

Staff Development and Employee Performance in Federal Inland Revenue Service in Anambra State, Nigeria

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Abstract: The study examined the staff development and employee performance in Federal Inland Revenue service in Anambra State. The researcher developed four objectives such as to evaluate the effect of career development, job rotation, and mentoring and employee orientation on employee performance in Federal Inland Revenue service. The study adopted survey method of research. Data were generated through primary and secondary sources. The method for data collection were questionnaire which was administered randomly among the staff of the selected organization. The population of the study were 197, Among the 197 questionnaire administered only one hundred and eighty-three (183) were retrieved and were found useful. The hypotheses were tested using regression analysis method at 0.05% level of significance. The findings of the study revealed, Career development has significant effect on employee performance in Federal Inland Revenue service ($f=14.0$, $p.008$) Job rotation has significant effect on employee performance in Federal Inland Revenue service ($f=21.295$, $p.006$). Mentoring has no significant effect on employee performance in Federal Inland Revenue service ($f=23.985$, $p.000$). Employee orientation has significant effect on employee performance in Federal Inland Revenue service ($f=15.385$, $p.000$) the study recommends that successful mentoring strategies are needed for the job that could offer considerable benefits to organizations and organizational managers. Training programmes of the organization should be on a continuous basis and not based on survival, that is, conducting training only when the organization is confronted with particular problems. For effective and efficient employee performance, the service sector should consider combining two or more mentoring functions at a time.

Keywords: career development, job rotation, mentoring, employee orientation, employee performance, Federal Inland Revenue service

1.1 Introduction

Staff development is a process where the employee with the support of his/her employer undergoes various training programmes to enhance his/her skills and acquire new knowledge and skills Cornerstone, (2007). Nomuoja (2019) supported that assertion by defining employee's development as a nature of change induced in an employee as a result of educational and training which attempts to improve employee's skills; aimed at building the knowledge and skills of employee so that the employee can take on new challenges and responsibilities in the future. The recognition of employee development especially for a new employee to cope with the organizational responsibilities with or without a close monitoring is very important. Employee's Development should be a revolving undertaking to aid employee performance in the organization. In other words, organizational efficiency is the capacity of an organization to produce the desired results with a minimum expenditure of energy, time, money and human and material resources.

Development is an essential weapon for the survival of any organization. Employees should be given regular and adequate development in line with the rapid changes taking place in the organization and its environment. Employee's Development should be a continuous process because it will equip employee and equally get employee abreast with the rapid changes in technology and to cope with it. All employees irrespective of their categories in an organization need training, retraining and development that will enlighten their behavior and attitude towards work which will result in employee's job performance and satisfaction thus pave way for realization to both individual and organizational objectives (Yusuf 2009). Employee development as a process is geared towards personal and professional growth of employees. It refers to the training whose aim is to improve and enhance personal knowledge, skills as well as attitudes. Organizations provide various staff development programmes to enable the employees to keep up with organizational challenges and innovations and to guarantee quality of service, productivity as well customer care (De Rijdt, Dochy, Bamelis, & Van der Vleuten, 2016). The main objective of staff development is to improve and promote customer care, service delivery, and achievement of organizational goals as well as organizational competitiveness.

The components of employee development include others; orientation, skill training and continuing education. According to Yamoah (2013), when training is administered properly, it is likely to yield positive results with an increase level in performance. Induction training is key as it introduces the employee to the organization in regards to the employment, the organizational policies and procedures, the remuneration packages and opportunities, position classification, promotion opportunities, job orientation as well as complaint procedures. Job orientation aims at guiding the individual employee towards the position he or she is hired for. The relationship between employee training and the quality of service delivered by employee to the customers is highly strong (Dhar, 2015) and the skills training is aimed at manual skills as well as communication skills.

Through employee development, newly recruited and current employees acquire the knowledge and skills to perform their jobs in most effective ways. The employees who enhance their skills through staff development are more likely to engage fully in their work because they derive satisfaction from mastering new tasks (Swarnalatha & Prasanna, 2012). Staff development provides opportunities to raise the profile development activities in the organization, helps the employees to perform their work well and it is hence useful in the reduction of the problem of attrition. If an employee is recruited for a particular job, the employee should be developed according to the work for which he/she has been recruited. Lack of staff development has been cited as one of the reasons for employee turnover. It is against this backdrop that the study seeks to examine the effect of employee development on employee performance in Federal Inland Revenue service in Anambra state.

