

# Training Needs Assessment and Organizational Performance: Nigerian Security and Civil Defence Corps

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## **Abstract**

The paper examines training needs assessment and organization performance of staff of Nigeria Security and Civil Defence Corps. The human capital theory was adopted as a framework for analysis. Data has been sourced mainly through secondary sources. The findings of this study showed that, training in the Nigeria Security and Civil Defence Corps is not based on the need of the personnel but on the desire of the superior officers to organize such training. In addition, training most often emanates from the organization or the government in authority and not from those who actually need the training. Some superior officers used this medium as a means to generate personal fund for themselves and for the trainee. These accounts for the high percentage of lobbying and favoritisms which are evident when short listing staff who will receive proficiency training in the organization. The resultant effect is that such officers might experience difficulty coping with evolving technological developments and may remain redundant. The study recommended among others that NSCDC as an organization should invest more in personnel training this is in view of the fact that the success or the failure of any organization in achieving its objectives (statutory function is closely related to the training of the personnel). Also, training needs assessment should be conducted before Personnel are selected for training programmes in NSCDC

**Keywords:** Training needs, NSCDC, Organization Performance and Needs Assessment

## **Introduction**

Training is widely acknowledged as the primary driver of increased productivity and service delivery. However, training in the public sector is faced with a number of problems like the absence of regular training despite the continuous reforms with emphasis on

training. This is because no specific, ongoing training programs that will raise staff productivity have been established as a result of the different changes in the public sector. This suggests that even when a training need is identified and resources and quality time are committed to meeting it, the training exercise may still be insufficient to overcome the productivity deficiency. The design, implementation, and participation of the training activity might occasionally be haphazard or uneven. Training can occasionally be based on a wrong assessment of training requirements.

The term "Nigeria Security and Civil Defense Corps (NSCDC)" is primarily used to describe a group of people organized under a single administrative authority, primarily to maintain public safety and civil order, as well as to enforce the laws that have been promulgated and investigate any violations of those laws as necessary (Olerve and Anga 2014). In synopses, they seem to be arguing that there must be a way to urgently sustain peace and order in any society or any structured civilization. In light of this, it would seem that security services serve a universal purpose in all societies, upholding the rules of law and order that govern the socio-political and economic interactions between individuals and organizations within each community. The Nigeria Security and Civil Defense Corps (NSCDC) is the formal organization created by federation law to aid in maintaining law and order as well as in protecting and rescuing civilians during times of emergency as stipulated in the Nigerian constitution (Olerve and Anga 2014).

Due to the complexity of modern societies, it is an unavoidable requirement for stability, law, order, and good governance to be upheld and/or achieved in any society that has an appropriate and well-equipped organ of the modern state with the necessary weapons, equipment, and expertise to maintain order and peace in the society (Nwachukwu, 2016). Such a body is anticipated to lessen public disturbances, slow the tide of crime, and capture criminals for prosecution. Also, safeguard people's lives, property, and civil freedoms. The NSCDC Act No. 2 of 2003, as revised by Act 6 of

June 4, 2007, which sets down the citation to the establishment of the NSCDC in the following order, is in compliance with the obligations listed above. The Nigerian Security and Civil Defence Corps, which is intended to help in the maintenance of peace and order as well as the protection and rescue of the civilian population during times of emergency, will be established for Nigeria. The aforementioned obligation is undoubtedly not an easy one to fulfill; to do so effectively and efficiently, the NSCDC must recruit well and carefully improve its current workforce. This is due to Alo's (2000) revelation that optimal utilization of the available manpower or human resources is necessary for organizational development. The idea being that human attitudes or behaviors must be fostered toward the accomplishment of such an important goal in order to increase the effectiveness of the organization. These are the elements of every organization that are most valuable and reliable. The organization of the human capital, which includes, as we have already stressed, the knowledge, skill, and attitudes entrenched in the organization's employees, will have a significant impact on the amount of success that the Nigeria Security and Defense Corps is able to achieve. Any organization's human resource development is a crucial part of that organization's long-term success.

