

## Staff Development and Job Performance: A Case Study of Uyo Local Government Area Council

Udoyiu, Udoyiu Edem\*<sup>1</sup>, Edward, Samuel Okposin<sup>1</sup>

<sup>1</sup>Department of Business Administration, Heritage Polytechnic,  
Eket, Akwa Ibom State Nigeria.

\*Corresponding: [udoyiuudoyiu@heritagepoly.edu.ng](mailto:udoyiuudoyiu@heritagepoly.edu.ng)

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### Abstract

*This study explores the relationship between staff development and job performance, emphasizing the impact of training programs on employee productivity. It is widely recognized that effective staff development strategies contribute to improved performance, but the extent and nature of this relationship require further examination. The aim of this study is to investigate how staff development, specifically training and development programs, influences job performance and productivity within organizations. A descriptive survey design was used to collect data from 60 respondents through questionnaires. The questionnaires focused on staff development programs, their perceived impact on job performance, and organizational productivity. The responses were analyzed using descriptive statistics, and the results were presented in tables for clarity. The findings reveal that a significant 80% of respondents believe staff development positively impacts job performance. Moreover, 60% of participants indicated that training enhances workers' competence, directly leading to higher productivity. Hypothesis testing further confirmed that staff training has a significant positive relationship with job performance and productivity, as 98% of respondents rejected the null hypotheses. The results highlight the vital role of staff training in enhancing individual capabilities and overall organizational performance. Training programs are seen not only as skill enhancement tools but also as key contributors to employee engagement, organizational growth, and profitability. The study also suggests areas for improvement, such as increasing the inclusivity of training programs across all management levels. This study concludes that staff development programs, particularly training and development, have a significant positive impact on job performance and productivity. Organizations are encouraged to invest in comprehensive training initiatives that benefit both employees and the organization as a whole.*

**Keywords:** Staff Development, Job Performance, Training, Productivity, Organizational Growth

### 1. Introduction

Staff development is a significant investment in human resources as it creates assets in the form of knowledge and skills that enhance productivity and efficiency in an organization. When employees are equipped with the requisite skills and competencies, these assets can be effectively applied to other organizational resources to improve service delivery and product output (Bassey et al., 2019). Moreover, deliberate efforts to enhance employee capabilities, whether through technical, academic, or psychological development, play a crucial role in facilitating their contributions toward achieving organizational goals (Lawretta et al., 2020). Job performance, often viewed as the execution of tasks measured in terms of results, is influenced by various factors, including staff development. While it is widely recognized that staff development enhances job performance, the precise extent of this relationship remains

unclear (Vincent, 2020). However, one undeniable fact is that training and development serve as a vital growth-oriented mechanism for improving organizational processes, human resources, and leadership structures.

Given the dynamic nature of today's workplace environment, where change is the only constant, organizations and their employees must adapt and evolve continuously. This requires the acquisition of new skills and the development of innovative procedures to maintain operational effectiveness (Jacob & Umoh, 2017). Organizations must prepare their workforce to face these changes through well-structured training and development programs. Such initiatives enable employees to develop competencies that ensure they remain efficient and adaptable in the face of evolving challenges. Within an organization, the quality of its labor force, leadership, communication, control, and delegation processes must be improved to meet the demands of a competitive business environment (Udoyiu & Uko, 2023). Training and development serve as essential tools to achieve this improvement. Managers play a pivotal role in orchestrating these efforts, ensuring that resources are allocated effectively to achieve organizational objectives. When employees are empowered with the knowledge and skills they need, the organization benefits from increased productivity, better teamwork, and improved overall performance (Eniola et al., 2019; Udoyiu & Edward, 2024).

