



IMPACT OF STAFF TRAINING ON SERVICE DELIVERY IN ONDO STATE CIVIL SERVICE

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Abstract

This study examined the influence of staff training on service delivery in the civil service in Ondo State, Nigeria. The study adopted a survey research design. The population was 3003 civil servants in all the 14 ministries in Ondo State. A sample of 997 civil servants selected through simple random technique in a multi-stage procedure was used for the study. A structured and validated questionnaire tagged 'staff training and service delivery' was used for data collection. Data collected were analysed using mean and standard deviation to answer the research questions and regression analysis to test the hypotheses at 0.05 level of significance. The study found that there was a composite influence of records management practices, knowledge sharing and staff training on service delivery ($Adj.R^2 = 0.11$, $F(3, 349) = 15.30$, $p < 0.05$) in the civil service in Ondo State, Nigeria. Records management practices ($Adj.R^2 = 0.01$, $F(5, 347) = 5.20$, $p < 0.05$), Knowledge sharing practices ($Adj.R^2 = 0.09$, $F(4, 348) = 36.64$, $p < 0.05$) and staff training ($Adj.R^2 = 0.10$, $F(2, 350) = 39.55$, $p < 0.05$) had significant influence on service delivery in the civil service in Ondo State, Nigeria

Keywords: *Impact, Civil Service, Staff training, Service delivery, Ondo*

Introduction

Civil service represents a crucial aspect in the overall structure of the Nigeria government at the federal and state levels. It plays an important role in the formulation, implementation, evaluation and review of government policies and programmes. The civil service is a body of public workers which are employed by the government to help in carrying out the operation of governance. As a non-political army of public servants, the civil service is basically in charge of implementation of government policies because they function as non-partisan policies implementers at different ministries and agencies of government. Meanwhile, the role of the civil service as an

agent of government in socio-economic and political development as well as effective functioning and operation of government ministries, agencies and units cannot be undermined. It is a branch of government that is usually working with the executive arm of government and without it, government cannot function effectively. Hence, these armies of public workers are expected to deliver services of governance to the masses to enjoy the dividend of democracy.

On a global scale, service delivery has been identified as one of the fundamental and crucial functions of any service organization. Service delivery is designed around the need and welfare of the citizens. Service delivery according to Gaitho (2017), relates to both the provision of public goods and intangible services performed by government institutions, organisations, private companies, non-profit making organization, individuals, civil service as well as service organizations. Karanja and Juma (2020) opined that service delivery has to do with the provision of effective services in a quick possible way to the intended recipient implying a degree of excellence on the part of service organization. In the word of Sapru (2020), service is as good as not being delivered when it fails to meet the expectation of the intended beneficiaries. Yet, there is no government in the world that can claim to be thoroughly representative and productive when it is not driven by the citizens' oriented service and well-being. In Nigeria, Akinola (2017) sees service delivery as the provision of needed public services to the citizens who require them. Dika and Chukwudum (2017) opine that a good public service delivery should provide the recipients with an increased value. The citizens of a country require the services of the government which are rendered through the civil service structure.

Alex-Nmecha and Okoro (2020) state that service delivery or quality service delivery denotes a state of excellence by which activities (services) rendered to recipient or citizens are delivered. Such state of excellence in delivering services must be of interest to civil service because it enables them to develop a partnership with users to gain a competitive edge in competing with others in the field. It is not enough to provide services; but such services must be effectively delivered. Service delivery in the civil service is services that meet the needs of the citizens while poor service

delivery indicates low efficiency of governmental machinery. The effectiveness of the civil service workforce has an enormous impact on the citizens' satisfaction, reputation of government agencies, parastatals and institutions as well as quality of governance. One of the bottlenecks of government and the expectation of Ondo people is the ability of its civil service to properly direct its aspirations towards improving the general welfare of the citizens of the state.