Thus, training is a component of human management that no firm can afford to ignore. It is crucial to realize that in the Nigeria Security and Civil Defense Corps, developing human resources is necessary to produce good organizational performance. A good organizational structure does not, by itself, ensure efficiency. The Nigeria Security and Civil Defense Corps should be staffed with capable individuals who can help it fulfill the main purposes for which it was created. Since it has been suggested that training and development are an essential component of efficient policing in any community, this can only be achieved through training and development of both new and existing employees of the NSCDC. Since an inexperienced or inadequately qualified security personnel

would lack the expertise, aptitude, and attitude required for efficient crime control (Arase and Iheanyi 2017). In light of the foregoing, no amount of structural reform will be successful without the essential human resource development that will improve employees' efficacy in carrying out their constitutional obligations.

The paper therefore specifically investigate training and development programs of the corps as it relates to security duties, assess the training selection process and effectiveness of training programmes of NSCDC, assess the regularity and reliability of training and development programme of NSCDC to enhance the performance gap of its personnel, evaluate the impact of training and development on staff performance and the effects on organizational performance and to identify training challenges and other factors that affects the performance of NSCDC personnel.

### **Conceptual Clarifications**

Training: The importance of training as a central role of management has long been recognized by leading authors and we shall be reviewing literatures on it as one of the key concepts of this work. Despite having somewhat different meanings, the words "training" and "development" are sometimes used synonymously. It is noteworthy historically that from 1920 and even more so since 1940, the more developed nations have given more focus to training in public services. The task of public administration became more complicated as a result of the pressure brought on by the rapidly evolving social conditions, and activities related to governance were no longer limited to preserving law and order but rather extended to new areas in order to advance societal well-being. To a suitable system of public servant training, the democratic administration must adapt. Those who hold public office must be trained for their positions due to the increased diversification and complexity of the responsibilities and obligations of government (Basu, 2013). Although many authors

have defined training differently, it is widely understood to be the systematic learning and development of the knowledge, skills, and attitudes necessary for employees to successfully complete a task or job or to improve performance in the workplace.

Ngirwa (2009) believe that, training is a methodical procedure that improves employees' knowledge and abilities for performing a certain profession by giving them a learning opportunity. He described training as a "learning process in which employees acquire knowledge, skills, experience, and attitudes that they need in order to execute their jobs better for the attainment of their organizational goals" in light of this context. According to Gordon (2012, p.12). "Training is a planned and systematic alteration of behavior through learning events, activities, and programs that leads in the participants attaining the levels of knowledge, skills, competencies, and capacities to carry out their task effectively," Cole (2002, p.24) added the definition of training as a learning activity focused on acquiring particular knowledge and abilities in order to perform a task or career. These concepts clarify the connection between job needs and employee current requirements, indicating that the job or task is the goal of training. In all, training is a deliberate action meant to improve each person's aspects of job performance.

**Needs Assessment:** Within the field of human resource, numerous definitions and models for needs assessment, each with subtle differences, have been proposed. For Gupta (2019), needs assessment is an investigative process with the purpose of connecting an organization's performance problems or opportunities for performance improvement to specific human performance interventions. Needs assessment thus also entails the process of distinguishing the components of performance problems that should be addressed by training from those that should be addressed by other interventions.

Kaufman, (2018), defined needs assessment as a systematic process for identifying gaps in performance and uncovering the

causes of those gaps, or for identifying future performance needs. This interpretation is based on the concept of performance discrepancies or gaps – the difference between a current level (what is) and a desired level (what should be). Needs assessment according to Rosett (2017, p.24), often refers to a broader inquiry into organizational performance, while needs analysis designates a more narrowly focused analysis, such as that of a specific job classification.

A more specific type of needs assessment, the instructional, training or learning needs assessment, involves a need that can be addressed through some form of training or education. A training need exists when an employee lacks the knowledge or skill to perform an assigned task satisfactorily (Gupta, 2019). One of the tasks of the needs assessor is to analyze the causes of a need and determine which come from lack of knowledge or skills and which may result from a lack of motivation or ability or some other non-instructional factor which requires having performance standards so that you can tell when a task is not performed satisfactorily. This often leads to task analysis to determine actual tasks performed and the level of accomplishment.

