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Manpower Training and Employees' Performance of Local Government in Taraba Sourthern Senatorial Zone, Nigeria

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Abstract

The study examines manpower training and employees' performance of local government in Taraba southern senatorial zone, Nigeria. It specifically examines the impact of on-the-job and off-the-job training on employees' task and contextual performance in the area of study. The study adopted a descriptive survey research design. The population of the study comprised of the 2,821(two thousand eight hundred and twenty-one) employees of the four local government areas in Taraba southern senatorial zone, Nigeria. From the population of the study, 350 (three hundred and fifty) employees were sampled. The sample size was determined with Taro Yamane formulae of Sample size determination. The sample size was taken with stratified random sampling technique. Data was collected with the means of a structured questionnaire which was validated by professional in the field of measurement and evaluation. Data collected were analyzed with mean. The analyses of the data collected revealed that that on-the-job and of-the-job training have positive effects on employees' task and contextual performance. Based on the findings of the study, it is recommended that: management of organizations should prioritize the training and development of their employees to ensure optimal performance; and employees on training should be rewarded adequately to increase their interest in the training programme.

Keywords: Employees' Performance, Local government, Job Performance, Manpower Training.

Introduction

The quality of an organization's workforce is what determines the effectiveness and efficiency of that organization. It is therefore necessary for organizations to conduct regular training of their personnel so that the stated objectives can be achieved to the greatest possible extent. Training refers to the process of enhancing an employee's knowledge and skills for a specific job. It aims to enhance the work conduct and job performance of those who have undergone training. Manpower on the other hand, is the total number of people who can work to get something done. Thus, the training of personnel involves providing employees, especially those not in management positions, with particular skills that will help them enhance their performance and increase their efficiency within an organization. According to Audu and Christiana (2023), training of personnel is viewed as an effort to enhance the performance of current or future employees by boosting their ability to perform through learning, which typically involves altering their attitude or improving their skills and knowledge. When new employees are being prepared for their role, it is often mandatory to provide them with some degree of training. It is essential for employees to feel that they can perceive growth opportunities in their workplace.

When employees perceive appreciation and opportunities for development from their employer, they will be less inclined to depart from the company. As stated by Badom & Girigiri (2021), the definitions of manpower have revealed key components that enhance organizational resources and assist employees in improving business or organizational productivity. To sustain organizational effectiveness, the workforce is leveraged as a valuable resource and tool for enhancing productivity. Bello et al. (2022) states that manpower is a crucial resource for organizations, particularly for the ongoing enhancement of employees' knowledge, skills, and abilities.

Businesses differ from each other. Changes in business lead to changes in training requirements, which in turn leads to changes in training techniques or methods. When it comes to training human resources, selecting the right training method is crucial, as this choice significantly influences how efficient and effective the training program will be. Training methods are approaches employed to impart the essential knowledge and skills required for an individual to carry out a task. Christine et al. (2023) define training techniques as the methods or activities used by a trainer or instructor to communicate knowledge, experience, or information to participants, with the aim of enhancing their learning and potentially altering their work behavior and attitudes in alignment with the course objectives. The scholars added that various methods or techniques exist for training employees within organizations. Nevertheless, the methods are condensed into two groups: on-the-job training; as well as off-the-job training methods.

On-the-job training is a method that trains employees in the actual work environment as they perform their daily job tasks. It is regarded as the most cost-effective method. This is also referred to as learning while doing. As stated by Daniel (2020), on-the-job training is an approach utilized by employers to enhance a worker's skills via practical experience. The trainee operates in the same location and uses the same equipment as he will need to for his job. On-the-job training

encompasses various techniques or methods of training. This includes coaching, mentoring, job rotation, apprenticeships, understudy roles, job instruction, committee assignments, and internships.

Off-the-job training occurs outside of the work environment. The environment in which work is done is replicated and serves for training purposes. As stated by Ebong et al. (2019), this training is arranged for new employees who possess no knowledge of the working environment and lack the necessary skills for their current job. When a training requirement applies to many employees, off-the-job training is advisable. Off-the-job training encompasses various techniques or methods. These encompass vestibule training, simulation exercises, classroom lectures, audio-visual materials, case studies, role-playing, programmed instruction, and business games.

The main aim of training employees is to secure optimal performance, which boosts productivity at the organization. Successful businesses use performance as a metric to gauge their work achievements. Performance refers to how well a specific task is completed in relation to established criteria for accuracy, completeness, cost, and speed.