Unfortunately, there have been series of complaint on the service delivery and productivity in the civil service in Nigeria especially in Ondo State; an issue that has been of great concern to government and other stakeholders (John, 2020). The ability of the Ondo State civil service to ensure quality service delivery had always been called into questioning. Experiences have shown that many ministries in Ondo State are deficient in service delivery and a lack of administrative expertise necessary for the operation of public organisation in this knowledge era. Over the years, the Ondo State civil service seemed to have lost its fervor for service delivery as most government agencies and parastatals became synonymous with inefficiency, corruption, poor service delivery or no service at all (John, 2020). The civil service seems unable to cope with the prevailing ideological, political and economic changes as well as the management of innovations in public organization (Akinola, 2017). Meanwhile, the weakness of the civil service in Ondo State is considered as one of the fundamental causes of socio-economic and political crises in the state (Beetseh, 2014). This means that the civil service in Nigeria especially Ondo State has been unable to re-position itself for service delivery to the long suffering citizens of the country.

Service delivery has been viewed and anchored on some components of service quality namely reliability, responsiveness, guarantee, knowledge, courtesy, empathy and tangible (Prakoso et al., 2017). Adeeko (2023) citing Parasuraman et al., (1988) also listed tangibles, responsiveness, reliability, assurance and empathy as indices of service delivery. This study adopted tangible, reliable, responsiveness, assurance and empathy as the indices for measuring service delivery which is similar to that of parasuraman. Tangibility according to Omeluzor et al., (2019) provides physical representation of the service that customers will use to evaluate quality and to enhance

service delivery it is essential to have facilities in place. This means that tangibles (physical materials) are the necessity in the discharge of high service. Reliability has to do with the ability and competence to deliver promised service to the recipients (Ramya et al., 2019). It assures the client of the ability to consistently provide a perceived quality of service (Ehigie & Karlay, 2018). Responsiveness as a measure of services delivery is the willingness towards assisting customers or clients by providing prompt response when they seek services (Asogwa et al., 2014). It is a dimension that emphasizes attentiveness and promptness in dealing with recipients' request, complaints and problems as well as a way of customizing the service of customers need. Assurance is the employees' expertise and skills which will help to build encouragement, trust and confidence in customer. WihardikaGriadhu (2018) posits that assurance is concerned with the knowledge, competence, courtesy and credibility of the civil servant. The last indicator of service delivery is empathy which has to do with the attitude of civil servant towards clients in term of compassion and attentiveness to the customers' plight. It is the care and individualized attention a civil servant gives to clients or citizen (Udem et al., 2020). It entails relationship, good communication, personal attention and an understanding of the individuals need. Meanwhile, the primary responsibility of civil service is to deliver services effectively through its civil service to citizens at affordable prices, particularly now that the country is under democratic system of government.

The dismal condition of the Nigeria bureaucracy can be attributed to a prolonged period of ineffective leadership which together with other factors has contributed to the decay that has become the palpable identity of the civil services in various states including Ondo State. Poor service delivery or the absence of service delivery by the Ondo State civil service is a consequence of the persistent problems that have been bedeviling it. Therefore, when government institutions, agencies and parastatals find it difficult to deliver services to both government machineries and the citizens' populace, then something could be terribly wrong with the system of operations. Factors that affect service delivery as identified by Abdulsalam and Efosa (2020) include obsolete resources and manner of the approach of the civil servants. Other

factors that may impede service delivery as identified in literature are unfriendly attitude of workers, training of staff, record management, and insufficient modern facilities, knowledge sharing and appropriate mentoring (Udem et al., 2020; Okonoko et al., 2022).

Staff training is another variable that could influence the service delivery in the civil service. Staff training is an exercise for developing the employees' effective, cognitive and psychomotor skills towards enhancing their service delivery and productivity (Ezeani & Oladele, 2013). It is a learning platform through which employees acquire skills, knowledge, experience as well as right type of attitude that enable them to achieve their individual and organization goals. Staff training is the process of upgrading the knowledge, developing skills, bringing about attitude and behavioural changes, and improving the ability of the trainees to perform tasks effectively and efficiently in organizations (Ogunbodede, 2016). The various staff training that can be implemented in an organization includes induction, on-the-job, promotional, off-the-job and refresher training. This study focuses on the two main types of training (on-the-job and off-the-job training). On-the-job training occurs when employees learn applicable skills for their role while in the workplace (Adebisi, 2018). It's a practical training method focused on how to do the job or do it better while still in the working environment and usually coordinated by senior staff or supervisor. On the other hand, off-the-job training is a training method where employees learn more about their job or latest advancement in their field at a location away from their workplace (Mtulo, 2014). Fejoh and Faniran (2016) note that the continuous review of staff training in organization has helped to ensure effective job performance and as well enable the organization achieve its predetermined objectives.