**Organizational Performance:** Organizational performance is characterized as the sum of the projected benefits to the organization from each discrete behavioral episode that a person engages in over a predetermined period of time. This definition is an updated version of one that was previously published in relation with a hypothesis of individual variability in task and contextual performance (Motowidlo, Borman, & Schmit, 2007). Performance is a behavior-related characteristic, which is a key concept in this definition. It is specifically an aggregated attribute of various discrete behaviors that take place over a period of time. Another crucial concept is that performance relates to a behavior's intended value to the company. According to this definition, a performance construct is a variable that makes a distinction between sets of behaviors carried out by various people and between sets of

behaviors carried out by the same person at different periods. The distinction is made based on how much the behavioral sets (taken together) are likely to enhance or undermine organizational success. Performance variation, put simply, is variation in the behavior's expected organizational value.

Organizational performance as defined by Deadrick and Gardner (2007), is the list of results obtained for each job function over a predetermined period of time. If performance is seen in this light, it may be thought of as a distribution of results obtained, and it can be quantified using a number of metrics that reflect an employee's trajectory of performance through time. On the other hand, Saeed (2013) defined organizational efficiency as the ability to perform activities within predetermined parameters. Furthermore, there are some aspects that must be taken into consideration in order for an employee to perform. The attitude of the management, the culture of the organization, personal issues, the nature of the job, and the financial incentives are some of these factors. However, all of these factors—aside from the employees' personal issues, which negatively affect their performance—have a favorable effect on how well they perform.

Ramanujam (2006: p.803) defines organizational performance as a measure of a company's ability to successfully accomplish separate goals. Every organization was founded with specific goals in mind. Using resources like people, machinery, materials, and money will enable the goals to be attained. In order to complete duties and reach the goals, manpower is crucial. To function effectively, an organization needs highly qualified and committed personnel. The internal and external forces that affect businesses cause the business environment to change often. Due to their competent and committed workforce, which can lead the market, organizations have an advantage over other rivals. The key element in corporate growth and excellence is employee contribution on the job. To motivate a person to perform truly and provide their best job, a number of factors must be present. They

include acquired skills, training, motivation, dedication, welfare, management policies, fringe benefits, salary and packages, promotions, and communication. The organization's total production, sales, profit, progress, and market position will all be greatly affected by management's honest attempts to improve staff performance.

### **Overview of NSCDC**

Nigeria's Nigeria Security and Civil Defence Corps is a paramilitary group. What is now known as the Nigeria Security and Civil Defence Corps (NSCDC) has a long history that dates back to 1967, during the Nigerian Civil War. In order to safeguard the civilian populace, the NSCDC was first established in Nigeria in 1967 during the Nigerian Civil War in the Federal Capital Territory of Lagos. The Lagos Security and Civil Defence Committee (LSCDC) was its previous name. At its inception, the Corps' goal was to conduct some educational and informational campaigns in and around the Federal Capital Territory (FCT) of Lagos to raise awareness of enemy attacks among members of the civilian public and teach them how to protect themselves from harm. At the time, the majority of Nigerians residing in and around Lagos territory were ignorant of the effects of war, if they were aware of them at all. The primary responsibility of members of the LSCDC at that time was to inform the public about bomb blasts, how to recognize explosives, and how to dive into trenches during bombings through public lectures distributed through print and electronic media (Abolurin 2006).

In 1970, the NSCDC changed into the current Nigeria Security and Civil Defence Corps. The NSCDC was converted into a National Security organization in 1984, and in 1988, there was a significant reorganization of the NSCDC that resulted in the establishment of State Commands across the federation, including in the Federal Capital Territory of Abuja, as well as the addition of special functions by the Federal Government of Nigeria. Chief



Olusegun Obasanjo, the former President and Commander in Chief of the Military Forces of the Federal Republic of Nigeria, signed into law an Act to provide legislative backing to the NSCDC on June 28, 2003. The NSCDC became a full-fledged paramilitary organization of the government under the Federal Ministry of Internal Affairs, which is now the Federal Ministry of Interior, with the passage of the NSCDC Act No.2 of 2003 (Abolurin 2010).