Elijah (2021) states that most organizations hold the belief that they can and will enhance their performance as employees' performances improve over time. The performance of an organization consists of its actual results or outputs, evaluated in relation to its intended outputs (goals and objectives). Performance is linked to the amount of output produced, the quality of that output, its timeliness, job attendance, the efficiency of tasks completed, and their effectiveness. This metric shows the degree of compliance by employees with objectives, priorities, and standards (both implicit and explicit). How well a person carries out their job duties and responsibilities is what

According to Enyinna and Chituo (2021), employee performance consists of the actions employees take to carry out the tasks assigned to them by the company. For a business to succeed, employee performance is vital. It is essential for every employee to put in conscientious effort so that the company's vision and aim can be achieved. To identify specific areas that require enhancement or rejuvenation and to promote continued success in domains that are fulfilling or surpassing expectations, numerous organizations evaluate their employees' performance either annually or quarterly. In organizations, employees' performance is categorized into task performance and contextual performance.

An employee's task performance is characterized by how effectively they carry out activities that aid the organization's technical core, whether this is done directly through involvement in its technological process or indirectly by supplying necessary materials or services. As stated by Ezefibe et al. (2023), task performance refers to a mutual understanding under the terms of a contract between an employer and employee or between a manager and subordinate, regarding the execution of designated tasks. While Contextual performance refers to an employee's voluntary actions that are thought to contribute to the smooth operation of an organization, even though these actions may not have a direct impact on the employee's output.

Famodun (2020) defined contextual performance in terms of behavior that contributes to organizational effectiveness. The authors further described contextual performance as the

behaviors that improve organizational effectiveness through its effects on the psychological, social, and organizational aspects of the job done by employees.

Training is crucial for the ongoing improvement of employees' skills and the effectiveness of the organization. It is a key driver of motivation within an organization. Training fosters a sense of ownership and confidence among workers and aids them in self-assessment. A significant number of studies have examined the link between workforce training and employees' performance within organizations. For example, Idigo & Ezeude (2024) found in their research that training of personnel is crucial to employees' overall performance as it boosts productivity, enhances workers' abilities, aids promotions, lowers organizational turnover, ensures compliance with legal standards, facilitates learning of new technology, and more. Thus, one can state that the fundamental purpose of training an organization's employees is to enhance the performance of the organization as intended by its employer.

In the same vein, Manasvi (2020) demonstrated through his research that internal training serves as a catalyst for employee development, significantly contributing to organizational growth. Every business or organization benefits when it permits its employees to learn and improve their knowledge. Employee training and development lead to outcomes such as employee satisfaction, enhanced efficiency, and organizational growth. A number of studies have been carried out on the link between workforce training and employee performance in Nigeria. The bulk of the previous studies seem to have been concentrated on private sectors, while a very few of the studies have been carried out in the government sectors of which, no empirical evidence has proved that such study has been conducted in the government sector of Taraba southern Senatorial zone. It is against this backdrop the study seeks to investigate the impact of manpower training on local government employees' performance in Taraba southern Senatorial zone Nigeria.

Statement of the Problem

Human resource is essential for any organization, serving as the vehicle that drives all organizational activities. Nevertheless, human resources can only be pertinent to an organization if they possess the necessary knowledge and skills. Therefore, it is necessary to train and develop personnel. Manpower training initiatives assist in enhancing employees' knowledge and skills to align with the diverse changes within the organization. The productivity of workers is positively influenced by these improvements, potentially leading to greater efficiency and profits for the organization. Even though training of manpower has beneficial effects on employees' performance, many employers, particularly in governmental or public organizations, still demonstrate a careless attitude towards such training due to cost-saving motives. This unfavourable disposition has resulted in inadequate work performance, elevated work-induced stress, diminished productivity, and a significant turnover rate. The overall performance of most government sectors has been adversely impacted by the aforementioned problems. It is against this backdrop the study seeks to examine manpower training and employees' performance of local government in Taraba Senatorial Zone Nigeria.

Objectives of the Study

The aim of the study is to examine the effect of manpower training on employees' performance of Local Government in Taraba Southern Senatorial Zone, Nigeria. The specific objectives of the study include the following.

i. To examine the effect of on-the-job training on employees' task performance of Local Government in Taraba Southern Senatorial Zone.
ii. To examine the effect of on-the-job training on employees' contextual performance of Local Government in Taraba Southern Senatorial Zone.
iii. To examine the effect of of-the-job training on employees' task performance of Local Government in Taraba Southern Senatorial Zone.
iv. To examine the effect of of-the-job training on employees' contextual performance of Local Government in Taraba Southern Senatorial Zone.