In today's economic landscape, organizations must have a well-trained and experienced workforce to manage their operations effectively. As jobs and operations grow increasingly complex, the importance of employee training cannot be overstated. In the past, when tasks were simple and less influenced by technological advancements, there was minimal need for employees to upgrade their skills (Isbat et al., 2024). However, the globalization of the world economy has made training and development indispensable. Organizations that fail to prioritize the continuous development of their workforce often find themselves struggling to compete, with some even facing closure. The rapidly evolving trends in business and technological advancements have underscored the need for organizations to continually update their processes and train their employees. Neglecting these aspects can result in inefficiencies and reduced competitiveness (Jacob & Umoh, 2022). In contrast, organizations that invest in staff development enjoy the benefits of improved productivity, employee satisfaction, and the ability to innovate and adapt to changing market demands.

The relationship between staff development and job performance is relevant not only to public and private organizations but also to government and non-governmental agencies. It is a universal concern that transcends sectoral boundaries (Berhanu, 2023). For this study, the workforce of the Uyo Local Government Area Council was chosen as the focus, representing public institutions and serving as a case study. This selection was informed by the need to examine how staff development initiatives affect job performance in a typical public organization. The Uyo Local Government Area Council workforce was selected as a sample to represent a larger population of employees in similar institutions. While it is impossible to cover all working staff across various organizations, focusing on a single council provides valuable insights into the broader implications of staff development programs. By examining the relationship between training initiatives and employee performance within this context, the study aims to draw conclusions that may be applicable to other organizations.

The aim of this study is to explore the extent to which staff development impacts job performance, with a specific focus on the Uyo Local Government Area Council. The study seeks to identify the benefits of staff development programs, the challenges faced in implementing these initiatives, and the potential for improved organizational performance

through targeted training and development efforts. It also aims to provide recommendations for enhancing the effectiveness of staff development programs to achieve organizational goals.

## **2. Literature Review**

### **2.1 Staff Training and Development**

Training, also referred to as staff development, is a systematic process utilized by organizations to enhance employees' knowledge, skills, behaviors, and attitudes to contribute effectively to achieving organizational objectives. Training can be understood as a learning process involving the acquisition of new knowledge, the sharpening of existing skills, adherence to concepts and rules, and the alteration of attitudes or behaviors to enhance employee performance (Agboola et al., 2021).

Development, on the other hand, is a long-term educational process. It involves using structured and organized procedures to provide managerial personnel with theoretical and conceptual knowledge that supports overall organizational growth. Development activities often expose employees to responsibilities requiring advanced skills and prepare them to take on higher roles within the organization's hierarchy (Ugheoke, 2021). Together, training and development form an integral part of workforce management, aimed at fostering personal growth and professional excellence.

### **2.2 Training and Its Impact on Job Performance**

Training in the workplace represents a planned and systematic effort to modify or improve employees' knowledge, skills, or attitudes through learning experiences to enhance their performance in specific activities. This process extends and develops employees' capabilities, enabling them to perform their jobs more effectively (Olonade & Oluwatobi, 2020). Training programs are often tailored to align with organizational goals and are divided into short-term and long-term initiatives.

Short-term training programs may include seminars, workshops, conferences, and symposia, typically lasting from one to six months. Long-term training, however, encompasses more extensive endeavors such as administrative, management, scientific, or technical education, which can exceed 960 hours (120 days). Long-term programs often include sabbaticals and degree-awarding courses aimed at equipping employees with advanced skills to meet organizational demands (Enyinna & Chituo, 2021).

The essence of training lies in its ability to prepare employees for current and future challenges. By addressing gaps in knowledge and performance, organizations can ensure their workforce remains productive, competitive, and adaptable.

### **2.3 Circumstances Necessitating Training and Development**

Several factors prompt the need for training and development in organizations to ensure sustainable job performance. These include:

1. **Performance Gaps:** A performance gap refers to the difference between an employee's actual performance and the expected standard. Organizations must identify these gaps to implement training programs that address specific weaknesses and help employees meet desired standards.
2. **Negative Work Attitudes:** When competent employees develop disinterest or laziness towards their work, training initiatives can help reignite their enthusiasm and align their focus with organizational objectives.
3. **Insubordination:** Instances of disobedience to higher authority within an organization's hierarchy often necessitate training programs. These programs emphasize organizational structure, reporting lines, and adherence to protocols, ensuring smooth operations.

