

**AN OVERVIEW OF STAFF TRAINING AND DEVELOPMENT: A STOOL IN
ORGANIZATIONAL EFFICIENCY. A STUDY OF NIGERIAN POSTAL SERVICE PLC
ONITSHA**

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Abstract

The study examined Staff Training and Development as an effective tool in organizational efficiency. A study of Nigerian Postal Service Plc Onitsha. The objectives of the study were developed to ascertain the necessary factors responsible for achieving organizational goals. Two hypotheses were developed for the study under investigation. Yaro Yameni formula was used to determine the sample size. Content validity was used to establish the reliability of the questionnaire and oral interview was used to obtain primary and secondary information. Chi-square was used to test the hypotheses. The major findings (A) making more fund available for training and development purpose. (B) More manpower should be employed training and evaluation employees. (C) More control over training programme should be excreted, since this will help to make evaluation of training activity a more serious activity. The theory used in this work is Henry Fayols Administrative management Theory. The recommendation is that Management should endeavour to apply and reap the rewards of the most recently develop training and development methods such as sensitivity training role-playing and in basket-methods.

Introduction

Nigeria has been faced with the challenges of providing adequate effective Man Power needs, development and management of the economic resources right from when she gained independence from Britain on October 1st 1960.

The inability of the country to move provision for the required Manpower has resulted in the inefficient and under utilization of her abundant economic resources.

Haines speaking on the general poor development of Nigeria Workers said that he is under used, under employed frustrated and prevented from bringing his talents to bear on the well being of his employer and the nation at large. The principal culprit is not the worker but the leaders (Nigeria).

The above analysis shows that the country is blessed with abundant human resources with which it can develop, but they lack effective utilization of these potentials for the transformation of their economic resources, essentially because of the inadequate planning and development of human resources. Training and development of manpower gives face lift towards venture.

Training and Development is an important aspect in an organization from which both the employer and employees are recruited and inducted. They must be trained and develop to fit perfectly into their jobs for which they have been employed and this can best be through the introduction of training and development programmes, the areas to direct our minds to when establishing such programmes are how can training and development programmes be directed to meet the challenging needs of the Nigeria economy and how it increase productivity and the rate of industrialization of our environment programmes for different level of Managers Supervisors and other employees.

The researcher work is directed towards the problem of staff training and development programmes of Nigeria Company (NIPOST), with a view of identifying the methods, problem areas and suggestions on ways of achieving a greater success in her staff training and development efforts.

All organization be it political, religion or business have predetermined goals and objectives which they intend to achieve and these are ends towards which organizational activities are geared. Organization strives to achieve their respective goals and purposes since this is used as a yard stick for assessing their success or failure.

Training and development play vital role in any given organizations in the modern day. It is aimed at preparing employees for future or current jobs, the efficiency and productivity of the firm can be increased considerably with right training methods. This is why the Human Resource Development gives Training such a huge importance. So it is essential that we conduct studies and experiment to improvise our training methods. The motive behind this study is to understand the effectiveness of training and development programmes on the employees of Nigerian postal service. The training cannot be measured directly but the change in attitude and behavior that occurs as a result of training. By studying and analyzing the response of employees regarding which is the core idea of this study.

The major determinant of any organization is the presence of capable Men and Women with the right skill and knowledge to combine organizational goals and objectives.

The manager and employee must be well equipped in order to carry out these assignments and skill can only be imported through the training and development of the employees.

In Nigeria, there is shortage of skilled labour and major challenge of the Nigerian Management is to help develop the skills of the nations existing staff and at the same time device ways and means of utilizing the surplus staff.

Both the public and private sectors are besieged with the problem of inefficiency, low capital and other symptoms of poor jobs performance. These problems can be avoided and solved by early identification of adequate trained and development techniques and programmes for different level of manager's supervisors and other employees.