Staff training is an essential work activity that contributes significantly to employee's job performance and productivity in organization (Ndunguru, 2015). It is the driving force behind the survival of any organization because the efficiency and success of an organization is achieved through well performing staff. The importance of staff training in ensuring effective and efficient attainment of organization goal cannot be underestimated and its central role in management of an organization has

long been recognized by researchers (Irene, 2013). Training is the process of developing skills, habits, knowledge and aptitudes in employees for the purpose of increasing the effectiveness of employees in their present positions as well as preparing employees for future positions (Avasthi, 2006; Ogunbodede, 2016). Staff training is very essential in facilitating not only the level of staff productivity but also the development of personnel in any organization (Olusanya et al, 2012). Training can help to increase the confidence and motivation of employees, lower cost of production by enabling personnel to make better and economic use of material and equipment thereby reducing and avoiding waste (Cole, 2006). Training brings a sense of job security at the workplace which reduces labour turnover; helps to improve the availability and quality of staff; provides the skills and abilities needed to adjust to new situations; broaden opportunities for career progression and provide recognition, enhanced responsibility and the possibility of increased promotion (Ahmed (2014).

Many studies have been conducted on the influence of staff training on job performance and effectiveness (Ezeani & Oladele, 2013; Gadi & Lanko, 2019; Mohamed & Bunawan, 2022; Oyenuga et al., 2019; Ogunbodede, 2016; Fejoh & Faniran, 2016; Josphat, 2019) but most of these studies pointed to the direction of employees in private organization like bank, insurance companies and manufacturing organization in Nigeria. Little has been done to examine how this variable contributes to the service delivery in the civil service especially in Ondo State. Therefore, this study set to investigate the impact of staff training on service delivery in Ondo State civil service.

Objective of the Study

The major objective of this study is to examine the impact of staff training on service delivery in Ondo State civil service. Specifically, the study sought to:

1. determine customers' perception on service delivery in Ondo State civil service
2. determine the type of staff training prevalent in Ondo State civil service.
3. determine the influence of staff training on service delivery in Ondo State civil service

Research Questions

The following research questions were raised and answered in this study:

1. What is the level of service delivery in Ondo State civil service?
2. What is the type of staff training prevalent among civil servant in the Ondo State?

Research Hypothesis

Ho1 There is no significant influence of staff training on service delivery in Ondo State civil service

Methodology

The study adopted a survey research design. The population was 3003 civil servants in all the 14 ministries in Ondo State. A sample of 997 civil servants was selected through simple random technique by balloting. A structured and validated questionnaire tagged 'Staff Training and Service Delivery' was used for data collection. The questionnaire was divided into three sections: A, B and C. Section A sought the demographic information of the respondents; section B focused on staff training prevalent in Ondo State civil service and it is developed by the researcher to measure on-the-job and off-the-job training culture in the Ondo State civil service. The instrument is 12 items questionnaire structured on a 4-point likert scale ranging from strongly disagree to strongly agree to suit the purpose of the study and fit in to the Ondo State training prevalent in the civil service in Ondo State. Section C was adapted from *Chao-Hua and Chin-Mei (2020)* to measure service delivery of civil servants in Ondo State. The instrument was structured into 22 items on a 4-point likert scale ranging from very high level to very low level. The reliability of the instrument was ensured through Cronbach Alpha technique. In achieving this, the instrument was administered to 150 civil servants in the Ogun State Ministries and the data collected was analysed using Cronbach Alpha reliability technique which yielded reliability coefficients 0.77 and 0.82 for Staff Training and Service Delivery respectively. Data collected were analysed using mean, standard deviation and regression analysis.