Human is a critical and crucial resource besides the physical resources. However, in order to optimize this critical resource, it is the duty of the management to utilize effective staff development programmes. This poor performance of indigenous labour by the colonial government no doubt has persisted in the post-colonial Nigerian state. As a result, this problem account for the lack of adequate attention given to labour as a critical part of the production process in Nigeria. Poor Political Leadership: Closely related to the problem of colonial experience as a

staff training in Nigeria is poor political leadership which is further deepening the problem of staff training in Nigeria. Poor Staff Training: This problem is associated with the poor data base that is needed for staff planning in Nigeria both in the rural and urban centres. These problem no doubt constitute a major hindrance on effective staff training. Studies indicate that employees and employers recognize the need and importance of staff development in enhancing job performance (Khan, Abbasi, Waseem, Ayaz, & Ijaz, 2016, Falola, Osibanjo, & Ojo, 2014, Onyango & Wanyoike, 2014). Despite the numerous benefits associated with staff development programmes, some institutions do not deem it necessary to provide the opportunity for employees to attain new skills and knowledge. This may be as a result of fear of the employee switching job after having expended in their training. Also is the problem of fund on the part of management to develop their staff.

While employee development is generally acknowledged to be crucial for employees to develop their knowledge, skills and attitudes, there are several challenges that tend to hinder their realization in organizations (Konings et al., 2019). Flynn et al. (2015), indicate that T&D strategies are sometimes not tailored to fit the specific needs of employees, and therefore they become irrelevant to the organizations. However, several records They suggest that, for employee development to be to be effective, it needs to follow a systematic plan and be correctly implemented following all the steps of the process previous analysis of training needs, development and implementation of an adequate training plan and evaluation. Other scholars have also found the of training expertise and support from management are the major problems of the most organizations amongst other challenges. no doubt this had hindered the performance of such organization, hence the study.

1.2 Objectives of the Study

The general purpose of this study was to examine staff development and employee performance in Federal Inland Revenue service in Anambra State, Nigeria Specifically. the study sought to:

1. Determine the effect of career development on employee performance in Federal Inland Revenue service in Anambra State, Nigeria
2. Ascertain the effect of job rotation on employee performance in Federal Inland Revenue service in Anambra State, Nigeria
3. Examine the effect of mentoring on employee performance in Federal Inland Revenue service in Anambra State, Nigeria
4. Determine the effect of coaching on employee performance in Federal Inland Revenue service in Anambra State, Nigeria

1.3 Research Hypotheses

The following null hypotheses were formulated that guide the objectives of the study and strengthen the analysis:

Ho₁: Career development has no significant effect on employee performance in Federal Inland Revenue service in Anambra State, Nigeria

Ho₂: Job rotation has no significant effect on employee performance in Federal Inland Revenue service in Anambra State, Nigeria

Ho₃: Mentoring has no significant effect on employee performance in Federal Inland Revenue service in Anambra State, Nigeria

Ho₄: Employee orientation has no significant effect on employee performance in Federal Inland Revenue service in Anambra State, Nigeria`

REVIEW OF RELATED LITERATURE

2.1 Theoretical Framework

The study is anchored on both the human capital theory and human motivation theory

2.1.1 Human Capital Theory by Schultz (1961)

In the eighteenth century Adam Smith (1973) initiated an improvement in human capability that is important to production, and then the term “human capital” was introduced by Theodore W. Schultz (1961 published in the American Economic Review, called investment in human capital. Human capital widely used after Gary Backer won the novel prizes in 1964. Before 1960s the key factors of production in business enterprises were considered to be capital and land. Human capital and entrepreneurship were considered merely facilitative and knowledge. Competencies and abilities of the staff employed were to a great extent taken for granted.

This perception was broken when Schultz (1961) opined that human capital was a principal factor in business enterprises consisting of the information, skills and knowledge of the employees in a firm. Other scholars also observed the centrality of human resources in business with Becker (1964) for example observing that in the rising economies of the time for instance, physical resources like minerals accounted for only a relatively minute portion of the growth and economic expansion. Recent research has also underscored the correlation between training and performance by highlighting that participation in a study, additional general training course resulted in a 2.14% increase in performance for an average employee. (Bapna, Langer, Mehra, Gopal & Gupta, 2013). Human Capital Theory proposed several aspects on which the theory was hinged. These included electronic learning, employee development and career management, employee mentoring, employee training, and opportunities for learning. These pillars suggest these activities are expected to be included in any training programs.