4. **Technological Advancements:** As technology evolves, employees need to update their skills to stay relevant. Training ensures employees are proficient in using new tools and systems, enhancing productivity.
5. **Organizational Change:** Changes in policies, procedures, or strategies often require employees to adapt. Training and development programs facilitate this transition, ensuring alignment with new organizational goals.

#### **2.4 Justifications for Training and Development**

Training and development programs are critical to achieving organizational effectiveness. They enable employees to understand and align with company expectations, objectives, and operational goals. By fostering a culture of learning, organizations benefit from increased productivity, enhanced problem-solving capabilities, and higher employee morale.

Well-structured training programs equip employees with innovative methods and procedures for tackling organizational challenges (Nkpurukwe et al., 2020). They also enhance coordination between human and material resources, ensuring efficient utilization and optimal outcomes. Employees who receive adequate training are more confident, motivated, and prepared to handle complex tasks, ultimately contributing to organizational success.

#### **2.5 Benefits of Training and Development**

Staff training and development play an indispensable role in enhancing employee performance, fostering innovation, and achieving organizational objectives. By addressing performance gaps, adapting to technological advancements, and preparing employees for future challenges, organizations can ensure long-term success and sustainability (Adeyi et al., 2018). However, to maximize the benefits of training and development, organizations must overcome challenges such as budget constraints, resistance to change, and the accurate identification of training needs.

Effective training programs are characterized by strategic planning, tailored content, and regular evaluation. Organizations that invest in their workforce through comprehensive training and development initiatives reap the rewards of improved productivity, enhanced employee satisfaction, and a competitive edge in their respective industries (Efobi & Orkoh, 2018). Ultimately, the success of any organization hinges on its ability to nurture and leverage the potential of its human resources, making staff training and development a cornerstone of organizational growth.

#### **2.6 Optimizing Job Performance**

Training is the cornerstone of enhancing employees' skills, knowledge, and attitudes to boost their effectiveness and overall contribution to organizational success. Within any enterprise, the need to equip staff with requisite skills and knowledge is paramount to fostering a confident and competent workforce capable of executing business strategies effectively. Attracting high-caliber personnel is merely the starting point; organizations must implement deliberate training plans to refine these talents, ensuring optimal utilization for the organization's benefit.

Training serves as a transformative process, turning latent potential into valuable competencies essential for achieving organizational goals. It is an ongoing endeavor, particularly critical as industries evolve and new challenges emerge. Employees often enter the workforce with raw abilities, and training acts as the refining process, enabling them to adapt to the dynamic business environment (Medase & Barasa, 2019). Even seasoned employees benefit from continuous training interventions, which help them stay updated with the latest best practices and developments in their fields. In today's rapidly changing business landscape, organizations must recognize the importance of keeping their workforce well-trained and prepared to meet increasing demands. Regulatory bodies continue to raise standards, requiring organizations to

invest in their staff to maintain compliance and competitive advantage. Furthermore, globalization and advancements in Information and Communication Technology (ICT) present significant challenges that necessitate proactive, well-trained, and dynamic employees (Osagie et al., 2019). Organizations must therefore foster a culture of continuous learning to remain relevant and thrive amidst these changes.

To achieve this, organizations should establish comprehensive training and development policies that support both organizational goals and individual employee growth. These policies should promote self-development and empower employees through initiatives such as educational loans, flexible work arrangements, and access to learning resources. A robust training program should also incorporate modern infrastructure, such as updated libraries, learning centers within the workplace, and subscriptions to trade journals and professional resources (Ali & Salisu, 2019). Encouraging employees to explore new ideas and methodologies fosters innovation and strengthens organizational resilience. Moreover, training and development should not be confined to specific levels within the organization. Instead, it must become a lifestyle, embedded in the organization's culture and embraced by all employees, from entry-level staff to top executives. Supervisors and managers should actively participate in training programs and appraisals to ensure alignment with organizational goals and individual career aspirations.

