



ENHANCING EMPLOYEE PERFORMANCE THROUGH CONTINUING EDUCATION AND WORKSHOPS IN ADAMAWA STATE CIVIL SERVICE COMMISSION, YOLA

ABSTRACT

This study examined continuing education and workshops as determinants of employee performance in the Adamawa State Civil Service Commission, Yola. The study was motivated by persistent concerns over low productivity, poor service delivery, and inadequate capacity development among civil servants. The main objective was to assess the extent to which continuing education (in-service training) and workshops influence employee performance in the Commission. The study adopted a survey research design using both quantitative and qualitative approaches. Data were collected through structured questionnaires and key informant interviews from a population of 334 staff members, out of which 276 responses were retrieved and analyzed using descriptive statistics. Findings from the study revealed that continuing education significantly enhances employee performance by improving job-related skills, problem-solving abilities, job satisfaction, innovation, and adaptability to organizational change. Similarly, workshops were found to positively influence employee performance by improving knowledge acquisition, practical skills, motivation, leadership development, and overall service delivery effectiveness. The study established that both continuing education and workshops are critical human resource development strategies that contribute to improved efficiency and productivity in the civil service. The study concludes that continuous investment in employee training and development is essential for strengthening institutional performance in the public sector. It recommends that the Civil Service Commission should expand opportunities for continuing education through sponsorship and study leave, while ensuring that workshops are regularly organized, job-relevant, and practically oriented to address workplace challenges.

Keywords: *Continuing education, workshops, employee performance, civil service, training, human resource development.*

1.0 Introduction

Training is an effort initiated by an organization to foster learning among its workers, and development is effort that is oriented more towards broadening an individual's skills for the future responsibility. Training and development have become one of the necessary functions in most organizations, because they lead to high performance in the same field and are important part of human resource department, it has a significant effect on the success of an organization through improving employee performance (Mozael, 2015). Human Resource Management has played a significant role in the economic

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development of most developed countries like Britain, America, Russia and china.

In a developing country like Nigeria, one can also experience such economic success if the appropriate attention is given to the development and training of her human resources. Training is imparting a specific skill to do a particular job while development deals with general enhancement and growth of individual skill and abilities through conscious and unconscious learning (Meyer & Smith 2020). Training is like sharpening an existing skill in order to reflect the trends in technology and other social –cultural environmental changes of an organization. Effective employee performance is the goal of today’s competitive public or private organization and employees training can be a spring board to enhance it.

The main purpose of training and development is by improving the employee competencies so that organizations can maximize efficiency and effectiveness of their human assets (McDowall & Saunders, 2019). This accounts for why a huge amount of funds and time are needed by organizations at one period or the other for the improvement of the skills of their employees at various levels.

The principal intention of training according to Akpan (1982), is to equip people with the knowledge required to qualify them for a particular position of employment, or to improve their skills and efficiency in the position they already hold. Development on the other hand, implies growth and the acquisition of wide experience for future strategic advantages of the organization. Training both physically, socially, intellectually and mentally is very essential in facilitating not only the level of performance but also the development of personnel in an organization. According to Okanya (2008), training need occurs when the existing or anticipated short fall in overall performance is the most appropriate and effective remedy. Cole (2021) submitted that training is the preparation for an occupation or for specific skills which is job or task oriented rather than personal. Training could also be seen as a process that seeks a relatively permanent change in an individual that will improve his or her ability to perform on the job. According to Onasanya (2011), training is a form of specialized education aimed at giving trainees a particular or specialized knowledge, skill and attitude which he must possess to effectively perform in a given position. To Aroge (2012), training involves the acquisition and changing of specific skills, knowledge, attitude and social behaviour for the purpose of an occupation or work. Training is the preparation for an occupation or for specific skills which is job or task oriented rather than personal. Training means to help employees apply compliance concepts to their jobs. Aroge (2012) view staff development as a process of employee’s improving through approaches that emphasis self-realization, self-growth and growth of abilities, skills and knowledge of employee in an organization. This development includes those activities aimed to improve the growth of abilities, attitudes, skills and knowledge of employee in an organization. Chris (2012) submitted that training and development aimed at developing competence such as technical, human, conceptual and managerial for furtherance of individual and organizational growth. Abeba (2015) posits that, effective training and development of employees is considered essential for the success of modern organizations. Employee training and development programmes are designed to improve the knowledge, skills, and abilities of employees and to enhance their performance on the job. It can therefore be argued that staff training and development equip employees with skills that enable them to become more efficient and productive workers. It is on this note or background that this paper studied ‘Enhancing Employee Performance through Continuing Education and Workshops in Adamawa State Civil Service Commission, Yola.

