, Training should aim not only at improving workers in their jobs, but in preparing them for higher post in the future, the best method should be chosen if training is to be effective. Half-heated training can be bad, The right number of staff should be trained for promotion policy. Too many trained for higher post will mean a higher labour turnover but too few will mean a death of the staff promoting, Human resource training should be related to the promotion policy. It is useless trained staff and then appointing outside applicants to the higher post, the cost of human resource training should be related to the company's finance, Training should be related to the recruitment of staff salaries and to overall personnel policy. If promotion cannot be offered to these fit promotion, source other rewards may be given instead, Training policy should receive the support of the chief executive and all his managers. Also,



design of training is not a easy task. It is therefore, important to take account of following issues of the human resource training effectiveness, for example: What are we trying to achieve in this programs? What do we expect participant to achive? What content is required to achieve? How should this content be structured? What learning method should we employ? Who should conduct the training? W here and when should the training take place? To what extent should participants be consulted about the nature and scope of programme? How should we evaluate the success of the programme? (Abubakar 2005).

Haruna (2000) listed four factors to be considered for a successful programme. This includes:

- a. **Organizational Aspect:** A training programme got a much better chance of being effective if is well organized. To being with, one person or unit in the organization should make responsible for personnel training. In a small organization or company, this means that line executives will have to be giving this responsibility. In larger organizations, the personnel manager or training director should be assigned to the task to planning, organizing and assigned to the task to planning, organizing and evaluating the programme. Such division responsibility should be made with the clear recognition that the foremen, supervisor and other executive, assisted by the designated teaching officers possess ultimate authority over, and responsibility for training within their respective units.
- b. **Planning the programme:** Along with good organization, careful planning is a most important prerequisite of hailing. When such aspect as where, who, how and when are pre planned in a training programme, the result will be fewer mistakes and better training, is building training programme on a good fumigation of job and man specifications, as well as measure of what employees actually knows.
- c. **Selection of training and instructors:** Another basic factor in human resource training is to select trainable employees. In as much as training cost money expenditures are arrange only for those from whom the returned for various types of training by having detailed knowledge of their experience and training.

The selection and training of instructors also is significant, here is an excellent opportunity for supervisor, the supervisor who becomes skilled in training method, can show the employee his interest in welfare better in than the words in the word. By working with the help they better themselves; he will gain their loyalty and confidence.

- d. **Rules and principles of learning:** In designed a programme, it is wise to determine how frequently instruction should be given and the effect of decency, types of materials, and audio devices upon the learning process. The conditions and atmosphere of instruction are also itemized. To be considered who can stimulate the learning to exert themselves. Another wise



admirable plan of training with almost inheritable fails to achieve desired results, if this principle of instruction is violated.

### **Literature on the Impact of HRT and Employees Productivity**

Bala (2017) noted that human resource training is a very important personnel function which is equally seen as aspect of motivating human resource through effective skill acquisition, capability and ability of performing well in organization. While Dessler (2007) admitted that contribution and effort of human resource is recognize as productivity, which can successively be achieve through personnel training in organization. The contribution increases or improves after effective human resource training has taken place. Abubakar (2005) concluded that success can be achieved in organization through adequate human resource training. Training can as well be ascertain by abiding the standing rules, Provision of necessary training facilities, conducive environment for training and dedication or commitment to achieve human resource output, which is the productivity(Omale 2013). The impact of human resource training is to achieve a personnel and organizational goal which is recognize as productivity (Griffing 1978). Training of staff is the basic foundation of a good organization which is not an understatement. No organization can choose whether or not to train employees. All new employees regardless of their previous training, education and experience, need to be introduced to their new employers, work environment and taught how things are done in the organization.

Priors and Myer (1989) stated some importance of human resource training for greater performance in organization vies:i

Dissatisfaction. Complaint, absenteeism and turnover could be greatly reduced when employees are so well trained that they can experience the direct satisfaction associated with a sense of achievement.