Implementing effective training programs enables organizations to harness the full potential of their workforce. Employees gain the confidence and competence needed to meet business objectives, while the organization benefits from improved job performance, enhanced innovation, and sustained growth. Training interventions also mitigate the risks of skills obsolescence, ensuring employees remain adaptable to future challenges (Arugu, 2020). Continuous development is a catalyst for organizational growth, fostering a skilled and motivated workforce capable of driving innovation and achieving strategic objectives. Through consistent training initiatives, organizations can maintain their competitive edge and build a strong foundation for long-term success. Embracing a culture of lifelong learning not only enhances individual job performance but also contributes significantly to the overall strength and effectiveness of the organization.

### **3. Methodology**

#### **3.1 Research Design**

This research employed a survey design, using well-structured questionnaires as the primary instrument for data collection. The survey method was chosen because it allows for the systematic collection of data from a defined population without manipulating the variables under study. One of the key merits of this method is its ability to minimize sampling errors by ensuring a representative selection of respondents. The survey method facilitates data collection in the natural environment of the workplace, as opposed to artificial laboratory settings, thereby enhancing the authenticity and relevance of the data gathered.

In this study, questionnaires and interview schedules were utilized as primary data sources. These tools were systematically designed to ensure they captured relevant information from members of the sample population. The structured nature of these instruments provided a means to collect standardized data for analysis, enabling the researcher to draw meaningful conclusions about the phenomena under investigation.

#### **3.2 Area of The Study**

The study was conducted within Uyo Local Government Area, located in Akwa Ibom State, Nigeria. Uyo serves as a commercial hub and administrative center with diverse economic activities, including manufacturing, merchandising, farming, transportation, media, and other

related industries. The area's rich mix of economic and administrative activities made it an ideal setting for this research, providing insights into the dynamics of workplace performance and administrative practices.

### **3.3 Population of The Study**

The population of this study comprised all employees working in the Uyo Local Government Council, including civil servants and politically elected or appointed officials across various departments. The total population targeted by this research was 60 individuals, representing a diverse mix of roles and responsibilities within the council. This population size was deemed sufficient for generating data that could be analyzed to understand the patterns and trends relevant to the research objectives.

### **3.4 Sample and Sampling Technique**

A random sampling technique was adopted to select participants for the study. This method ensured that each employee had an equal chance of being included in the sample, thereby enhancing the representativeness of the data. The sample size consisted of 50 employees, chosen based on their willingness to participate and their ability to provide accurate and reliable information. Efforts were made to include representatives from all departments within the local government council to capture a comprehensive picture of the organizational dynamics.

### **3.5 Sources and Method of Data Collection**

Data for this research were obtained from two main sources: primary and secondary.

- **Primary Sources:** The primary data were collected through the administration of structured questionnaires, interviews, and direct observations by the researcher. These methods provided firsthand insights into the perspectives and experiences of the participants.
- **Secondary Sources:** Secondary data were obtained through the consultation of published and unpublished works, journals, periodicals, and internet resources. These sources provided background information and contextual understanding to complement the primary data.

### **3.6 Validation of Instrument**

To ensure the reliability and validity of the research instruments, the questionnaires were subjected to face validation by three experts in the fields of Business Administration and Research Methodology. These experts carefully reviewed the items in the questionnaire, made necessary corrections, and approved the instruments for use. This process enhanced the accuracy and relevance of the data collected, ensuring that the instruments effectively captured the information needed for the study.

### **3.7 Data Analysis Technique**

The data collected were analyzed using simple percentage analysis, a statistical tool suitable for summarizing and interpreting data. This method was employed to determine the proportion of responses received for each questionnaire item, facilitating the identification of patterns and trends within the data. The percentage formula used in this analysis is given as follows:

This formula allowed the researcher to quantify the distribution of responses across various categories, providing a clear and concise representation of the data. The hypotheses formulated for the study were tested using this approach, enabling the researcher to draw evidence-based conclusions and recommendations.