1.1 Statement of the Problem

Employee performance in the Adamawa State Civil Service Commission has become an important concern due to recurring issues of low productivity, poor service delivery, bureaucratic delays, inadequate technical competence, and weak adaptation to modern administrative practices. In contemporary public administration, employee training and development are considered essential for improving workers' efficiency, effectiveness, and organizational performance. As administrative systems continue to evolve through technological advancement, policy reforms, and changing public expectations, civil servants are expected to continuously update their knowledge and professional skills in order to meet organizational goals and deliver quality public services (Armstrong, 2016).

Continuing education and workshops are widely recognized as important employee training strategies that contribute significantly to human capital development in organizations. Continuing education provides employees with opportunities to acquire advanced knowledge, professional qualifications, and updated administrative skills, while workshops expose workers to practical techniques, innovation, and specialized knowledge necessary for effective job performance (Noe, 2020). In the public sector, these training strategies are expected to improve employee productivity, efficiency, accountability, and responsiveness in service delivery.

Despite the importance of employee training, the Adamawa State Civil Service Commission still faces challenges associated with inadequate staff development programmes, irregular organization of workshops, insufficient sponsorship for continuing education, and poor implementation of training policies. In many instances, employees experience limited access to professional development opportunities due to inadequate funding, administrative bottlenecks, and lack of institutional support. Consequently, many workers continue to demonstrate low morale, weak technical competence, and poor performance, which negatively affect the effectiveness of public service delivery within the state civil service system (Ezeani, 2021).

Furthermore, available workshops in some public organizations are sometimes poorly coordinated and not directly related to employees' job requirements, thereby reducing the effectiveness of such training programmes. Similarly, many civil servants are unable to pursue continuing education due to financial constraints and lack of encouragement from their organizations. This situation has continued to generate concerns among administrators and scholars regarding the capacity of civil servants to effectively discharge their responsibilities and adapt to emerging administrative challenges (Cole, 2018).

Although several studies have examined employee training and development in public organizations, limited empirical studies have specifically focused on the combined influence of continuing education and workshops on employee performance in the Adamawa State Civil Service Commission. Most previous studies concentrated broadly on staff training and development without adequately examining these specific training strategies within the context of the Adamawa State Civil Service. It is against this backdrop that this study seeks to examine continuing education, workshops, and employee performance in the Adamawa State Civil Service Commission, Yola.

1.2 Objectives of the Study

The primary objective of this paper is Enhancing Employee Performance through Continuing Education and Workshops in Adamawa State Civil Service Commission, Yola. The specific objectives are:

- i To assess the effect of continuing education (in-service) on employee performance in Adamawa State Civil Service Commission, Yola.
- ii To assess the effect of workshops on employee performance in Adamawa State Civil Service Commission, Yola.

2.0 Literature Review (Conceptual Review)

2.1 Employee Training and Development

Training is an organized procedure by which people learn knowledge or skills for a definite purpose. Sebti and Ghasemi (2021), defined training as a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. This view of training stressed that training is aimed at inculcating specific skills requirement. Training is a planned and systematic modification of behaviour through learning events, activities and programmes which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively. Training can also be seen as the use of specific means to inculcate specific learning, using techniques that can be identified and described (Okeke, 2019).