The intention of this research is to analysis and evaluates the effectiveness of training and development process in Nigeria postal services Onitsha, with a view of identifying the methods, problem areas and suggestions on ways of achieving a greater success in her staff training and development efforts. effective manager recognizes that training is a continuous process, not a "one short activity".

JM etal saw training, as efforts to induce change, and those involved in the process may be describe as change agents. According to him two facts basically make effort towards change necessary. The first is that man is constantly changing the industrial and governmental process with which is involved. Second factor is requiring change has to do with generally accepted idea that is skill from the point where his ability is interpersonal relationships in perfect.

Objectives For Training and Development

There are numerous reasons why organization engages in training and development programmes.

Training helps to increase productivity instruction can help employees increase their level of performance on the present assignment. Increase human performance often directly leads to increased operational productivity and increased company profit. Increase performance and productivity because of trainings are most evident of the part of new employees who are not yet full aware of the most efficient and effective ways of performing their jobs (Baum, 1980).

Training improves quality because better informed workers are less likely to make operational mistakes.

Training helps an organization fulfill its personnel needs because organization that have a good internal educational programme will have to make less drastic staff changes and adjustment in the event of sudden personal alternations. If the need arises, organizational vacancies can move easily be staff from internal source if the company initiate and maintains an adequate instructional programme for both its non-supervisory and managerial employees.

Training improves organization, adapt to changes in the working environment. As K.C Lawrence pointed out, there are changes in structures, in policies, technology process and procedures. Also there is the desire to bring about changes in the performance attitude and behavior.

Reasons For Training And Development in An Organization

Reduced learning time to reach acceptable performance by having specified instructors and carefully control learning situation management in countless cases have been able to obtain shorter learning provides higher productivity from new employees.

Improves performance on present jobs training not only to new employee but to experienced people, as well as help employee increase their level of performance on their present jobs.

Attitude Formation; A common objective of company training programme is the modeling of employee attitudes to achieve support for company activities and to obtain better co-operation and a greater loyalty.

Aid In Solving Operational Problem:

Training of both supervisor sand truly paid employees and help reduce turn over absenteeism accident and grievance rate,

Benefits To Employees: As employees acquire new knowledge and job skill, they increase their market value and earning power. The possessing of useful skills enhances their value to their employer and theory increases their job security.

The environment in which organization operates is ever changing or dynamic organizations need to be adoptive or responsive to these changes and as such employees act in the mist of tremendous technological change without accompanying change.

The objective of those trained in the industrial situation is that they shall acquire new manipulative skills, technical knowledge, problem solving ability or attitude, it is expected that the employees apply their newly acquired knowledge and skills on the job. Determination Of Training Needs:

Training programmes should be taken/established only when it is felt that they can aid in showing specific operational problems. Therefore the rational way of deciding what kind of training activity to undertake is to make an analysis of the entire organization (people, job, and technology to identify). The identification of specific problems area in the organization can suggest ways in which training may, help towards a solution. The following are ways of discovering training needs (according to S.O Beach):

A. Identification of Organization and Production Problem

- Low productivity
- High cost
- Poor material control
- Poor quality excessive scrap and waste
- Excessive labour management strife

Analyze Job and Employees:

B. Job Analysis: Job analysis is utilized to spell tasks that constitute the job, how they would be to several factors but one of the most important of these is the state of an organization is Educational Endeavour.

Training helps to improve health and safety. Proper training can help prevent industrial accidents. Managerial mental state would also improve if supervisors know that they can better themselves through company designed development programmes. (Florsheim1980).

Training leads to personal growth of the employees from their exposure to educational experiences Bowley (1990) it gives the participants a wider awareness, an enlarge skill, and enlightened altruistic philosophy, and enhance personal growth possible.