The NSCDC Act of 2003 established certain legal obligations for the Corps to fulfill in Nigeria. The statutory duties of the Corps are laid out in Section 3(1) of the NSCDC Act, 2003. As a result, the NSCDC (Amendment) Act, 2007 revised the NSCDC Act, 2003. Section 3(1) of the NSCDC (Amendment) Act 6 of June 2007 lists the NSCDC's modified duties. President Olusegun Obasanjo, GCFR, also ratified the NSCDC (amendment) Act in 2007 while serving as Nigeria's president. The NSCDC (Amendment) Act, 2007, has the following impact on the NSCDC mandates: "The Corps shall maintain an Armed Squad which shall be able to bear fire arms (i.e. trained NSCDC personnel are legally allowed to carry guns) and deployed by the office of the Commandant-General. Because of this, the Corps is legally permitted to carry arms by the NSCDC (Amendment) Act, 2007, in order to effectively carry out the statutory duties outlined in the original Act of 2003. In accordance with the requirements of the Federal Republic of Nigeria's constitution, the corps is authorized to file legal actions against any person or people suspected of committing an offense on behalf of the Attorney General of the Federation. The NSCDC is now a recognized paramilitary agency in Nigeria, working constantly with other security organizations to guarantee the country's optimum security (Abdullahi, 2020).

### **Training Programmes of NSCDC**

As stated in NSCDC Condition of Service (July, 2007 pp. 14-15), "every Staff shall undergo a series of Corps Training Courses in the pursuit of his career" These include;

- i. **Basic Course:** Every newly hired personnel, senior and junior, including personnel on transfer of service, should be required to complete the basic course. The course must be completed within six (6) months. The goal of the course is to provide participants with an introduction to the Corps and equip them with the fundamental abilities and information needed to carry out their statutory obligations.
- ii. **Development/Promotion/Refresher Course:** This course will be offered to promoted staff members who have completed the basic course with the goal of enhancing their skills and knowledge and appropriately preparing them to handle responsibilities of greater responsibility. In accordance with the approved NSCDC Scheme of Service, it is also a promotional course that is required for some categories of workers.
- iii. **Conversion Course:** The migration of junior personnel from the private cadre to the deputy cadre or from the inspector cadre to the superintendent cadre shall be organized in this manner. Six (6) months will be the time frame.
- iv. **Civil Course:** In accordance with the policy on Education, approval will be provided to personnel who have met the requirements for any type of sponsorship in any civil course relevant to the Corps.
- v. **Others:** command classes, advanced command courses, and security training. Senior and Management staff should schedule ASCON, NIPSS, War College, and Staff College courses as soon as they are due.

The NSCDC put a high value on employee performance, as evidenced by the following statement in chapter 5, section 3.2 of the scheme of service:

- i. Any staff member, junior or senior, who fails the Basic course shall resign or be discharged from the service.
- ii. In cases involving advancement, promotion, or inter-cadre testing.

The concerned employee will be given three chances to pass the test; after that, he must withdraw or be dismissed from the NSCDC.

## **Theoretical Framework**

The theoretical framework considered applicable for this study is the human capital theory. Schultz first proposed the human capital idea in the 1960s, and Gary S. Becker developed it between 1962 and 1964. The concept of human capital was broadened by Gary Becker's seminal work on the subject from 1964 (Odhon'g & Omolo, 2015). Samuel Bowles (1975) and Mincer were other proponents of the human capital theory.

The theory focal point on staff training has received increased attention throughout the development phase. Any effort made to increase an employee's productivity or performance can be considered as a human capital investment. Hence, investing in education is a crucial part of building human capital. Human capital is defined as the investment made in providing workers with the information and skills, they need to do jobs that will expand or improve their ability to contribute to the societal economy (Marimuthu, Rokiasamy and Ismail, 2009). The theory assumes that education and training give employee's practical knowledge and skills that, over time, improve their capabilities and productivity. The theory views a particular human capital as knowledge obtained via formal education and training. While general human capital is thought to be knowledge gained through education and development that is more priceless in all spheres of life. Moreover, the theory compares human capital to other forms of output that businesses might invest in through training. The benefit of the human capital idea is that investments are made in employee development to raise output and income.

According to the human capital theory, organizations are better able to adapt and adopt current technical facilities when their personnel are knowledgeable or skilled, which strengthens the benefits of investing in training and education. This suggests that costs related to an employee's health, education, training, and general wellness are also capital investments. Empirical studies provide evidence in favour of the overall effect of education and

training. Education or training are regarded by proponents of the human capital theory as profitable investments in human resources. Investment in human capital is viewed as being equally as valuable as or perhaps more valuable than other production elements (Adelakun, 2011).