Training is an aspect that must be taken seriously by every organisation, and its major aim is to improve the staff competencies such that the organisation can maximize attainment of the set goals and objectives. It is expected that when an employee come into organisation, they are acquitted with the vision statement as well as the goals of the organisation. Adequate and proper training is enhanced so as to ensure that employees are in the right destination in the attainment of the set objective(s). Training is the systematic development of the attitude, skill and behavioural patterns required by an individual in order to perform adequately a given task. It develops employees' skills, changes their attitude towards work and builds their loyalty to an institution, hence improved performance. Similarly, training is aimed at helping the employees to obtain knowledge and skills required in performing and being able to develop their abilities to the full, within the areas that are relevant to the institution. It is clear from this that training is effective, when it improves the performance and ability of the trained employees. These processes are part of the entire human resource management approach which results in staff being motivated to perform. However, training vary from organisation to organisation in relation to the quality and quantity of training factors, which may include the degree of external environment change, the degree of change in the internal environment, current suitable skills in the existing work force and the level to which the management see training as a motivating factor in the workplace (Cole, 2021).

Training is critical, therefore, should be taken serious by public organisation. This is because if the staff are trained, it will motivate them to put in their best. This implies that organisation, could win the hearts and minds of their workforce through training. At the personal level, training could lead to efficiency and effectiveness of the workforce which will eventually result into increased productivity and growth of the organisation.

According to Fernando and Dissanayake (2019), without any proper training, employee cannot perform effectively. This is true because organisational goals can be achieved effectively if employees of those organisations are provided with sufficient training and development opportunities. Training plays a significant role in the development of staff performance.

Waleed and Fais (2016), posited that employee training are the programmes undertaken by staff in order to facilitate their professional and personal advancement. It is essential that for the goals and objectives of

organisations to be achieved, the organisational staff need to partake in various programmes that would strengthen their productivity. Therefore, an important thing that the management of an organisation like the Adamawa State Civil Service Commission is expected to do is to give their employee vision and ability to perform adequately on their job through training.

Adesola (2017), postulated that training is the systematic development of the attitude and skill behaviour pattern required by an individual in order to perform adequately a given task. It develops their skills, changes their attitude towards work and builds their loyalty to the organisation hence improved performance. It also aimed at helping the employee obtain knowledge and skills required in performing and being able to develop their abilities to the full, within the areas that are relevant to the organisation. Training is especially important for all employed staff for an organisation like the Adamawa State Civil Service Commission, Yola. Training therefore, refers to the acquisition of skills, knowledge and competencies required to perform a task, by means of teaching. Smith (2018), defined training as, a planned effort to facilitate the learning of job related knowledge, skills, and behaviour by staff. This view shows that training is a planned and systematic effort by management aimed at altering behaviour of staff, in a direction that will achieve institutional goals. Training is the use of deliberate and concrete efforts by an organisation to inculcate knowledge in the workforce.

Development on the other hand focuses on building the knowledge and skills of organizational members so that they will be prepared to take on new responsibilities and challenges. Development is used in relation to the process of helping managerial employees who perform non-routine jobs to improve their managerial, administrative and decision-making abilities and competence.

According to Kurniawati (2020), development is a planned effort by the organization to improve Human Resource competence which is carried out continuously in the long term, which is carried out to ensure the availability of Human Resources in accordance with the needs of the position, and is aimed at improving individual performance which leads to organizational performance.

Training and Development plays a crucial role in human resource management. With the primary goal of raising productivity, it is now more crucial than ever to support employees' physical and mental development as well as their activities and thought processes (Anwar & Abdullah, 2021).

The degree of improved performance is directly correlated with the talents and efforts of working individuals. Human resources do not disappear, despite the obvious use of new and sophisticated technology in industrialized nations (Prabhu et al. 2020). In general, training and development may reveal hidden talents and make the most of them to support increased organizational performance (Anwar & Shukur, 2015). Training and development work together to improve employees' knowledge, abilities, and ways of thinking in order to demonstrate outcomes that can impact the organisation and encourage employers to enter a competitive market (Sultan et al., 2020). It is also critical to note that selecting the appropriate training approach is crucial in order to advance both the staff and the organization as a whole (Abdullah & Othman, 2015).