- ii. Continuous training of workers progressively increases their value to the organization and thus prepares them for brighter prospect as promotion
- iii. Continued human resource training can help employees to develop their ability to learn, that is, adapting themselves to new methods, learning to use new kinds of equipment and adjusting to major change to job, content and relationship.
- iv. New employees are instructed in the requirement of specific jobs they are to perform. In this way, they can learn measure up to standard.
- v. Orientation and induction programmed provide new employees with the general information that they need about the organization in respect of policies, procedures, practices and rules and also about the jobs on which they will work.
- vi. An advantageous by-product of human resource training is that accident-spoiled work and damages to machinery and equipment could kept to the minimum by well-trained employees who are motivated to do good work

The amount and quality of human resource training carried out vary enormously from one organization to another. Some factors responsible for these differences in training pattern include:

- i. Degree of change in the external environment e.g. there could be change in technology like in the case of a secretary who uses manual typewriters and computer are all over the place they will be quality of training and development activities.
- ii. Degree of internal change, that is, new processes, new market etc.
- iii. Availability of internal skill within the existing workforce.
- iv. Adaptability existing in the workforce
- v. The extent to which the organization supports the idea of internal career development
- vi. The commitment of senior management to training essential part of economic success.
- vii. The extent to which management see human resource training as a motivation f actors in work.
- viii. Knowledge and skill of those responsible for carrying out the training. In most cases, we rely on schools, colleges and universities to provide the bulk of the “education activities” carried out in our development activities required to prepare individuals for future roles. Once training needs have been ascertained, the role of the training specialists is to act as a designer of relevant programmers.

### **Challenges of Human Resource Training in Nigeria Organization**

Lack of adequate coordination from the trainers and trainees within their organization, such as misunderstanding of ideas and inconsistency from both parties constitute a problem to the organization. Also, lack of congruence on the actual institution responsible ie, what programmes and for which category of training to be given to trainers by the trainees in public institution. Others include poor awareness of the importance of training among the trainees, it important for the trainee to know the relevance of training at the initial stage.

Majority of the trainees are not exposed to the training hand book where the do and don't of the programmes (training) are clearly spelt out. Therefore, the absence of job knowledge, skill and attitude. Also a clear motive for the need to go on training is lacking. The training is not focused on need because human resource training is always done by trainer based on the interest shown by the trainees and on the availability of funds in that institution. Political interference: Government of the day always assists, on some unqualified candidates to be considered in the training exercise, particularly in government parastatals, after which they may be unduly promoted or consider this abnormalities hinder the effectiveness in the human resource training exercise in government institution. Corruption and misappropriation- the total amount requires

to facilitate the human resource training exercise are not adequately reimbursed due to selfish interest of the officer concerned in the Fiscal Allocation Formula. While, some of the facilities to be appropriately use for training purpose are diverted to other unit or sector in other way round. These may be due to less strict policy or weak operational modalities in government Bureaucracy.

Poor remuneration or allowances to be paid to trainer while some of the trainees are not duly motivated either by their organization or the government. Some of the ministry or organization may only had or see on white paper what is to be rightly given to them. However, at the end of the day the delay process and bureaucratic bottleneck at the payment process may drastically reduce the high percentages to be paid to the trainers or to the trainee. These bad impressions also weaken the potentials in the organization. Decay training facilitates and negligence to training policies and procedure, this can as well lead to brain drain in the system. Staff morale can only be boost through effective human resource training.