The theory is pertinent to this study since it emphasizes the importance of coaching and training in order to develop a particular talent to a desired level. In the Nigerian Security and Civil Defense Corps, training may therefore enable members to advance to a position where they may carry out their duties appropriately, successfully, and sincerely. The process of enhancing a worker's skill set is referred to as training. According to training, learning is largely focused on supporting employees in acquiring the knowledge and skills they need to carry out their activities effectively, as well as teaching them how to execute their existing occupations more efficiently. Training also expands employees' knowledge and skills, enabling them to take on increasingly challenging and significant duties. This means that NSCDC employee training should comprise a focused effort to enhance and improve employees' expertise, knowledge, and attitudes in the direction they need while caring for their patients and fulfilling organizational requirements.

### **Data Presentation and Analysis**

The demographic parameters of this study covered the sex distribution of respondents, their age composition, educational qualifications and cadre of respondents. Knowledge of this will enhance our understanding of the respondents and the kind of responses that were generated during the study. This would go a long way in determining the intelligibility of the responses and what recognition and consideration they should be accorded in terms of accepting and appreciating the findings of the study. The table shows the demographic parameters of respondents involved in this study:

**Table 1:** Socio-Demographic Parameters of Respondents

<b>Attributes</b>	<b>Frequency (N = 387)</b>	<b>Percentage (% = 100)</b>
<b>Gender</b>		
Male	237	61.2
Female	150	38.8
<b>Age (years)</b>		
18-25	188	48.6
26-40	170	43.9
41 and above	31	7.8
<b>Marital status</b>		
Single	211	54.5
Married	173	44.7
Divorced	3	0.8
<b>Educational Qualification</b>		
First School Leaving Certificate	28	7.2
Trade Test	35	9.0
SCE/NECO	100	25.8
NCE/Diploma	98	25.3
Degree	108	27.9
Postgraduate	18	4.7
<b>Cadre</b>		
Assistant Cadre	50	12.9
Assistant Inspectorate Cadre (AIC)	55	14.2
Inspectorate Cadre (IC)	62	16.0
Assistant Superintendent Cadre II (ASC)	47	12.1
Assistant Superintendent Cadre I (ASC)	33	8.5
Deputy Superintendent Cadre (DSC)	35	9.0
Superintendent Cadre (SC)	32	8.3
Chief Superintendent Cadre (CSC)	25	6.5
Assistant Commander (AC)	20	5.2
Deputy Commander (DC)	14	3.6
Commander of Corps at the State level (CC)	14	3.6
<b>Total</b>	<b>387</b>	<b>100.00</b>

**Source:** Field Survey, (2023)

The table above shows the analysis of the socio-demographic parameters of respondents. The results show that majority of respondents were males (61.2%) as compared to females (38.8%).

The respondents were mostly within the age bracket of 18-25 (48.6%), which was followed by the age bracket of 26-40 (43.9%) and 41 and above (7.8%). Majority of the respondents were Single (54.5%) as compared to those who are married (44.7%) and divorced (0.8%). In terms of educational qualifications, majority of the respondents had a degree (27.9%), while others had SCE/NECO (25.8%), NCE/Diploma (25.3%), Trade Test (9.0%), First School Leaving Certificate (7.2%), and Postgraduate (4.7%). Inspectorate Cadre (IC) (16.0%) was the most in terms of rank, followed by Assistant Inspectorate Cadre (AIC) (14.2%), Assistant Cadre (12.9%), Assistant Superintendent Cadre II (ASC) (12.1%), Deputy Superintendent Cadre (DSC) (9.0%), Assistant Superintendent Cadre I (ASC) (8.5%), Superintendent Cadre (SC) (8.3%), Chief Superintendent Cadre (CSC) (6.5%), Assistant Commander (AC) (5.2%), while Deputy Commander (DC) and Commander of Corps at the State level (CC) were the least with both 3.6%.

### **Training and Development Programmes of the Corps as it Relates to Security Duties**

The training and development programmes of the corps as it relates to security duties is shown in table 2 below. The use of five point Likert scale was used to represent the results obtained as well as mean for decision on the opinion of the respondents. A mean less than 3.0 was rejected while a mean above 3.0 was accepted as shown below.