Furthermore, we may assert that training is fundamental to an organization, as acknowledged by several writers in their research (Gardi, 2021). For the benefit of the organisation, training serves as a platform for the graduation of many talented individuals in addition to providing physical and mental preparation for employees (Ismael et al. 2021).

It is important to note that the growth of the organization and the person who founded it occur at the same time (Ali & Anwar, 2021). It goes without saying that employees with the necessary training and expertise

are essential to an organization's success (Khan & Abdullah, 2019). One important instrument for human growth is training. Without the staff members' three fundamental needs—a long and healthy life; knowledge and skills; and access to resources for a good living—nothing can be accomplished (Ali & Anwar, 2021). The only thing that can advance human persons according to human conceptions is human development.

2.2 Concept of Employee Performance

Employee performance refers to the extent to which workers effectively and efficiently carry out assigned duties in order to achieve organizational objectives. It involves employees' productivity, quality of work, efficiency, effectiveness, commitment, punctuality, and ability to meet organizational expectations. According to Armstrong (2021), employee performance is the outcome of employees' efforts, skills, abilities, and knowledge applied toward achieving organizational goals.

Employee performance is a major determinant of organizational success because the achievement of institutional objectives depends largely on the quality of employees' output and commitment. In public organizations, employee performance is often measured through service delivery, productivity, accountability, efficiency, and responsiveness to public needs. Noe (2020) observed that organizations that invest in employee training and development usually experience improved employee performance and organizational productivity.

Several factors influence employee performance, including training and development, motivation, leadership style, working conditions, organizational culture, and availability of resources. Among these factors, employee training is considered one of the most effective strategies for improving workers' productivity and competence. Employees who receive adequate training are more likely to possess the skills and confidence necessary for effective job performance.

2.3 Concept of Continuing Education

Continuing education refers to the process through which employees acquire additional knowledge, skills, competencies, and professional qualifications after formal education in order to improve their performance and adapt to changing organizational demands. It is a continuous learning process designed to enhance employees' intellectual and professional capacity within the workplace. According to Noe (2020), continuing education involves structured learning activities aimed at improving workers' competence, efficiency, and productivity in organizations. In modern public administration, continuing education is considered an essential instrument for capacity building and manpower development.

Similarly, Armstrong (2021) defined continuing education as a systematic effort by organizations to provide employees with opportunities for advanced learning and professional improvement for effective job performance. Continuing education may take different forms such as seminars, diploma programmes, degree programmes, professional certification courses, and specialized training programmes. In the civil service, continuing education enables workers to acquire updated administrative knowledge, managerial competence, and technical expertise required for effective public service delivery.

The importance of continuing education in organizations cannot be overemphasized. It enhances employee competence, promotes innovation, increases productivity, and improves organizational effectiveness. According to Ezeani (2021), employees who engage in continuous learning are more capable of adapting

to administrative reforms and technological changes within public organizations. Continuing education also improves employees' confidence, morale, and commitment to organizational goals.

2.4 Concept of Workshops

Workshops are short-term training programmes organized to improve employees' practical knowledge, technical skills, and professional competence in specific areas of organizational activities. Workshops provide opportunities for employees to interact, exchange ideas, and acquire practical solutions to work-related problems. Dessler (2020) described workshops as organized learning activities designed to improve employees' performance through practical demonstrations, discussions, and skill acquisition exercises.

In public organizations, workshops are commonly used to expose employees to new administrative procedures, policies, technologies, and management techniques. Workshops may be conducted internally within organizations or externally through professional bodies and training institutions. According to Cole (2018), workshops contribute significantly to manpower development because they enable employees to improve their efficiency and effectiveness in performing organizational responsibilities.

Workshops are important because they facilitate practical learning, encourage teamwork, improve communication skills, and increase employees' understanding of organizational objectives. Effective workshops also help employees adapt to changing work environments and improve their capacity to deliver quality services. In the Nigerian Civil Service, workshops are often organized to enhance administrative competence and strengthen employees' ability to implement government policies effectively.