### **3.8 Ethical Considerations**

Ethical considerations were paramount in this study to ensure the integrity of the research process and the protection of participants' rights. Informed consent was obtained from all participants before administering the questionnaires. Confidentiality was maintained

throughout the study, with all data anonymized to protect the identities of respondents. Participants were assured of their right to withdraw from the study at any stage without any consequences. By adhering to these ethical standards, the researcher ensured that the study was conducted responsibly and respectfully, fostering trust and cooperation from the participants.

#### **4. Results and Discussion**

##### **4.1 Data Presentation**

The data gathered through questionnaires is presented in tabular format for analysis and interpretation. The purpose of the data analysis is to determine the relationship between staff development and their performance in carrying out assigned responsibilities. The data will be presented systematically using tables for clarity and ease of understanding.

The table below provides a summary of the administration and return rate of the distributed questionnaires.

Table 1: Administration and Return of Questionnaires

Variables	No. of Respondents	Percentage (%)
No. of Questionnaires Administered	60	100
No. of Questionnaires Returned	50	83.3
No. of Questionnaires Not Returned	10	16.67

According to the data presented in Table 1, a total of 60 questionnaires were distributed to the respondents. Out of this number, 50 questionnaires were successfully returned, representing 83.3% of the total distributed copies. Conversely, 10 questionnaires, accounting for approximately 16.67%, were not returned. The high response rate of over 83% indicates a commendable level of engagement by the respondents. The data reveals that a significant majority of the respondents actively participated in the study by completing and returning their questionnaires. This high response rate is indicative of the interest and willingness of staff to contribute to research aimed at understanding and improving staff development and job performance (Vincent, 2020).

The 10 unreturned questionnaires, representing 16.67%, were predominantly from politically appointed officers who were unavailable despite multiple visits to the council secretariat. Their limited participation may highlight challenges related to accessibility or availability of this category of staff, which could be explored in subsequent studies.

The findings emphasize the importance of consistent follow-ups and alternative strategies for engaging respondents, especially those in higher or politically appointed roles. These gaps can impact the comprehensiveness of data collection, particularly when understanding the perspectives of diverse staff categories is critical to the study. The analysis of questionnaire administration and return demonstrates robust participation by the majority of respondents, ensuring the reliability of the data collected for evaluating the relationship between staff development and job performance. This forms a solid foundation for further in-depth analysis in subsequent sections of the study.

##### **4.2 Staff Development and Job Performance**

The data presented in Table 2 highlights the significant role staff development plays in enhancing job performance. Among the respondents, 80% (combining "very positive" and "positive" responses) acknowledged a strong relationship between staff development and job performance. This finding underscores the importance of equipping employees with adequate training and development opportunities, as these efforts lead to improved performance in daily responsibilities and contribute to achieving organizational objectives.

Table 2: Responses on the relationship between staff development and job performance

S/N	Variable Answer	No. of Respondents	%
1	Very positive	15	30%
2	Positive	25	50%
3	Negative	5	10%
4	Very negative	5	6%
5	Completely	2	4%

Training and retraining employees at all management levels fosters skill enhancement and productivity, ultimately helping organizations meet their goals. Conversely, only a small proportion (20%) perceived the relationship as negative or negligible, which may indicate areas requiring further investigation or improvement.

The responses in Table 3 reveal that the majority of participants (60%) believe training and development primarily enhance workers' competence, which directly impacts their productivity and organizational success. Additionally, 20% of respondents associated training with improved company profits, while 10% noted its contribution to overall organizational effectiveness. Together, these findings highlight that training initiatives lead to better job performance, higher productivity, and financial gains for organizations.

Table 3: Impacts of training and development on employee productivity

S/N	Variable Answer	No. of Respondents	%
1	It increases workers' competence	30	60%
2	It increases stakeholder engagement	3	6%
3	It improves company profit	10	20%
4	It enhances organizational effectiveness	5	10%
5	It increases company stock value	2	4%

Lesser but noteworthy percentages linked training to increased stakeholder engagement and stock value, suggesting broader economic and reputational benefits. Thus, the cumulative impacts of staff development are multifaceted, improving individual capabilities and organizational outcomes.