Result

Table 1: Demographic Information of Respondents

Age	Frequency	Percent
18-25	18	1.9
26-35	35	3.6
36-45	120	12.3
46-55	432	44.4
56-65	367	37.8
Total	972	100.0
Years of Experience	Frequency	Percent
1-10yrs	119	12.2
11-20yrs	235	24.2
21yrsabove	618	63.6
Total	972	100.0

Source: Researcher's Field Survey, 2024

The result presented in table 1 showed the demographic information based on age showed that out of 972 respondents, 18(2%) falls within the ages of 18-25; 35 (4%) fall within the ages of 26-35; 120 (12%) fall within the ages of 35-45; 432 (44%) fall within the ages of 46-65 while 367 (38%) fall within the age of 56-65. The implication of this result is that there are older employees in the civil services than youths. This validate that there is truly the problem of unemployment because just few young graduates are able to get job particularly in civil service.

The demographic result on years of experience of the civil servants presented in table 1 revealed that out of 972 respondents, 119 (12.2) had within 1 to 10 years of experience, 235 (24.2) had within 11-20 years of experience while 618 (63.6) had more than 21 years of experience. This result showed that majority of the civil

servants had experience above 21 years. The implication of this result is that there are experienced civil servants which also attests to the fact that there older employees than young ones in the civil service. This means that inexperienced civil servants are very few in Ondo State because there are limited spaces for young people to come into the public service career.

Presentation of Research Question

Research Question One: What is the level of service delivery in Ondo State civil service

Table 2: Showing the level of Service Delivery in Ondo State Civil Service

S/N	Service Delivery	VLL	LL	HL	VHL	Mean	STD
	Empathy					3.38	0.88
14	Employees are helpful, careful, and friendly at work to a	13 (3.7)	36 (10.2)	133 (37.7)	171 (48.4)	3.31	0.80
15	Employees always ready to put customer first to a	11 (3.1)	69 (19.5)	35 (9.9)	238 (67.4)	3.42	0.91
16	There is no discrimination to customers on the basis of tribe, socio-economic status and political affiliation to a	9 (2.5)	68 (19.3)	35 (9.9)	241 (68.3)	3.44	0.89
17	Employee perceives themselves as customers in order to provide them with good services to a	13 (3.7)	70 (19.8)	35 (9.9)	235 (66.6)	3.39	0.93
18	Employee ensures that customers are always right during services provision to a	10 (20.8)	67 (19.0)	69 (19.5)	206 (58.4)	3.34	0.88
	Reliable					3.04	0.78
9	Employees communication to customers are good and polite to a	36 (10.2)	70 (19.8)	142 (40.2)	105 (29.7)	2.89	0.95
10	Employees' always welcome and regard customers to a	6 (1.7)	65 (18.4)	212 (60.1)	70 (19.8)	2.98	0.67
11	Employees are always sure that customers problems would be solved with sincerity to a	9 (2.5)	62 (17.6)	212 (60.1)	70 (12.8)	2.97	0.69

12	Employees are always sure that appointment with workers and clients are kept to a	11 (3.1)	66 (18.7)	166 (47.0)	110 (31.2)	3.06	0.79
13	We are always sure that all office equipment used for service delivery work properly to a	12 (3.4)	35 (9.9)	135 (38.2)	171 (48.4)	3.32	0.79
	Responsiveness					2.82	0.97
4	Employees give clear, understandable information to customer always	35 (9.9)	71 (20.1)	141 (39.9)	106 (30.0)	2.90	0.94
5	Staff renders appropriate and prompt services to customers to a	70 (19.8)	72 (20.4)	71 (20.1)	140 (39.7)	2.79	1.16
6	Employees are very quick in responding to issues on service delivery to customers to a	35 (9.9)	142 (40.2)	70 (19.8)	106 (30.0)	2.69	1.01
7	Employees are always willing to go extra miles in solving customers' problems to a	9 (2.5)	168 (47.6)	70 (19.8)	106 (30.0)	2.77	0.91
8	Employees feel reluctant to attend to customers when there is urgency and serious issues to resolve to a	12 (3.4)	98 (27.8)	139 (39.4)	104 (29.35)	2.95	0.84
	Tangible					2.70	1.05
19	Office equipments such as computer, scanners, photocopiers are made available to a	35 (9.9)	70 (19.8)	106 (30.0)	142 (40.2)	3.01	0.99
20	Office furniture are available and in good condition to a	35 (9.9)	70 (19.8)	105 (39.8)	143 (41.2)	3.00	0.99
21	The environment are always clean to a	35 (9.9)	141 (39.9)	71 (20.1)	106 (30.0)	2.70	1.01
22	There is good lighting in every office in the civil service to a	176 (49.9)	35 (9.9)	71 (20.1)	71 (20.1)	2.10	1.22
	Assurance					2.66	0.92
1	Client always feel at home whenever they are in the civil service to a	35 (9.9)	178 (50.4)	105 (29.7)	35 (9.9)	2.39	.79
2	Employees behavior and attitude to work instills confidence in the customers to a	35 (9.9)	176 (49.9)	71 (20.1)	71 (20.1)	2.50	.92
3	Employees always understand the needs of customers to a	36 (10.2)	70 (19.8)	71 (20.1)	176 (49.9)	3.09	1.05
	Grand Mean					2.92	0.92