**Table 2:** Training and Development Programmes of the Corps as it relates to Security Duties

	Training and Development Programmes of the Corps as it Relates to Security Duties	SD	D	U	A	SA	$\bar{x}$	SD
1	NSCDC has enough training institutions where its personnel can be adequately trained for effective performance.	30	0	19	148	190	4.20	1.09
2	Any Officer and men appointed into the NSCDC service by direct recruitment must undergo a six (6) Months compulsory basic training course	18	9	15	295	50	3.90	0.81
3	Intermediate training/courses are organized to equip personnel with skills and Knowledge after attending the basic training programmes.	74	106	23	124	60	3.00	1.40
4	There is an advance training programme for NSCDC personel	113	62	22	142	48	2.87	1.47

**Source:** Field Survey, (2023)

Table 2 shows the Mean Analysis of training and development programmes of the corps as it relates to security duties. Item 1-4 showed the mean scores of 4.20, 3.90, 3.00 and 2.87 respectively. Since both the individual and cluster mean of training and development programmes of the corps as it relates to security

duties are above 3.0, it implies that NSCDC has enough training institutions where its personnel can be adequately trained for effective performance, any officer and men appointed into the NSCDC service by direct recruitment must undergo a six (6) Months compulsory basic training course of NSCDC no matter the level of Appointment offered to the candidate and Intermediate training/courses are organized to equip personnel with skills and Knowledge after attending the basic training programmes. However, mean score of 2.87 was recorded for item 4. Since the mean is below 3.0, it implies that there is no advance training programme meant to train officers who have attended both basic and intermediate training programmes/course in order to enable them command formations and to formulate policies for the organization.

### **Training Selection Process and Effectiveness of Training Programmes of NSCDC**

Training selection process and effectiveness of training programmes of NSCDC is shown in table 3 below. The five point Likert scale was used to represent the results obtained as well as mean for decision on the opinion of the respondents. A mean less than 3.0 was rejected while a mean above 3.0 was accepted as shown below.



**Table 3:** Training Selection Process and Effectiveness of Training Programmes of NSCDC

	Training Selection Process and Effectiveness of Training Programmes of NSCDC	SD	D	U	A	SA	$\bar{x}$	SD
1	NSCDC have a standard training selection process	102	11 1	7	119	48	2.74	1.44
2	There is standard training need assessment process before Personnel are selected for training programs in NSCDC.	161	14 8	15	3	60	2.10	1.36
3	Training Programmes of NSCDC are designed to establish specific objectives.	8	17	2	43	317	4.66	0.86
4	NSCDC personnel have equal chances for being selected for training courses.	176	57	17	76	61	2.45	1.58

**Source:** Field Survey, (2023)

The training selection process and effectiveness of training programmes of NSCDC is shown in table 3. Item 1, 2, and 4 had the mean scores of 2.74, 2.10, and 2.45 respectively. Since the individual means are below the decision point of 3.0, it therefore signifies that NSCDC do not have a standard training selection process, there is no standard training need assessment process

before Personnel are selected for training programs in NSCDC and NSCDC personnel do not have equal chances for being selected for training courses. Nonetheless mean scores of 4.66 were recorded for item 3. Since the mean scores are above the decision point of 3.0, it therefore signifies that the training programmes of NSCDC are designed to establish specific objectives.

### **Regularity and Reliability of Training and Development Programme of NSCDC in Enhancing the Performance Gap of its Personnel**

Regularity and reliability of training and development programme of NSCDC in enhancing the performance gap of its personnel is shown in table 4 below. The five point Likert scale was used to represent the results obtained as well as mean for decision on the opinion of the respondents. A mean less than 3.0 was rejected while a mean above 3.0 was accepted as shown below.

**Table 4:** Regularity and Reliability of Training and Development Programme of NSCDC in Enhancing the Performance Gap of its Personnel.