2.2. Empirical Review

Akeem (2021) investigated the effect of staff development on organizational performance in selected banks in Lagos State, Nigeria. This study adopted a descriptive survey research design through the use of questionnaires. The population of the study comprised 7,616 staff members of First Bank of Nigeria PLC, which was further reduced to 380 personnel as the sample size through the use of a formula derived by Taro Yamane. Proportional sampling technique was used to select the staff from ten selected branches in Lagos State. The data was analyzed using a statistical tool of Regression Analysis with the aid of the Statistical Package for Social Sciences (SPSS version 23.0) at 5% level of significance. Descriptive Statistics was also used to analyze the relevant data.

Findings revealed that there staff development has a significant effect on organizational performance. The study concluded that staff development should be held consistently in order for employees to have career advancement and for increased loyalty in the organization, which in turn increases their job performance. The aggregate performance will increase the organizational performance. The implication is that a well-trained staff will have a positive impact on organizational performance as it will add more effectiveness and efficiency to their output and will in turn improve the organizational performance.

Magaji, Akpa, and Ogundiwin, (2021) examined the effect of compensation packages and work life balance on employee retention of selected private universities in Ogun State, Nigeria. Survey research design was adopted. The population of the study was 1550 academic staff of five selected private universities in Ogun State, Nigeria. The sample size was 647. Data were analyzed using descriptive and inferential statistics. The findings revealed that there was a significant positive effect of compensation packages on employee retention ($\beta = .954$; $R^2 = 0.251$, $p < 0.05$). Also, there was a significant positive relationship between work life balance and employee retention of selected private universities in Ogun state, Nigeria ($R = 0.707$, $p < 0.05$). The study concluded that compensation packages and work life balance have significant effect on employee retention. The study recommended that the management of the selected private universities should adopt and improve their compensation packages and work life balance to ensure effective and optimum employee retention.

Ugwu, (2021) evaluated the effect of career development and performance of lecturers in state universities in South-East, Nigeria. The study was based on the effect of career development and performance of lecturers in state universities in South-East, Nigeria. The study will be limited to academic staff of five (5) state universities in the South East of Nigeria. The universities include: Enugu State University of Science and Technology, Ebonyi State University, Imo State University, Anambra State University of Science and Technology, and Abia State University Uturu, Okigwe. The population of the study is three thousand two hundred and fifty (3250) which consists of selected lecturers both male and female of different carders in the selected universities. The study used the survey approach. The primary sources were personal interview and the administration of questionnaire. The adequate sample size of 344 was determined using Freund and William's statistic formula. 294 staff returned the questionnaire and accurately filled. That gave 86 percent response rate. The hypotheses were analyzed using Z – test statistics tool. The findings indicated that training had positive effect on the frequency of research output of lecturers in state universities in South-East, Nigeria $Z(95, n = 294) = 7.611 < 9.652$, $p > 0.05$. Learning and development had positive effect on the teaching competence of lecturers in state universities in South-East, Nigeria $Z(95, n = 294) = 5.686 < 7.261$, $p > 0.05$ and Workforce planning had positive effect on the organizational skills of lecturers in state universities in South-East, Nigeria $Z(95, = 294) = 7.494 < 9.652$, $p > 0.05$. The study concluded that Training, Learning and development, and Workforce planning had positive effect on frequency of research output, organizational skills, teaching competence of lecturers in state universities in South-East, Nigeria. The study Recommended among others that the institutions and organizations should endeavour to train their employees to enhance high level of research output and effective teaching in the schools.

Afriyie, et al. (2020) investigated the effect of compensation on employee's performance Accra Technical University: Ghana. Descriptive survey design was used for the investigation. A simple random sampling technique was used to sample 40 respondents out of a total population of 57

Administrators of which 35 responded to the Twenty-item questionnaire. Frequency tables were used to present the responses. The main conclusions were that administrators were not attracted by the monetary aspect of compensation but rather management sensitivity to their needs. We also find that, housing loan and accommodation are the most crucial needs. The recommendation was that Management should create another form of set-off package alongside with the one in the condition of service to encourage workers to put up their best