2.5 Theoretical Framework

This study is anchored on Human Capital Theory developed by Theodore Schultz (1961) and later expanded by Gary Becker (1964). The theory emphasizes that investment in education, training, and skill development improves employees' productivity and organizational performance. Human Capital Theory views employees' knowledge, skills, and competencies as valuable organizational assets that contribute to economic growth and institutional effectiveness.

According to the theory, organizations that invest in employee development through continuing education and workshops are likely to experience higher productivity, improved efficiency, and better service delivery. The theory assumes that training enhances employees' capacity to perform their duties effectively by improving their knowledge and professional competence.

The relevance of Human Capital Theory to this study lies in its explanation that continuing education and workshops are forms of investment in human resources capable of improving employee performance in the Adamawa State Civil Service Commission. Through continuous learning and practical training, civil servants acquire updated administrative knowledge and skills necessary for effective public service delivery.

3.0 Methodology

3.1 Research design

This study adopted a survey research design with both quantitative and qualitative approaches. The quantitative aspect involved the use of structured questionnaires, while the qualitative aspect involved Key Informant Interviews (KII) to complement and enrich the findings.

Survey design was considered appropriate because it allows for systematic collection of data from a large population and facilitates statistical analysis of relationships among variables.

3.2 Population of the Study

The population of this study comprised all permanent and pensionable staff of the Adamawa State Civil Service Commission. The total population was 334 staff members based on records from the Planning, Research and Statistics Unit (2024). Casual staff were excluded because they lack long-term institutional attachment and may not provide reliable insights into training and performance relationships.

3.3 Sample/sample technique

A census sampling technique was adopted. This implies that the entire population was used as the sample since it was manageable and accessible.

Census sampling eliminates sampling error and ensures full representation of all staff members, thereby improving the reliability of findings.

Instruments for data collection

The instruments used for data collection in this research are self-administered questionnaire and structure Key Informal Interview to complement the questionnaire.

3.4 Method of data analysis

Data were analyzed using descriptive statistics such as frequency tables, percentages, and simple interpretation. The qualitative data from interviews were used to support quantitative findings.

4.0 Results and Discussion

The questionnaires were distributed to the entire staff of the Commission by the researcher through research assistant out of which 276 were retrieved which represent 83% retrieval as presented in the table below:

Table 1: Questionnaire Response Rate

No. of administered	No. of returned (%)	No. of non-return (%)	Total (%)
334	276 (83%)	63 (17%)	334 (100%)

Source: *Field Survey 2025*

The table 1 shows that a total of 334 questionnaires were administered to respondents. Out of these, 276 questionnaires, representing 83%, were successfully returned, while 63 questionnaires, representing 17%, were not returned. This indicates a high response rate, suggesting that the data collected are adequate and reliable for the study analysis. The overall total remained 334 questionnaires, representing 100% of the sample distributed.

Table 2: Continuing education (in-service) and employee performance in Adamawa State Civil Service Commission, Yola

S/N	Statement	SA	A	D	SD
1	Continuing education (in-service) is a veritable tool that improves employee performance	126 45.6%	131 47.5%	19 6.9%	0 0.0%
2	Continuing education influences and provides more relevant skills that enhance the effectiveness of employees in the performance of tasks	149 53.9%	106 38.4%	20 7.3%	1 0.4%
3	Continuing education (in-service) enhances employee ability to solve complex workplace problems	111 40.2%	143 51.8%	6 2.2%	16 5.8%
4	Continuing education (in-service) strengthen the level of job satisfaction among employees hence performance	105 38.0%	138 50.0%	32 11.6%	1 0.4%
5	Continuing education (in-service) affords ability to introduce innovative ideas at work that support effective performance.	127 46.0%	120 43.5%	15 5.4%	14 5.1%
6	Continuing education (in-service) offers training that promotes effective collaboration among employees towards enhanced performance	115 41.6%	141 51.1%	14 5.1%	6 2.2%
7	Continuing education (in-service) helps employees to better adapt to new systems, policies, or changes in the work environment that contributes to higher performance	100 36.3%	137 49.6%	18 6.5%	21 7.6%
8	Continuing education (in-service) prepares employee to assume leadership roles and responsibilities that contributes to overall performance	140 50.7%	123 44.6%	7 2.5%	6 2.2%