### **Theoretical Framework**

The theoretical frame work adopted is the Social Learning Theory postulated by Albert Bandura (1997). Braton (2007) explained social learning theory of Bandura which emphasizes the importance of observing and modeling the behaviours, attitudes, and emotional reactions of others. In social learning theory, internal cognitive processes are said to have some effect on behavior as examined by Mckenna, (2006) that a person's expectations about the outcome of a particular behavior reflects these effects. To attend, remember and rehearse would be key aspects of observational learning as noted by (Merniam & Caffarella, 1991) and showed that the most common examples of social learning situations arer television commercials. Like using a particular product as advertised will make us popular and win the admiration of attractive people customer may model the behavior shown in the commercial. Bandura believes that humans are active information processors and think about the relationship between their behavior and its consequences. Learning, he said, would be exceedingly laborious, not to mention hazardous, if people had to rely solely on the effects of their own actions to inform them what to do. Fortunately, most human behavior is learned observationally through modeling: from observing others, one form an idea of how new behaviours are performed, and on later occasions this coded information serves as a guide for action.

The Social Learning Theory propounded by Bandura has become perhaps the most influential theory of learning and development. It is rooted in many of the basic concepts of traditional learning theory. Bandura is of the belief that direct reinforcement could not account for all types of learning. His theory added a social element, arguing that people can learn new information and behavior by watching other people. Known as observational learning (or modeling), this type of learning can be used to explain a wide variety of behavior during training.

In addition to influencing other psychologists, Bandura's social learning theory has had important implications in the field of education. Learning theories provide some key

principles of learning so that implications of these principles in training may provide opportunities of trainees' motivation and facilitating their learning. This literature/framework provides a solid body of knowledge about how individuals learn the different processes of learning involved and significant factor that effects individual learning. This can also significantly contribute to the training plans and programmes alike. In conclusion, this theory is very important to the training and development of staff, based as it were, on the fact that the result is consistent with other research and finding on the relationship between training and employees commitment to the organization. The underlying philosophy therefore is the need for management to acknowledge and openly accept that training is one of the commitment-base strategies that can be utilized to enhance organizational performance.

### **Discussion of Findings**

Training provides employees with the skills, knowledge and attitude that they need to effectively perform their jobs. Skills, knowledge and attitude (SKAs) performance is vital to the health of organizations. Understandably, the quality of an organization's training, affects its value. An Untrained or poorly trained employee costs significantly more to support than a well-valuable commodity; if viewed as an investment rather than as an expense, it can produce high returns. Few people these days would argue against the importance of training on performance as a crucial and major influence on the success of an organization or of an employees, even though it is an expensive venture. In order to sustain economic growth and effective performance, it is important to optimize the contributors of employee's to the aims and goals of the organization. the one condition a manager is uniquely expected to make is to give his subordinates vision and ability to performance. Human resource training is necessary to ensure an adequate supply of staff that are technically and socially competent and capable of career development. it was equally observed that training build competence and minimize corruption in a system(Adewumi 2017). Technological developments and organizational change have generally led some employers to the realization that success partly depends on the skills and abilities of their employees. This suggests the imperative of a considerable and continuous investment in training.

### **Conclusion and Recommendation**

Based on the findings, it was observed that employees in any given organization being it private or public always tend to put more effort and perform above average when they are trained. Thus, of course, generates greater productivity to the organization in question and sets tem on top. Employees who are not trained to move with the trend lag behind and tend to very low in their performances which in turn affect the productivity and development of the organization. Training is related to the skills an employee must acquire to improve on the job and help achieve any organizations overall goals and objectives, it should be offered to the employees from time to time. By so doing it will also assist with reduction of anxiety of frustration, which most employees sometimes experience on more than one occasion during their employment career. Employees who are committed to learning showed a higher level

of job satisfaction that has a positive effect on their performance. There should be improve in funding training, adequate training facilities, and promotion should be done promptly after returning from study. Finally, this paper concludes that there is a direct relationship between human resource training and job performance and hence, strongly suggests consistent and continuous training for employees of any organization as well as job evaluation based on performance.

#### **Limitations of the Study and Guides for future study**

The scope of this study is restricted on human resource training in Nigeria public institution. Other personnel functions such as staff motivation, performance appraisal, compensation etc are not discussed. However, other interested writers should develop courage on other personnel functions and may relate them to private institutions within or outside Nigeria.

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