Training and development programmes foster the initiative and creativity of employees and help to prevent manpower obsolesce which may be due to age, temperament of motivation or the inability of a person to adopt himself to technological changes (Aronoff, J.etal)

The Training and Development Process Sources Dugan Laird, Approachs to Training and Development In (Massachusetts, Addition-Wesley PUB.CO.INC-1983)

1. manpower analysis: This determines the skills, knowledge and attributes required of an employee if he is to perform the tasks, which constitute the job in the organization.
2. collecting employee and managerial opinion Through training interviews and questionnaires to obtain view regarding to problem area and deficiencies, which would indicate desirable training programmes.
3. Anticipate Impending And Private Future Problem.
 - A. Expansion of business
 - B. New product, new services
 - C. New design
 - D. New technology
 - E. New plans
 - F. Human resources inventory, compare human resources with forecasted needs

Allocation Of Resources For Training and Development Purposes

Training and development cost a lot money and lack of fund is a very limiting factor in implementing the training plan.

According to Jerry and breach, the following factors should be considered to estimating training cost:

- A. The cost of staff to carry out the training plan of training officers and inductors.
- B. The accommodation cost in the area where training is carried out.

- C. The cost of using external courses in training expenses.
- D. The cost of training materials and equivalent visual aids secretarial assistance book etc.

Analyzing the above factors it can be seen that allocation of resources for training purpose call for substantial capital outlay. Companies need to control training expenditure closely, if waste must be avoided. The most effective way of doing this is to decide on what training is required and the means through which it can or will be carried out and then allocate resources. In this way, it will be more economic than allocating huge sum of money for training and then hoping to achieve good result.

Training Principles Of Techniques

Certain principles of learning are applied to training and development which include?

- A. The student or trainee must want to learn, motivation to improve Job performance or to learn a new skill to perfect job performance.
- B. Motivation is increased by the perfect of some reward at the conclusion of a better job.
- C. Learning results need to be checked by the teacher or trainer, as the latter explains in what respect learning is correct or incorrect.
- D. The materials to be learned should be developed in stages, with feedback correction of such stage if necessary.
- E. When the learner has made correct responses to the learning process learning as occurred, whether such new knowledge carries over into practice, it can be rested periodically again by feedback.

OPERATIONAL TRAINING METHOD:

The development of operatives calls for special increase in skills and knowledge to perform a particular job; there are four basic methods in use:

- A. On the Job training
 - B. Vestable school
 - C. Apprenticeship and
 - D. Special courses
- On The Job Training

The most common, the most widely used and accepted, the most necessary method of training employees in the skill essential acceptable for job performance (Tracy 1 982). This method is organized to equipment and materials required by the job. It is suited for teaching relatively simple production or clerical operation to new employees. It is also used when job methods are significantly change or when an employee is transferred to different job. Properly planned on the job training breaks the work to be performed into logical and easily understood units and blends explanation and demonstration by qualified instructors with opportunities for the learner to practice according to approve method.

Vestibule School

Vestibule training technique are used needs and to employ instructors who are specialists and the school may be set up in an area off the production line. Equipments and materials are similar to those in production but emphasis is placed on training here rather than production. Vestibule programmes may last for few days or several months depending on the complexity of the job to be learned, it has the obvious advantage of minimizing transfer problems, furthermore it permits the instructor to arrange other ideal kind of learning condition such as immediate reinforcement accurate feedback of knowledge of results, ample opportunity for practice and repetition and a learning sequence progressively arranged in order to difficulty,

Apprenticeship Programme

It is designed for a higher level of skills. Apprenticeship programme tends towards more education than on the job training on vertical school in apprenticeship programme experience with classroom instruction in particular subject apprenticeship programme are available in a number of crafts such as materials, electricians, pipe fitters welders, thinners and carpenters.

Special Courses

The training machine is a device originated by Sidney L. Pressey of Ohio state university in 1924. It has become a popular technique in the past two decades. Also programme instructors have been used in many ways as in textbooks for instance, but its adoption to a machine has stimulated more wider spread use.

Advantages to the trainee are one select a personal place of learning and use the machine when it is convenient.