Research Questions

The study provided answers to the following questions.

i. What effect has on-the-job training on employees' task performance of Local Government in Taraba Southern Senatorial Zone?
ii. What effect has on-the-job training on employees' contextual performance of Local Government in Taraba Southern Senatorial Zone?
iii. What effect has of-the-job training on employees' task performance of Local Government in Taraba Southern Senatorial Zone?
iv. What effect has of-the-job training on employees' contextual performance of Local Government in Taraba Southern Senatorial Zone?

Scope of the Study

The scope of the study is made up of content scope, geographical scope, and the unit scope.

Content Scope: the content of the study is limited to the specific objectives of the study, which are the effect of on-the-job training on employees' task performance, the effect of on the-job training on employees' contextual performance, the effect of of-the-job training on employees' task performance, and the effect of of-the-job training on employees' contextual performance.

Geographical Scope: the geographical scope of the study is limited to the Local Government Area that formed Taraba Southern Senatorial Zone, Nigeria.

Unit Scope: the unit scope or the unit of analysis is limited to the local government employees in the area of study.

LITERATURE REVIEW

The Concept of Manpower Training

Training is a process that develops and improves skills related to performance. Effective training programmes according to Ifaka, & Unufe, (2021), can result in increased productivity, reduced labor turnover, and greater employer satisfaction. According to Jehow, et al (2018),

Manpower training is a systematic development of the knowledge, skills and attitudes required by employees to perform adequately on a given task or job. Employees who have not received adequate training before being assigned with responsibilities lack the necessary confidence with which to carry out the job. An employee should be helped to grow into more responsibility by systematic training and development.

Kingsley, et al (2023) defined Manpower training as any learning activity which is directed towards the acquisition of specific knowledge and skill for the purposes of an occupation or task. He contends that the focus of training is the job or task. However, he sees development as any learning activity which is directed towards future needs rather than present needs and which is concerned more with career growth than immediate performance. He further goes on to state that the focus of development tends to be primarily on an organization future manpower requirement and secondly, on the growth needs of individuals in the workplace.

The Concept of Employee Performance in Organizations

The performance is defined as the attained outcome of actions with the skills of employees who perform in some situation (Maria & Ginting, 2022). According to Yahaya, Innocent, & Tomi, (2020) employee performance is a mutual result of efforts, abilities and perception of tasks. Good performance is the step towards achievement of organizational aims. Hence more effort is required to improve the employee performance. Sow, Basiruddin, Mohammad & Rasid, (2018) argued that business managers fail to appreciate their people, even though they claim their employees are more important than other assets. Supriyanto & Ekowati (2020) said that performance is something that is done or products formed and offered by a group of people. Benharzallah (2021) said that employee performance is the actions or the completion of errands that were done by individuals within specific period of time. According to Shen & Zhang (2019), one can link people's feelings and performances, suggesting an association of employee performance and organizational climate. Further, Freedman suggested that different groups in the same organization can be driven by different factors indicating that the influences of organizational climate on employee performance may be available to identification and measurement could possibly assist organizations in receiving the maximum potential out of their employees.

CONCEPT OF TRAINING

Training is the methodical gaining and improvement of knowledge, skills, and behaviours imperative for employees to complete the job responsibilities or to perform better in their work environment (Nnanna, 2020). Based on various other studies training can also be interpreted as, intentionally improve attitude, knowledge or skill via learning in order to attain improved performance in a specific task or variety of tasks (Kuranga, 2025). Its major goal is to improve individual competences and to be equipped to meet the current and future needs of the organization.

Human Resources experts agree that organization strengths lie in the best of its employees indicating the importance of training being in tandem with employee training needs (Alfawaire & Atan 2021). In the same vein, Nnanna, (2020) confirm that effective cooperate leaders understand that their competitive edge in today's market place is their workforce. The human resources of few organizations aren't effectively coordinated as these organizations engage in old-style management methods are unsuitable in today's ever-changing workplace. Recruitment of competent employees is a major requirement in the management of any organization, whether small or large. As a result of the inadequacies in the formal educational system in Nigeria, basic work skills and competencies needed to thrive in the workplace is lacking in a significant number of employees. This means that many employees have to undergo intense on-job training in order to gain the necessary skills required to make a significant contribution to the growth of an organization. It's imperative for organizations to understand their employees train needs through a needs assessment design and analysis with overall organizational goals and objectives for actualization of the organizations vision and mission.