Source: *Field survey, 2025*

Table 3: Workshops and employee performance in Adamawa State Civil Service Commission, Yola

Table 3 below presents employees’ views on the contribution of workshops to performance within the Adamawa State Civil Service Commission, Yola. Workshops are often considered vital platforms for enhancing employee knowledge, problem-solving, motivation, and leadership preparedness. The responses generally reflect strong agreement on their effectiveness, though a small proportion of employees expressed reservations as presented and discussed below.

Table 3: Workshops and employee performance in Adamawa State Civil Service Commission, Yola

S/N	Statement	SA	A	D	SD
1	Attending workshops improves employee performance	87 31.5%	167 60.5%	16 5.8%	6 2.2%
2	Workshops attended by the employees of the commission are relevant to their job roles	109 39.5%	131 47.5%	24 8.7%	12 4.3%
3	Workshops improve the knowledge of the employees on job-related tasks.	101 36.6%	151 54.7%	18 6.5%	6 2.2%
4	Workshops are effective in enhancing employee problem-solving skills	118 42.7%	133 48.2%	25 9.1%	0 0.0%
5	Workshops are designed to enhance performance of employees on the job	128 46.4%	139 50.4%	8 2.8%	1 0.4%
6	Workshops provide practical training to address day-to-day work problems	121 43.8%	135 48.9%	20 7.3%	0 0.0%
7	Employees feel motivated to improve performance after attending workshops	108 39.1%	148 53.6%	8 2.9%	12 4.4%
8	Workshops prepares employees for taking leadership roles and responsibilities	86 31.2%	177 64.1%	7 2.5%	6 2.2%

Source: *Field survey, 2025*

5.0 Findings

From the data analysis conducted in this study, the following are the main findings that emerged from the study based on the results obtained:

- i. Continuing education (in-service) has a significant impact on employee performance in Adamawa State Civil Service Commission, Yola.
- ii. Workshops have a significant impact on employee performance in Adamawa State Civil Service Commission, Yola.

6.0 Conclusion

This paper assessed ‘Enhancing Employee Performance through Continuing Education and Workshops in Adamawa State Civil Service Commission, Yola’. The analysis focused on two major training and development strategies (continuing education (in-service), and workshops) on how it affect employees’ performance in organisation.

Based on the analysis of the data generated, the study reached the following specific conclusions:

- i. Continuing education (in-service) significantly contributes to employee effectiveness and organizational performance. Through formal education and skill enhancement, employees are better equipped to solve complex workplace problems, adapt to changing policies and technologies, and introduce innovative ideas that support sustainable performance.
- ii. Workshops are practical and result-oriented training interventions that improve employees’ knowledge, enhance problem-solving skills, and motivate them to perform better. They also

provide a platform for knowledge sharing and leadership preparation, which ultimately strengthens institutional performance.

Therefore, continuous investment in training and development (continuing education (in-service education) and workshops) is a gateway for achieving improved productivity, job satisfaction, and the attainment of organizational goals.

7.0 Recommendations

Based on the findings and conclusions of the study, the following recommendations are made:

- i. Opportunities for Continuing Education should be expanded. The Commission should prioritize sponsorship and encouragement of staff for in-service training and continuing education. Policies should be developed to ensure equitable access to scholarships, study leave, and flexible work arrangements, thereby enabling employees to acquire advanced knowledge and innovative skills that translate into higher performance.
- ii. Regular Workshops should be promoted. Workshops should be organized regularly with content tailored to employees' job roles and contemporary challenges in Public Administration. Such training should be practical, problem-solving oriented, and aligned with the organizational goals to foster collaboration, creativity, and leadership development among employees.

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