	<b>Regularity and Reliability of Training and Development Programme of NSCDC in Enhancing the Performance Gap of its Personnel.</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>	<b><math>\bar{x}</math></b>	<b>SD</b>
1	Training programs and procedures of NSCDC are objectively and effectively organized to enhance job performance.	5	4	11	165	202	4.43	0.72

2	The Training you participated in is relevant to your job and has improved your competencies	5	20	15	254	93	4.05	0.77
3	Training objectives are realistic and training methods are very effective to influence personnel for better service delivery.	6	16	12	147	206	4.37	0.85
4	The Training content/curriculum/ you participated is sound and has increased your effectiveness and efficiency on the job.	12	46	33	209	87	3.80	1.01

**Source:** Field Survey, (2023)

Presented in the table 4 are the regularity and reliability of training and development programme of NSCDC in enhancing the performance gap of its personnel. Items 1, 2-3 had means scores 4.43, 4.05, 4.37 while item 4 had a mean score of 3.80. This implies that the training programs and procedures of NSCDC are objectively and effectively organized to enhance job performance, the training NSCDC personnel's participated in is relevant to their job and has improved their competencies. Also the training content/curriculum/ NSCDC personnel's participated is sound and has increased their effectiveness and efficiency on the job..

## Training and Development on Employee Performance and the Effects on Organizational Performance

Training and development on employee performance and the effects on organizational performance is shown in table 5 below. The five point Likert scale was used to represent the results obtained as well as mean for decision on the opinion of the respondents. A mean less than 3.0 was rejected while a mean above 3.0 was accepted as shown below.

**Table 5:** Training and Development on Employee Performance and the Effects on Organizational Performance.

	<b>Training and Development on Employee Performance and the Effects on Organizational Performance</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>	<b><math>\bar{x}</math></b>	<b>SD</b>
1	Effective training from induction, basic intermediate management of employees increases their performance	10	17	15	141	204	4.32	0.93
2	The improvement of employees in the above aspects enables them to be more efficient and effective in their tasks	16	12	2	273	84	4.02	0.84
3	In NSCDC, the quality of training and development given to the personnel has a significant impact on their operational efficiency and behavioral integrity.	8	34	12	199	134	4.07	0.95

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4	Training and Development programmes of NSCDC are adequate enough to produce effective workforce that can achieve the mandate given to it by the Nigeria Federal Government.	7	5	6	169	200	4.42	0.75
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**Source:** Field Survey, (2023)

Presented in table 5 above are the training and development on employee performance and the effects on organizational performance. Items 1-4 had means scores of 4.33, 4.02, 4.07, and 4.42 respectively. Since both the individual and cluster mean are above the mean of 3.00, it implies that effective training from induction, and basic intermediate management of employees increases their performance, the improvement of employees in the above aspects enables them to be more efficient and effective in their tasks. Also, in NSCDC, the quality of training and development given to the personnel has a significant impact on their operational efficiency and behavioral integrity, and training and development programmes of NSCDC are adequate enough to produce effective workforce that can achieve the mandate given to it by the Nigeria Federal Government.

### **Training Challenges and Other Factors that Affect Employee**

The training challenges and other factors that affect employee is shown in table 6 below. The five point Likert scale was used to represent the results obtained as well as mean for decision on the opinion of the respondents. A mean less than 3.0 was rejected while a mean above 3.0 was accepted as shown below.

**Table 6:** Training Challenges and Other Factors that Affect Employee.

	<b>Training Challenges and Other Factors that Affect Employee</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>	<b><math>\bar{x}</math></b>	<b>SD</b>
1	There are usually no enough funds for training in the Nigerian Security and Civil Defense Corps.	81	72	19	133	82	3.16	1.48
2	As result of the mass recruitment exercise embarked upon since the year 2004 and increase in the number of intakes; facilities in NSCDC training institutions are highly overstretched with poor training methods.	81	85	29	75	11 7	3.16	1.56
3	The NSCDC training colleges are staffed with unqualified and incompetent personnel who are not better than the training, and yet, lack motivation to perform.	137	12 7	26	50	47	2.33	1.38
4	Training in the Nigerian Security and Civil Defense Corps is characterized with corruption and favoritism. This gave the corps a negative orientation that gave rise to high rate of internal corruption.	74	87	46	156	24	3.00	1.28

**Source:** Field Survey, (2023)

The Mean Analysis of the training challenges and other factors that affect employee is presented in table 6. Item 1, 2 and 4 had the

mean score of 3.16, 3.16 and 3.00 respectively. This mean there are usually no enough funds for training in the Nigerian Security and Civil Defense Corps, facilities in NSCDC training institutions are highly overstretched with poor training methods, as a result of the mass recruitment exercise embarked upon since the year 2004 and increase in the number of intakes and training in the Nigerian Security and Civil Defense Corps is not characterized with corruption and favoritism, which gave the corps a negative orientation that gave rise to high rate of internal corruption. However, a mean score of 2.33 was recorded for item 3. Since the mean score is below the decision point of 3.0, it therefore implies that the NSCDC training colleges are not staffed with unqualified and incompetent personnel who are not better than the training, and yet, lack motivation to perform