Opusunju, Anoke and Onu (2020) examined the effect of development on performance of National Assembly Abuja. This study adopted the survey research design using questionnaire as the research instrument. The population for this study consisted of all the Staff of National Assembly Abuja of about 1354 workers and a sample size of 308. The data collected for the study was analyzed using ordinary least squares multiple regression. The study found that there is positive and significant effect of development on performance of National Assembly in Nigeria. Other findings were that there is positive and significant effect of education on the performance of National Assembly in Nigeria. There is positive and significant effect of career development on Performance of National Assembly in Nigeria. The study therefore recommended that National Assembly Abuja should increase the level of their employee education to improve their employees' capacity in the organization and also to improve overall organizational performance. Education policies and career development activities in organizations should continually be increased to ensure that employees learn new skills and have adequate knowledge since its affect on the overall performance of National Assembly in Nigeria, Abuja.

Muthee & Genga (2019) investigated the effect of staff development on employee performance in KCB Bank Branches in Nyeri County. Training and staff development is very crucial in the overall performance of the employee. The performance of the employees has a direct impact on the organizational performance and competitiveness. Staff development is not cheap in short run but in the long - run is beneficial. The study intended to investigate and establish the training and development programmes at KCB Bank. The study also intended to establish the: training programmes at KCB; effect of training policies on employee performance at KCB; the influence of orientation on employee performance at KCB and the effect of mentorship towards employee performance at KCB. The study was conducted at KCB Bank Nyeri County, Kenya where there are five branches. The target population was one hundred and sixty (160 employees) consisting of three (3) different ranks of top branch management, middle level branch management and lower level branch management. The researcher conducted a census on the top level, middle level and lower level branch management with a total of 160 questionnaires distributed. A total of 119 questionnaires were duly filled and returned representing a response rate of 74%. Primary data was analyzed by use of descriptive statistics as well as inferential statistics. The findings from the study indicated that training programmes, training policies, orientation and mentorship all have a positive correlation with the employee performance. Demographic information was analyzed as well and presented in tables. The research findings indicated that the bank has a variety of training programmes, well – structured and documented training policies, orientation programmes and mentorship programmes. The study recommends that a variety of training policies and programmes should be initiated. These policies and programmes should be well documented and communicated. The study recommends that a study of the whole of the banking sector should be

conducted to establish whether the results will be replicated. A longitudinal study should also be conducted to establish the relationship over time.

Nomuoja and Itabita (2019) examined the effect of employee's development on organizational performance using Delta State Polytechnic, Otefe – Oghara as a case study. The research is a survey method with 246 sample size simple percentage and product moment correlation coefficient was used to measure the statistics. The findings revealed that there is improvement observed in job performance after the developmental courses. It also find out that, the performance of employees who attend development courses shows improvement over those employees who have not attended those course Base on the findings, it was recommended that training and development should be a continual process at all level of employments there must be a well articulated developmental programme in which every employee will be given an opportunity to attend course relevant to the area of their operation.

Karim, Choudhury and Latif (2019) examined the impact of training and development on employee performance. The study found out that employees are aware about training; employees are motivated through training; and training and development results into higher performance. The study suggested that training and development of all staff should be dynamically followed and made obligatory and the employer should give compulsory training programs for all employees in order to improve performance. The study decided that there is need for continuous training and development taking into deliberation the opposition, market dynamics, customer satisfaction, and net promoter score among others.

Muiruri, Kahuthia, & Muraguri (2019) evaluated the effects of employee development on organizational performance in Rift Valley Machinery Services Limited. The study adopted a case design to answer questions in relation to the study. The target population was 180 respondents who are employees in Rift Valley Machinery Services Limited and 54 respondents were sampled randomly for the study representing 30% of the target population. The study was conducted between February 2019 and May 2019. The researcher acquired information from finance, ICT, security, Human Resources, procurement and production division. Questionnaires were employed to acquire pertinent information from respondents by the researcher. In addition, interviews were also administered to managers in selected departments who were sampled purposively using the same questionnaire. The data was then analyzed quantitatively and qualitatively and presented using frequency distribution tables, bar graphs and pie-charts. The study established that compensation management and employee development were found to have greater positive effects on organizational performance. The study concluded employee development impacts on change management had varied effects on organization performance which means more than helping employees become continuous learners, regardless of the requirements of the organization, and that effective compensation management enhances employee commitment.