The analysis of the data demonstrates that staff training and development have a profound impact on job performance and productivity. Most respondents affirm that well-structured training programs not only enhance employees' skills but also contribute significantly to achieving organizational goals. The findings underscore the importance of continuous investment in employee development to foster competence, engagement, and profitability within workplaces (Bassey et al., 2019). Future initiatives should address gaps identified by respondents to maximize the benefits of training programs.

Looking at the results in Table 4, it is evident that training and development have a significant positive impact on job performance within an organization. This is demonstrated by the combined total of 94% (50% in option 1 and 44% in option 2), who agree that training and development either fully or partially enhance job performance.

Table 4: Does Training and Development Really Enhance Job Performance?

S/No	Variable Answer	No. of Respondents	%
1	Yes, it does	25	50
2	Yes, it does to some extent	22	44
3	No, it does not to some extent	02	04
4	No, it does not at all	01	02
5	Neutral	0	0



The results suggest that most respondents believe training and development are crucial to improving job performance, with half of the respondents (50%) affirming that it does so in a direct and clear manner. Furthermore, 44% of respondents indicated that training and development enhance job performance to some extent, indicating that the importance of these programs is recognized, even if not always fully realized. On the other hand, only 6% of respondents (4% for "No, it does not to some extent" and 2% for "No, it does not at all") disagreed with the notion that training and development have any positive effect on job performance. This is a small percentage compared to the overall positive response, suggesting that most respondents see value in such programs. No respondents indicated a neutral stance, emphasizing that training and development are either beneficial or not to some degree, but not a subject of indifference.

Table 5 illustrates that management does indeed prioritize training and development, though the level of commitment appears to vary. A total of 30% of respondents indicated that training programs are concentrated mainly on top-level management, suggesting that high-level employees receive more attention in this area.

Table 5: To What Extent Does Management Give Priority to Training and Development?

S/No	Variable Answer	No. of Respondents	%
1	Training done once a year	10	20
2	The program is concentrated on top-level management only	15	30
3	The management only encourages academic qualifications	10	20
4	Management organizes workshops and seminars periodically	05	10
5	Management promotes staff with additional skills and qualifications	10	20

The remainder of respondents showed varying levels of priority being given to staff training: 20% of respondents stated that training is conducted once a year, while another 20% mentioned that management encourages academic qualifications. Only 10% of respondents noted that workshops and seminars are organized periodically, which may suggest that these are less frequent or more irregular. Additionally, 20% of respondents observed that staff members with additional skills and qualifications are promoted by management, highlighting that skills development is valued in career progression.

Overall, the table suggests that while training and development are indeed prioritized by management, it is primarily focused on top-level staff or academic qualifications. This indicates that there may be room for improvement in providing more inclusive training opportunities for all levels of employees to enhance the overall development of the workforce. The results from Table 6 highlight that the two primary benefits derived from training and development are improved remuneration for employees and better returns on investments, with 50% of respondents citing the latter. These two factors combined account for 80% of the responses, illustrating the significant focus on financial benefits that can be derived from well-implemented training programs.

Table 6: What Are the Benefits Derivable from Training and Development?

S/No	Variable Answer	No. of Respondents	%
1	Ability to remunerate employees well	15	30
2	Adequate returns on investments	25	50

3	Being socially responsible	05	10
4	Being a player in the industry	03	06
5	Contributing to national growth and development	02	04

The ability to remunerate employees well (30%) suggests that organizations recognize the link between training and an enhanced workforce capable of contributing to organizational success, leading to higher financial returns. Meanwhile, 50% of respondents highlighted the value of training in generating adequate returns on investments, emphasizing the importance of skills development in ensuring organizational growth and profitability.

Other less frequent benefits, such as being socially responsible (10%) and contributing to national growth (4%), were mentioned, but they received considerably fewer responses, indicating that while they are important, they are not the primary motivators for investing in training and development. The low percentages for these benefits suggest that organizations might focus more on the immediate tangible outcomes of training programs, such as profitability and employee remuneration, rather than the broader social or national impacts.