### **Analysis**

The findings of this study showed that training and development among other factors, is an important tool which if well harnessed will improve workers' productivity. The Nigeria security and Civil Defense Corps has a constitutional responsibility of maintaining law and order. To carry out this responsibility, the corps must be well-trained. Not just to be seen undergoing training, but the effect of the training must be felt by a society which it serves. On that note, the study revealed that, there are three types of training programmes organized by the NSCDC which include: basic training, intermediate training and advance training programmes. These training programmes are expected to equip personnel of the NSCDC to improve in their career performance in order for them to be more efficient and effective in in-service delivery.

The study also discovered that favoritism is highly common when training is organized in NSDC and it has an impact on how people are chosen to participate in organizational training programme. This means that NSCDC employee have no equal opportunity to adequate training that can improve their

competency on the job. These are the reasons behind the high level of partiality and lobbying that is visible when selecting employees for the organization's competency training program.

Furthermore, the study revealed that NSCDC administration hardly send their officers for training aside the basic training course. While those who expressed willingness to participate in any kind of training may not have received any support, such as paid study vacation, to keep the program going. Before sending officers for training, NSCDC management occasionally fails to give the officers access to the tools they need to improve operations, even when they enroll in skill-acquisition programs. As a result, these officers may find it difficult to keep up with new technology advancements and may end up being unnecessary.

The study further revealed that training of NSCDC personnel does not only provide an opportunity to evaluate the abilities and skills of the personnel, but it also helps to improve their overall performance while carrying out their responsibilities at work. Thus, employee training in the Nigeria Security and Civil Defense Corps is essential if they are to continue to be efficient. Training of NSCDC personal not only provides an opportunity to evaluate the abilities and skills of the personnel, but it also helps to improve their overall performance while carrying out their responsibilities at work.

The study revealed that, training challenges and other factors that affect employee performance of NSCDC officers stems from the fact that, the training school of NSCDC are not enough compare to the population of the corps and the four training institutions are ill equipped to meet the present demand for personnel training as a result of internal security challenges in the country. The NSCDC training school are poorly equipped and do not have modern technological equipment to perform effectively. In NSCDC command and other formation of the Corps, still depend on manual record keeping and it takes a lot of time to trace records of suspects in this age of advanced information and



communications technology. Computers are hardly found in NSCDC offices even though most of their personnel are computer illiterate. It has been noted that the NSCDC as an organization lack adequate modern technological equipment that can help in training officers and assisting them combat crimes in the society. In fact, in most training ground of NSCDC, the most common weapons available to the officers of NSCDC are G3 and AK 47.

## **Conclusion**

From the findings above, staff training is the most important component or feature of human resource development, and it focuses on enhancing knowledge and abilities in relation to a certain profession or occupation. As a result, training is a crucial component of enhancing staff performance and boosting output. Training raises the level of personal and organizational competency. The Nigeria Security and Civil Defense Corps must continue to train its employees if they are to remain productive. When doing their duties at work, NSCDC personnel are trained, which not only gives them the chance to demonstrate their abilities and skills but also enhances their overall performance. In order to increase performance and make sure that staff are providing careful and quality service every day of the week, training looks for employees' strong points and helps them become even stronger in those areas. Employees are better equipped to handle their duties and provide high-quality services for the organization when they receive the right and essential training.

The following actions are advised in light of the conclusion.

- i. In light of the success or failure of the organization in accomplishing its goals, the NSCDC as a whole should invest more in employee training (statutory function is closely related to the training of the personnel)
- ii. Before personnel are chosen for training programs in NSCDC, an assessment of the need for training should be made.

- iii. Training programs should be developed by training institutions to improve employee performance motivation and job satisfaction.
- iv. NSCDC employees should establish content areas in their training institutions that will help staff members develop the necessary skills, knowledge, and competencies to deal with the job demands and contemporary security concerns plaguing the country.
- v. To retain intellectual competencies, staff working behaviors should be regularly improved.

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