Fuzi, et al (2019) examined the role of the knowledge management process as a mediating variable in the relationship between entrepreneurial orientation and organizational performance. This study employed a quantitative method and utilised a self-administered questionnaire. A total of 350 data were collected from the owners/founders of online businesses. A Partial Least Squares-Structural Equation Modelling (PLS-SEM) analysis was performed to test the proposed hypotheses of the study. The findings indicated that entrepreneurial orientation positively the knowledge

management process, which in turn exerts a positive effect on the organizational performance of a company. Additionally, the indirect effect analysis revealed that the knowledge management process plays a significant role as a mediator between entrepreneurial orientation and organizational performance. The research fills a gap in the literature by considering a mediating variable in enhancing the relationship between entrepreneurial orientation and organizational performance. This research also provides a particular contribution to the literature and some suggestions for future research.

METHODOLOGY

The research design encompasses the methods for the collection, measurement and analysis of data related to the research objectives. The research design chosen for this study were survey method. The survey research method is most appropriate because the researcher has no control of the variables as well as the outcome. The researcher used primary and secondary sources of data in this study. The population of interest consists of all the employees of staff of Federal Inland Revenue Anambra state. However the total Number of staff in that organization is 197. This population figure was derived from human resources department of the Federal Inland Revenue Anambra State Given the nature of this study, since the population is not up to 1000 respondents the research will utilize the entire 197 population. Questionnaire instrument are used for data collection. The researcher makes use of structure questionnaire to get information from the respondents. Statistics, such as frequency count and percentages were used in the analysis of personal characteristics, and Analysis of Variance (ANOVA) was used to test the hypothesis.

PRESENTAION AND ANALYSIS OF DATA

This chapter presents the data obtained from the respondents through the administered questionnaires. Two hundred (197) were administered, among the staff of federal Inland Revenue. However, one hundred and eighty-three (183) questionnaires were retrieved. Therefore the analysis and interpretation of data were only based on the returned questionnaires. The validity and reliability of this study is highly ensured, despite the number of questionnaires not returned.

4.1 Demographic characteristics of Respondent

4.1 .1 Gender

		Frequency	Valid Percent	Cumulative Percent
Valid	Male	63	34.4	34.4
	Female	120	65.6	100.0
	Total	183	100.0	

Source: SPSS Version 21, 2023

The above table reveals that the sixty-three (63) of the respondents which represents 34.4% were male respondents, while one hundred and twenty (120) respondents which represent 65.6% were female respondents. By implication, female respondents were more than male respondents by

31.2% in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire.

4.1.2 status

		Frequency	Valid Percent	Cumulative Percent
Valid	Single	63	34.4	34.4
	Married	52	28.4	62.8
	Widowed	13	7.1	69.9
	Divorced	23	12.6	82.5
	Separated	32	17.5	100.0
	Total	183	100.0	

Source: SPSS Version 21, 2023

In the table above, out of the two hundred (200) respondents, sixty-three (63) of the respondents are single. While fifty-two (52) respondents which represent 28.4 percent were married. Thirteen (13) of the respondents which represents 7.1 are widowed. It is therefore glaring that the majority of the respondents are married as at the time of this study. Again, twenty-three (23) respondents which represent 12.6 percent were divorced. Lastly, thirty-two (32) respondents which represent 17.5 percent were separated. Thus, marital status table help us to know the number of single, married, and divorced respondents that answered the distributed questionnaire.

4.1.3 level of education

		Frequency	Valid Percent	Cumulative Percent
Valid	OND	14	7.7	7.7
	HND/BSC	66	36.1	43.7
	MSC	96	52.5	96.2
	OTHERS	7	3.8	100.0
	Total	183	100.0	

Source: SPSS Version 21, 2023

In the table above, out of the two hundred (200) respondents, fourteen (14) of the respondents are OND holders. While sixty-six (66) respondents which represent 36.1 percent are HND/BSC holders. Ninety-six respondents (96) which represent 52.5 are MSC holders, while seven (7) which represents 3.8 are PHD holders.

4.1.4 Age

		Frequency	Valid Percent	Cumulative Percent
Valid	20-30	111	60.7	60.7
	31-40	53	29.0	89.6
	41-50	10	5.5	95.1
	51-60	9	4.9	100.0
	Total	183	100.0	

Source: SPSS Version 21, 2023

The table above shows that respondents whose age bracket falls between 20-30 yrs were one hundred and eleven (111) which represent 60.7 percent. This is followed by those with age bracket of 31-40 years with fifty-three (53) which represents 29%. Also those within age bracket of 41-50yrs were ten (10) which represents 5.5%. Lastly, those with age bracket of 51-60 years with nine (9) which represents 4.9%. The implication of this age distribution is to enable us to check if the questionnaire was directed to the right age group.