In summary, the results from these three tables provide a comprehensive view of the importance of training and development within organizations, highlighting its direct impact on job performance, management's varying levels of priority on employee training, and the major benefits derived from such initiatives. The combined findings suggest that effective training programs can lead to improved employee performance, higher remuneration, and greater returns on investment, which are crucial for the sustained growth and success of organizations.

#### 4.3 TESTING OF HYPOTHESIS

The two hypotheses are tested in null form using simple percentages and tables to evaluate the relationship between staff training and development with job performance and productivity.

Table 7: There is no significant relationship between staff training and development and job performance.

S/No	Variable Answer	No. of Respondents	%
1	Yes	01	02
2	No	49	98
3	Neutral	0	0

In Table 7, the results show that only 2% of respondents support the null hypothesis (Ho.1) that there is no significant relationship between staff training and development and job performance. Conversely, a significant 98% of respondents reject the null hypothesis, indicating a strong belief in the positive relationship between training and job performance. Since the overwhelming majority of responses support the alternative hypothesis, which affirms the positive impact of training on job performance, the null hypothesis is rejected.

The results in Table 8 show that 98% of respondents reject the null hypothesis (Ho.II), indicating a clear belief that there is a significant relationship between staff training and development and increased productivity. Only 2% of respondents agreed with the null hypothesis, suggesting that most respondents recognize the importance of regular training for maintaining and boosting productivity in the workplace. As a result, the null hypothesis is rejected, and the alternative hypothesis is accepted, confirming the positive effect of training on productivity.

Table 8: There is no significant relationship between staff training and development and an increase in productivity.

S/No	Variable Answer	No. of Respondents	%
1	Yes	01	02

2	No	49	98
3	Neutral	0	0

Both hypotheses are rejected, supporting the notion that staff training and development have a significant positive impact on job performance and productivity.

### Conclusion

This study aims to examine the relationship between staff development and their job performance in fulfilling assigned responsibilities. The data were systematically presented in tables to enhance clarity and facilitate easy interpretation, ensuring the results were accessible and meaningful. The data presentation revealed a commendable participation rate, with 83.3% of the distributed questionnaires being returned. This high response rate indicates a strong interest and engagement from the respondents, demonstrating their willingness to contribute valuable insights into the impact of staff development on job performance. The unreturned questionnaires, mainly from politically appointed officers, point to challenges related to accessibility or availability, which could be considered in future studies to ensure the inclusiveness of all staff categories. The analysis and interpretation of the responses revealed that a majority of respondents (80%) affirmed a positive relationship between staff development and job performance. This reinforces the notion that well-structured training programs significantly enhance employees' abilities to perform their tasks effectively, leading to better overall performance and organizational productivity. A small minority of respondents (20%) expressed a less favorable view, suggesting areas where further improvements or more targeted training initiatives could be explored. Furthermore, the analysis of training and development's impact on employee productivity provided additional insights. The majority of respondents (60%) indicated that training boosts workers' competence, directly affecting their productivity. This finding is further supported by additional responses highlighting training's role in improving organizational effectiveness, profits, and overall performance. These results underline the multifaceted benefits of staff development, emphasizing its positive influence on both individual and organizational outcomes. Regarding the extent of management's prioritization of staff training, responses showed that while training and development are recognized as essential, the focus is often on top-level management, with only limited opportunities provided to lower levels of staff. This suggests a need for a more inclusive approach to training across all management levels, ensuring that every employee has equal access to development opportunities that enhance job performance. The hypothesis testing further corroborated these findings. The overwhelming majority of respondents (98%) rejected the null hypotheses, confirming that staff training and development significantly influence both job performance and productivity. These results unequivocally support the conclusion that continuous investment in employee development is essential for fostering a competent, productive workforce that drives organizational success. The study has demonstrated that staff training and development are crucial components of enhancing job performance and increasing productivity. The findings underscore the importance of strategic investment in employee development to maximize organizational efficiency and achieve long-term success. The study calls for a more inclusive and consistent approach to training, ensuring that all staff, irrespective of their position, have opportunities for growth that align with organizational objectives.

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