Types of Training

There are certain factors that determine the type of employee training suitable to a specific organization. These include the job description, skill gap to be filled, the employees' current qualifications, and the difficult tasks employees encounter in fulfilling the responsibilities of the job. Also, employee size to be trained, availability and cost can be factors to consider (Daniel, 2018). An employees' current or future job role is also a major deciding factor in the model of training to be adopted (Lawretta, 2021). The models of training that can be implemented fall broadly into two types namely: on-the-job and off-the-job training, (Luthuli, et al., 2019).

To perform the task, trainees are guided by the instructions of the supervisors. This method is very common amongst companies for training employees currently working at the organization and sets the tone for employees that will be hired in the future due to its cost-effectiveness and simplicity. Examples of the on-the-job trainings are discussed below;

i. **Apprenticeship:** Apprenticeship is a training system that is commonly used for the new generation of practitioners of a specific trade or profession. It ranges from craft occupations to regulated professions that require obtaining a professional license. This system of training provides employee with the required knowledge and skill required for a craft or a variety of related jobs (Magogo, 2020)). Majority of the training involves working for an employer who teaches the apprentices their trade or profession, in exchange for their labour over a fixed period after they have attained assessable competencies. An allowance for upkeep is usually provided by the employer during the period of training.
ii. **Induction/Orientation:** This training is given to fresh employees to induct them into organization's processes, policies, goals and regulations of an organization (Maiyanga, et

al., 2024). New recruits are introduced to their new job responsibilities which usually occur during the first day/ week of resumption.

iii. **Internship:** This type of on-the-job training is mostly used for formal jobs/professional careers. Internships and apprenticeships are similar however they are both geared towards different career paths i.e. internships are for professional careers and apprenticeships for trade/vocational jobs. Internships are popular with under-graduates. Post-graduate students can also undergo internship training. For the most part, internship provides you with an opportunity to expand your knowledge and benefit from invaluable on-the-job experience. Remuneration for internships are can either be paid, unpaid or on a part time basis.

iv. **Job Rotation:** In this type of training, trainees are given different job roles and responsibilities in different departments over a period of time. This is an effective strategy for developing employees for management roles as they are alternated from one assignment to another exposing them to the entire chain of operations in the organisation. A well-structured job rotation program in an organization yields positive impact on job fulfillment and zeal to take on new challenges within the organisation. Rewards of this are building strong leaders, job enhancement and enthusiasm to perform due to exposure to new challenges and career development.

v. **Off-the-Job training:** This method of training is done at an organized off-site, at a different location from the current organization for an agreed time. The purpose of this method of training at different sites is to provide employees with a change of scenery which most times have a positive impact on the trainee. They can also analyse previous behaviors for the purpose of reflection on what has been successful and what has not. (Mkama, 2023).

THEORETICAL FRAMEWORK

Human Capital Theory

Human capital theory resurged in the 1960s primarily through the work of American economists Theodore Schulz (1902-1998) and Gary Becker in early 1990. Adams Smith (1776) was considered as one of the primarily cultivators of human capital theory. He established the basis of what later became the science of human capital. Human capital theory rests on the assumption that formal education is highly instrumental and necessary to improve the productive capacity of a population. It emphasizes how education increases the productivity and efficiency of workers. The proponents of the theory argue that the higher the education level, the higher the income. They opined that a person's education is an investment which makes him/her more productive and accrue him/her a future stream of benefits (i.e. superior productivity, higher wages and other non-monetary benefits to the individual and the society).

In the context of this study, applying Human Capital Theory can help in analyze how manpower training programs in the Taraba State Civil Service Commission contribute to the development of employees' human capital, and subsequently, their performance and the overall performance of the organization. The theory can guide your research in exploring the

effectiveness of training initiatives, assessing the impact on employee productivity and performance, and considering the economic implications of these investments. By utilizing Human Capital Theory as a theoretical framework, the study can a solid foundation for understanding the relationship between manpower training and employee performance, as well as the broader implications for organizational and economic outcomes.

RESEARCH METHODOLOGY

Design of the Study

The study employed a descriptive survey research design. According to Nwankwo, & Abumchukwu (2018), a descriptive survey research design aims at collecting data on, and describing in a systematic manner, the characteristics features and facts about a population of a study. This research design is considered suitable for the study in the sense that the study aims at collecting data on the effect of manpower training in organizations.