4.3 Test of Hypotheses

To further justify the results, ANOVA test was conducted to the effect of employee development on employee performance in Federal Inland Revenue service in Anambra State, Nigeria. The results were shown in the ANOVA Table below;

Hypotheses one

Ho₁: Career development has no significant effect on employee performance in Federal Inland Revenue service in Anambra State, Nigeria

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1863344666.602	2	53238419.046	14.067	.008
Within Groups	397198.932	181	397198.932		
Total	1863741865.534	183			

Source: SPSS Version 20, 2023

The test table reveal that small significance value (F. sig<.05) indicate group differences. Since the F- value of 14.067 which has a significance of .008 is less than .05 (i.e .001<.05), there exist significant difference among the variables. Therefore, null hypothesis is rejected and alternative hypothesis is accepted, which states that Career development has significant effect on employee performance in Federal Inland Revenue service in Anambra State, Nigeria

Hypothesis Two

Ho₂: Job rotation has no significant effect on employee performance in Federal Inland Revenue service in Anambra State, Nigeria.

ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	18816621102816.195	2	537617745794.748	21.985	.000
Within Groups	64810152397.620	181	64810152397.620		
Total	18816621102816.195	183			

Source: SPSS, Version, 20 2023

The small significance value (F.sig<.05) indicates that there is a group difference. Since the F-value of 21.985 which has a significance value of .000 is less than .05 (i.e 000<.05). This implies rejection of null hypothesis and acceptance of alternative hypothesis which state Job rotation has significant effect on employee performance in Federal Inland Revenue service In Anambra State, Nigeria

Hypothesis Three

Ho₃: Mentoring has no significant effect on employee performance in Federal Inland Revenue service in Anambra State, Nigeria

ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	881.762	2	25.193	15.385	.000
Within Groups	3.511	181	3.511		
Total	885.274	183			

Source: SPSS, Version, 20, 2023

The test conducted revealed that the large significance value (F.sig<.002) indicate no group differences. Since the F-value of 15.385 with a significance of .002 is less than .05 (i.e .002<.05). Mentoring has no significant effect on employee performance in Federal Inland Revenue service in Anambra State, Nigeria

Hypothesis Four

Ho₄: Employee orientation has no significant effect on employee performance in Federal Inland Revenue service in Anambra State, Nigeria

ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	881.762	2	25.193	93.290	.008
Within Groups	3.511	181	3.511		
Total	885.274	183			

Source: SPSS, Version, 20, 2023

The test conducted revealed that the large significance value (F.sig<.002) indicate no group differences. Since the F-value of 93.290 with a significance of .008 is less than .05 (i.e .002<.05). Employee orientation has significant effect on employee performance in Federal Inland Revenue service in Anambra State, Nigeria

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Summary of the Findings

The basic objective of this study is to critically examine the effect of staff development and employee performance in Federal Inland Revenue service in Anambra State, Nigeria. One hundred and ninety-seven (197) was the population. One hundred and eighty-three (183) questionnaires were returned and analysis of the data was based on this number. From the analysis of the data especially, and the testing of hypothesis it was realized that:

- Career development has significant effect on employee performance in Federal Inland Revenue service in Anambra State, Nigeria (f=14.0, p.008)
- Job rotation has significant effect on employee performance in Federal Inland Revenue service in Anambra State, Nigeria (f=21.295, p.006)
- Mentoring has no significant effect on employee performance in Federal Inland Revenue service in Anambra State, Nigeria (f=23.985, p.000)
- Employee orientation has significant effect on employee performance in Federal Inland Revenue service in Anambra State, Nigeria (f=15.385, p.000)

5.3 Recommendation

- i. That there is a significant effect of job rotation as a training and development tool on job enrichment and satisfaction; that also there is a significant on human resources training and development in the operation of a bank and that Negative attitude of managers and superior on training and development does promote employees turnover
- ii. Since mentoring has a significant impact on employee development successful mentoring strategies are needed for the job that could offer considerable benefits to organizations and organizational managers.

- iii. Training programmes of the organization should be on a continuous basis and not based on survival, that is, conducting training only when the organization is confronted with particular problems
- iv. For effective and efficient employee performance, the service sector should consider combining two or more mentoring functions at a time.

v.

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