Problems Of Training and Development Programme

- A. Shortage of fund and inadequate facilities hamper effective and development programmes.
- B. Another determinant is lack of commitment to training and development on the part of the top management. This could be either because they are not interested or because they are willing to make out time for training and development purposes.

The organization has a well equipped training school with qualified instructors headed by a senior manager training and a well defined training policy, the operations of a training system will undoubtedly lead to difficult problem. This precisely, if general policies assist in the planning of a job, it states the rules of action desire.

The training and development policies are:

- 1. All employees must undergo training to make for effective and efficient job performance and self development.
- 2. No staff is sent for training till confirmation of his/her appointment. What this means is that the employees must have worked for at least six months before being sent for any major training.
- 3. No institutional training sponsorship except where the employees has serve company or at least five years and after which he/she must put into two years of compulsory service before he/she can be allowed to go elsewhere.

The study will find out if those laid down policies are strictly adhered to or not.

Table 4.1

Six	Manager	%	Operatives	%	Total	%
Male	18	19.14	58	61.7	76	80.9
Female	2	2.13	16	17.6	18	19.15
Total	20	21.3	74	78.7	94	100

Source: Field Research 2014

In table 4.1, it shows that 18(19.14%) respondents in the managerial cadre are male, only 2(2.13%) are female. While 58(61.7%) of operatives are male and 16(17.02) are female.

Table .2: Age distribution of respondent

Ranges of Age	Manager	Operatives	Total	%
18-25yrs		20	20	21.3
26-35yrs	6	44	50	53.2
36-45	8	5	13	13.8
46-55	4	3	7	7.5

56 an above	2	2	4	4.3
			94	100

Source: Field Research 2014

Table .2: 6(6.48%) of managers who respond to the questionnaire are between the ages of 26-35years. Those who are between 36-45 years constitute 8(13.8%), those that fall between 46-55 constitute 4(4.3%) and other from 56 and above only 2(2-13%) range falls between 26-35 years and 5(5.32%) of the operatives are within the ages of 36-45years, (3.2%) fall between 46-55 years while 2(2.13%) fall within 56years and above. The both of the operatives consist of young workers.

Table .3: Marital Status of respondent

Marital status	Manager	Operatives	Total	%
Single	8	48	56	59.6
Married	12	26	38	40.43
Divorce	-	-	-	-
Widow	-	-	-	-
			94	100

Source: Field Research 2014

Table .4: It shows that among managers 8(8.5%) are single and 12 (12.8%) are married; none of the managers are in divorce or widow. Among the operatives 48(51.1%) of them are single while 26(27.7%) of them are married. Majority are single

Table 4.5: Indicates that none of the managers had primary or commercial level of education, 4(4.3%) technical education, (10.64%) of managers have university/polytechnic level of education. While 28(29.8%) operatives had secondary school education before entry 6(4.4%) operatives had technical level of education, showing that the bulk of the operatives did not receive University/polytechnic qualification.

Table .5: Whether the company offers any kind of training programme.

Responses	Manager	Operatives	Total	%
Yes	20	74	94	100
No	-	-	-	-
			94	100

Source: Field Research 2014

Table 4.6: it shows that all the 20(21.3%) managers respond positively that the company offers staff training and development programs and all the 74 (78.7%) of the operatives responded positively that the company has some sort of training programme for the employees

Table .7: Which department is responsible for implementation of training and development programme.

Dept. responsible for training of Age	Manager	Operatives	Total	%
Personnel	-	-	-	-
Administration	-	-	-	-
Finance etc	-	-	-	-
Training department	20	7	94	100
			94	100

Source: Field Research 2014

Table .8: Present Training Needs of Department:

Ranges of Age	Manager	Operatives	Total	%
18-25yrs	-	20	20	21.3
26-35	6	44	50	53.2
36-45	8	5	13	13.8
46-55	4	3	7	7.5
56 an above	2	2	4	4.3
			94	100

Source: Field Research 2014

Table .8: shows that if (4,3%) of managers see their present training needs as acquisition of more job skill, 10(1.1) of managers need their human ad publication aspect to be increased and 8(9.6%) need all of the above alternatives as indicated on the table.