Population of the Study

The population of the study is made up of the 2,821 (two thousand, eight hundred and twenty-one) employees in the 4 (four) local government areas of Taraba Southern Senatorial Zone, Nigeria, which is randomly selected.

Sample and Sampling Technique

From the population, 350 (three hundred and fifty) employees of the five Local Government Areas of Taraba Southern Senatorial Zone was sampled for the study. The sample size was determined with the means of Taro Yamane formulae of sample size determination. The sample size was taken with the means of stratified sampling technique. It was performed by sharing the sample proportionately in line with the population of employees of each local government area. Thereafter, a random sample of the sample size of each local government area was taken to arrive at the said sample size.

Research Instrument

The instrument used for data collection was a structured questionnaire designed by the researchers. The questionnaire contains a cover letter, section A, and section B. the cover letter was to appeal for the maximum cooperation of the respondents. Section A contains the personal information of the respondents. While section B is made up of 32 (thirty-two) structured items on the impact of manpower training on employees' performance in a four-rating scale of Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD).

Validity and Reliability of the Instrument

The instrument was validated by 3 experts in the field of Measurement and Evaluation and it was found to have content, face and construct validity. The reliability of the instrument was determined with test retest. It was performed by administering the instrument to 20

respondents first. Two weeks later, same instrument was re-administered to same respondents. The results of the two tests were compared with Pearson Product Moment Correlation Coefficient formulae. A coefficient of 0.9 was obtained which was suitable for the study.

Method of Data Collection

Data for the study was collected through physical contact with the respondents in their various local government secretariats. The researchers ensured the questionnaires are correctly completed and retrieved on the spot. A hundred percent retrieval rate was obtained.

Method of Data Analysis

Data collected were analyzed with mean. Decision rule was based on the comparison of the calculated mean scores obtained in the analysis of each research question with the mean bench mark of 2.50. A calculated mean score of 2.50 and above was accepted. However, a calculated mean score less than 2.50 was rejected. The mean bench mark was obtained by dividing the sum of the scores of the rating scales (4+3+2+1) by the number of the scales (4).

RESULTS

Research Question One: What effect has on-the-job training on employees' task performance of Local Government in Taraba Southern Senatorial Zone?

In response to the above question, the respondents' responses to items 1 to 8 of the questionnaire administered were subjected to mean analysis. The result of the analysis is presented in Table 1.

Table 1: Mean Analysis of Respondents to the Effect of On-The-Job Training on Employees' Task performance in Taraba Southern Senatorial Zone, Nigeria.

S/N	Items	Mean	Remark
1.	Coaching aids employees' ability to perform their task effectively	3.2	**Accepted**
2.	Mentoring aids employees' ability to perform their task effectively	3.4	**Accepted**
3.	Job rotation helps employees to perform their task effectively	2.8	**Accepted**
4.	Apprenticeship aids employees' ability to perform their task effectively	3.1	**Accepted**
5.	Understudy aids employees' ability to perform their task effectively	2.6	**Accepted**
6.	employees perform their task effectively through job instruction	2.7	**Accepted**
7.	Committee assignment helps employees to perform their task effectively	2.8	**Accepted**
8.	Internship helps employees to perform their task effectively	3.0	**Accepted**
Total Mean Score		2.95	Accepted

Source: Field work, 2025

Generally, the above table revealed that the total calculated mean score of all the items analyzed is greater than the minimum bench mark (2.95 > 2.50). Since the total calculated

mean score is greater than the minimum bench mark, it is accepted that on-the-job training has positive effect on employees' task performance.

Research Question Two: What effect has on-the-job training on employees' contextual performance of Local Government in Taraba Southern Senatorial Zone?

In response to the above question, the respondents' responses to items 9 to 16 of the questionnaire administered were subjected to mean analysis. The result of the analysis is presented in Table 2.

Table 2: Mean Analysis of Respondents to the effect of On-The-Job Training on Employees' Contextual performance in Taraba Southern Senatorial Zone, Nigeria.

S/N	Items	Mean	Remark
9.	Coaching aids employees' ability to perform contextually	2.5	**Accepted**
10.	Mentoring aids employees' ability to perform contextually	3.0	**Accepted**
11.	Job rotation helps employees to perform contextually	2.7	**Accepted**
12.	Apprenticeship aids employees' ability to perform contextually	2.6	**Accepted**
13.	Understudy aids employees' ability to perform contextually	2.8	**Accepted**
14.	employees perform contextually through job instruction	2.6	**Accepted**
15.	Committee assignment helps employees to perform contextually	3.2	**Accepted**
16.	Internship helps employees to perform contextually	2.8	**Accepted**
Total Mean Score		2.78	Accepted

Source: Field work, 2025

Generally, the above table revealed that the total calculated mean score of all the items analyzed is greater than the minimum bench mark (2.78 > 2.50). Since the total calculated mean score is greater than the minimum bench mark, it is accepted that on-the-job training has positive impact on employees' contextual performance.

Research Question Three: What effect has of-the-job training on employees' task performance of Local Government in Taraba Southern Senatorial Zonet?

In response to the above question, the respondents' responses to items 17 to 24 of the questionnaire administered were subjected to mean analysis. The result of the analysis is presented in Table 3.

Table 3: Mean Analysis of Respondents to the Impact of Off-The-Job Training on Employees' Task performance in Taraba Southern Senatorial Zone, Nigeria.

S/N	Items	Mean	Remark
17.	Vestibule training aids employees' ability to perform their task effectively	2.5	**Accepted**

18.	Simulation exercise aids employees' ability to perform their task effectively	3.1	**Accepted**
19.	Classroom lectures help employees' to perform their task effectively	2.6	**Accepted**
20.	Audio-visual aids employees' ability to perform their task effectively	2.8	**Accepted**
21.	Case study aids employees' ability to perform their task effectively	3.0	**Accepted**
22.	employees perform their task effectively through role play	2.7	**Accepted**
23.	Programme instruction help employees to perform their task effectively	2.5	**Accepted**
24.	Business game helps employees to perform their task effectively	2.9	**Accepted**
Total Mean Score		2.76	Accepted

Source: Field work, 2025

Generally, the above table revealed that the total calculated mean score of all the items analyzed is greater than the minimum bench mark (2.76 > 2.50). Since the total calculated mean score is greater than the minimum bench mark, it is accepted that off-the-job training has positive impact on employees' contextual performance.

Research Question Four: What effect has of-the-job training on employees' contextual performance of Local Government in Taraba Southern Senatorial Zone?

In response to the above question, the respondents' responses to items 25 to 32 of the questionnaire administered were subjected to mean analysis. The result of the analysis is presented in Table 4.

Table 4: Mean Analysis of Respondents to the Impact of Off-The-Job Training on Employees' Contextual performance in Taraba Southern Senatorial Zone, Nigeria.

S/N	Items	Mean	Remark
25.	Vestibule training aids employees' ability to perform contextually	3.0	**Accepted**
26.	Simulation exercise aids employees' ability to perform contextually	2.6	**Accepted**
27.	Classroom lectures help employees to perform contextually	2.5	**Accepted**
28.	Audio-visual aids employees' ability to perform contextually	2.5	**Accepted**
29.	Case study aids employees' ability to perform contextually	2.6	**Accepted**
30.	employees perform contextually through role play	3.1	**Accepted**
31.	Programme instruction help employees to perform contextually	3.2	**Accepted**
32.	Business game helps employees to perform contextually	2.8	**Accepted**
Total Mean Score		2.79	Accepted

Source: Field work, 2025

Generally, the above table revealed that the total calculated mean score of all the items analyzed is greater than the minimum bench mark (2.79 > 2.50). Since the total calculated mean score is greater than the minimum bench mark, it is accepted that off-the-job training has positive impact on employees' contextual performance.

CONCLUSION

Human resource is a veritable tool that ensures organizational success. It is the brain box that ensures the smooth running of organizations of any kind. Investment in the training of manpower of organization is a profitable venture to the employers or management of organizations. Existing literatures and this study in particular have proved this fact beyond reasonable doubt, as the analyses of the data gathered in this study revealed positive effects of manpower training on employees' performance. Specifically, it revealed that on-the-job and of-the-job training have positive impacts on employees' task and contextual performance, which invariably have positive effect on the general performance of organizations.

RECOMMENDATIONS

Based on the conclusion the study recommends the following:

1. management of organizations should prioritize the training and development of their employees to ensure optimal performance; and
2. employees on training should be rewarded adequately to increase their interest in the training programme.

CONTRIBUTION TO KNOWLEDGE

Manpower training is a panacea to organizational success as the finding of this study has proved it beyond reasonable doubt. Prior to this study, little was known on the effect of manpower training on employees' performance in public or government sectors especially in the area of study. Thus, this study has further contributed to the existing literatures on the impact of manpower training on employees' performance as the study has specifically revealed that manpower training has positive effects on employees' task and contextual performance in governmental organizations.

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