Among the operatives 36(38.3%) need to acquire more job skill, (4.3%) of them want to understand their working environment,16 (17.02%) operatives fell they need to increase human and public relations and none want to improve on all the training needs.

Table .9: Types of training and Development programs offered by the company

Types of training	Manager	Operatives	Total	%
On the job	-	10	10	-

In the service training to sponsoring to seminars		14	14	14.9
Sending employees to staff training school	-	20	20	13
All of the above	2	2	4	4.3
			94	100

Source: Field Research 2014

Table .9, shows that ail the 20 (21.3%) managers indicated that the company offers operatives, 10(10.64%) indicated on the job training, 14(14.9%) indicated in service training, while 20(21.3%) indicated sending employees to staff training school, 30(31.9%) of operatives indicated all of the above. Therefore it will be logical or rational to assume that the company offers meaningful or comprehensive training programmes to its staff.

Table .10: Why does the company embark on training programmes for employees?

Reasons	Manager	Operatives	Total	%
Because the company has enough to run such programmes				
The company feels like doing it because it improves the employee's performance on their job.	20	74	94	100
			94	100

Source: Field Research 2014

Table .10 shows that all the 20(21.3%) of the managers responded positive and 74(78.7%) of the operatives also responded positively that the company embark on training to increase employees performance that will increase the company's productivity ability.

Table .11: How many benefited from training programme?

Responses	Manager	Operatives	Total	%
Yes	20	54	74	100
No	-	20	29	21.3
			94	100

Source: Field Research 2014

From the above table, it shows that 20(21.3%) of the managers have benefited from training programmes and 54(54%) of the operatives have benefited while 20(21.3%) had not.

Table .12: Whether training has increase efficiency and job skill of respondents.

Responses	Manager	Operatives	Total	%
Yes	20	74	94	100
No	-	-	-	-
			94	100

Source: Field Research 2014

Table .12 shows that 20(21.3%) of the managers have increase training their efficiency and job skill after receiving training programmes and 74(98.7%) of the operatives have experienced improved performance resulting from the training received.

Table .13: How employees are compensated after completion of their training and development programmes?

Method of Compensation	Manager	Operatives	Total	%
By promotion	3	14	17	18.1
By increase salary	-	-	-	-
Increased Responsibility	10	40	50	53.2
All of the above	-	-	-	-
None of the above	7	20	27	28.7
			94	100

Source: Field Research 2014

From the above it shows that 3(3.2%) of managers were compensated by the way of promotion after completion of their training 10(10.64%) were compensated by the way of increase responsibility while 7(7.45%) were compensated through any means. None of the mangers was compensated through any means. None of the managers was compensated by increased salary or fringe benefit. (14(14.9%) of operative were promoted after completion of their training, 40(42.6%) were compensated by the way of increase responsibility, while 20(21.3%) received no compensation at all.

Table 4.14: Whether training and development yielded positive results

Responses	Manager	Operatives	Total	%
Yes	20	74	94	100
No	-	-	-	-

			94	100
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Source: Field Research 2014

Table .14 shows that 20(21.3%) of the managers and 74(98.7%) of the operatives responded positively that training and development have yielded positive result in the company.

Table .15: Staff training and development in the company

	Manager	Operatives	Total	%
Qualified instructors	-	27	27	28.7
Obsolete equipment and inadequate materials	-	10	19	10.64
Inadequate control over training and development		10	10	10.64
All of the above	20	-	-	-
			94	100

Source: Field Research 2014

Table .15 shows that 20(21.3%) responded to all problem loosed that are encountered in the training programmes. While 27(29.7%) of the operatives identified inadequately number of qualified instructors, 27(28.7%) of the operatives companied/identified lack of funds, 10(10.64%) operative identified obsolete equipment and inadequate materials and 10(10.64%) identified inadequate control as problem of training and development prorgamme.

Table .15: Staff training and development in the company

Problems Encountered in Training Evaluation	Manager	Operatives	Total	%
Lack of personnel to carryout evaluation of training personnel		44	44	46.81
Inadequate responses to some evaluation	-	30	30	31.9
All of the above	20	-	-	-
			94	100

Source: Field Research 2014

Table .16 shows that all the 20(21.3%) managers identified all the above problems as what they encountered in carrying out evaluation of training programmes while 44(46.81%) of the operatives identified lack of personnel to carryout evaluation of trained personnel, 30(31.9%) of the operatives identified inadequate response to evaluation techniques as the problem of training evaluation.

Table .17: Solutions to problems of training and development

Solution of problem of training and development	Manager	Operatives	Total	%
Availability of fund for training and development		34	34	36,2
Employ more instructors to train and evaluate employees developing a training and development culture in the organization		20	20	21.3
Ensuring proper control over training and development programme		10	10	10.64
Acquisition of modern facilities and equipment in training employees		10	10	10.64
All of the above	20	-	20	21.3
			94	100

Source: Field Research 2014

Table 4.17 shows that all the 20(21.3%) of the managers responded to all the solutions listed as the way to improve in the training and development programmes 34(36.2) of operatives identified making more funds available for training and development purposes 20(21.3%) identified employing more instructors to train and evaluate employees, 10(10.64%) of operatives identified proper control over training and development programmes.

Test Of Hypothesis

The hypothesis would be examined and tested using the following steps:

- Step 1: Stating the Hypothesis
- Step 2: Identifying the Total Statistics
- Step 3: Stating the Decision Rule
- Step 4: Computing the Value of the Test Statistics
- Step 5: Making Decision and Interpreting it.

Statement Of Hypothesis One

Ho: Poor facilities cannot hinder effective staff training and development thereby leading to inability to achieve the corporate objectives of the service.

Ho: Poor facilities do hinder effective staff training and development thereby leading to inability to achieve the corporate objectives of the service

Identifying The Test Statistics

The test statistics to be used on this hypothesis is the chi-square (χ^2) test with formular.

$$\chi^2 = \frac{\sum(f_o - f_e)^2}{f_e}$$

The decision rule is also stated above in 4.11 that is $\chi < \chi_{\alpha}$ at 1% level of significance, reject null hypothesis and accept alternative hypothesis (H_1).

Computation Of Chi-Square Value

Data for this hypothesis testing was obtained from the respondents' response as analyzed in the earlier Table 4.5

Table 4.5 Observed Frequency

Respondents	Yes	No	Total
Managers	20	-	20
Operations	74	-	74
Total	94	-	94

Source: Field survey (2014).

$$\begin{aligned} \text{Row 1} &= \frac{20 \times 94}{94} = 20 \\ &\frac{20 \times 0}{94} = 0 \\ \text{Row 1} &= \frac{74 \times 94}{94} = 74 \\ &\frac{74 \times 0}{94} = 0 \end{aligned}$$

Table 14: Contingency Table

Source: Field survey (2014).

Calculation of the Value of Chi-square

Respondents	Yes	No	Total
Managers	20	-	20
Operations	74	-	74
Total	94	-	94

Rows/Columns	fo	fe	fo-fe	(fo-fe) ²	$\frac{(fo-fe)^2}{fe}$
R1 C1	20	20	0	0	0
R1 C2	0	0	0	0	0
R2C1	74	74	0	0	0
R2C2	0	0	0	0	0
Total	94	94	0	0	$\Sigma = 0$

Chi - $x^2 = 0$

Calculation of degree of freedom

$df = (R-1)(C-1)$

$(2-1) (2-1) = 1 \times 1 = 1$ At 1% level of significance level and I degree of freedom value of chi-square (x^2) =6.635.

Decision Rule and Interpretation

Whenever $x^2 > 6.635$, we reject that null hypothesis (H_0), and accept the alternative hypothesis (H_1) which says: "Poor facilities do hinder effective staff training and development thereby leading to inability to achieve the corporate objectives of the service".

Statement Of Hypothesis TWO

Ho: Staff Training and Development Trade doesn't help in improving the Civil Service Performance.

Ho: Staff Training and Development Trade help in improving the Civil Service Performance.

IDENTIFYING THE TEST STATISTICS

The test statistics to be used on this hypothesis is the chi-square (x^2) test with formular.

$X^2 = \sum \frac{(fo-fe)^2}{fe}$ Where:

fe

fo = Obtain Frequency

fe = Expected Frequencies.

$X^2 =$ Measure of the departure of obtained frequencies from the frequencies expected by chance.

To calculate the expected frequencies (fe), we use the formular

$fe = \frac{RT \times CT}{GT}$

Where:

RT = Row Total

CT= Column Total

GT = Grand Total

DECISION RULE

We reject null hypothesis (H_0) if the computed chi-square (x^2) is greater than the critical or tabulated chi-square (x^2) at 1%level of significance and the computed degree of frequency (df), computation of chi-square value.

Data for this hypothesis testing was obtained from the respondents' response as analyzed in previous Table 4.14

Table .14 Observed Frequency

Respondents	Yes	No	Total
Managers	20	-	20
Operations	74	-	74
Total	94	-	94

Source: Field survey (2014).

Row 1 = $\frac{20 \times 94}{94} = 20$
 $\frac{20 \times 0}{94} = 0$
 Row1 = $\frac{74 \times 94}{94} = 74$
 $\frac{74 \times 0}{94} = 0$

Table 14: Contingency Table

Respondents	Yes	No	Total
Managers	20	-	20
Operations	74	-	74
Total	94	-	94

Source: Field survey (2014).

Calculation of the Value of Chi-square

Respondents	Yes	No	Total
Managers	20	-	20
Operations	74	-	74
Total	212	-	94

Rows/columns	fo	fe	fo-fe	(fo-fe) ²	$\frac{(fo-fe)^2}{fe}$
R1 C1	20	20	0	0	0
R1 C2	0	0	0	0	0
R2C1	74	74	0	0	0
R2C2	0	0	0	0	0
Total	94	94	0	0	1 = 0

$\chi^2 = 0$

Calculation of degree of freedom

$Df = (R-1) (C-1)$

$(2-1) (2-1) = 1 \times 1 = 1$

At 1% level of significance level and 1 degree of freedom value of chi-square (χ^2) = 6.635.

Decision Rule and Interpretation

Whenever $\chi^2 > \chi^2_{table}$ that is $6.635 > 0$, we reject that null hypothesis (H_0), and accept the alternative hypothesis (H_1) which says; "Staff Training and Development Trade help in improving the Civil Service Performance".

Conclusion

In most organization, well planned implemented training and development programmes aid management and contribute to the realization of the goals of the organization.

NIPOST Plc Onitsha carries out training and development programmes for its employees and it's also has a department to carry an instrument for improving both the individual and organization performance and efficiency.

NIPOST plc should utilize training and development as a tool for motivating the employees and also proper compensation after training should be institute by the company to reduce frustration in the training staff, when they are not given officials recognition of their higher pay or improve of their higher pay or improve states after acquiring new skills, knowledge and attitudes.

Recommendations

The following are some recommendation which the researcher believes if considered and implemented will enhance the effectiveness of staff training and development in the company need to utilize modern training and development methods. Management should endeavour to apply and reap the rewards of the most recently develop training and development methods such as sensitizing training role-playing and in basket methods.

Training and development programmes should be geared towards accomplishment. Training and development programmes of any kind are useful if only they are directed towards the accomplishment of the overall company's objective.

Create awareness of the importance of training and development will not be seen as a more formality but as a part of success, achievement of objectives and adaption to environment changes.

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