Decision Rule: 0.50-1.49 = VLL; 1.50-2.49 = LL; 2.50-3.49 = HL and 3.50-4.00 = VHL

Source: Researcher's Field Survey, 2024

Table 2 showed the measure of service delivery among civil servants in Ondo State. There are 22 items in the scale with five major indices to reveal the level of service delivery in the civil service. The Table showed a grand mean of 2.92 which show that there is a high level of service delivery in the civil service in Ondo State. The average mean of the indices revealed that Empathy (3.38), reliable (3.04), responsiveness (2.82), tangible (2.70) and assurance (2.66) which are above 2.50 cut-off mean attesting that there is a high level of service delivery in Ondo State civil service. Also, the table showed that item 2-21 had mean rating above 2.50 which shows a high level of service delivery in the civil service while item 1 and 22 had mean value below 2.49 which showed revealed low level of service delivery. Since, the majority of items had mean rating above 2.50; which reflects that there is a high level of service delivery in civil service in Ondo State. The implication of this result is that if government continues to cater for the welfare and provide necessary training, high level of service delivery will continue to be in existence in the civil service in Ondo State and this will be to the good benefit of the masses who are the customers and clients receiving the services. The values of standard deviation which range from 0.67 to 1.22 indicate that the respondents were not far apart (homogeneous) in their responses on the level of service delivery in Ondo State's civil service.

Research Question Two: What is the type of staff training prevalent among civil servant in the Ondo State?

Table 3: Showing the type of Staff Training Prevalent in Ondo State's Civil Service

S/N	Staff Training	SD	D	A	SA	Mean	SD
	Off-the-job training					3.22	0.68
7	Staff are given opportunity to further their education while working.	5 (1.4)	50 (14.2)	198 (56.1)	100 (28.3)	3.11	0.68
8	Policy of the organization for staff training remains constant.	---	12 (3.4)	199 (56.4)	142 (40.2)	3.37	0.55
9	Staffs are always encouraged to attend any available conferences and workshops out of the organization	18 (5.1)	7 (2.0)	267 (75.6)	61 (17.3)	3.05	0.63
10	There are adequate emphasis on developing managerial capabilities through off-the-job training	35 (9.9)	8 (2.3)	175 (49.6)	135 (38.2)	3.16	0.88
11	Employees are selected for these training programs on the basis of stated criteria	9 (2.5)	25 (7.1)	22 (62.9)	97 (27.5)	3.15	0.65
12	Employees participates in determining the kind of training methods they need	9 (2.5)	8 (2.3)	141 (39.9)	195 (55.2)	3.48	0.67
	On-the-Job Training					3.19	0.83
1	We have regular monthly training for in-house seminars which are organized to build staff.	13 (3.7)	20 (5.7)	127 (36.0)	193 (54.7)	3.42	0.76
2	We are sponsored to workshops and conferences relating to our job.	8 (2.3)	94 (26.6)	107 (30.3)	144 (40.8)	3.09	0.87
3	There is always on job training for freshers.	19 (5.4)	51 (14.4)	137 (38.8)	146 (41.4)	3.16	0.86
4	There is monthly departmental training on how to address clients	16 (4.5)	93 (26.3)	104 (29.5)	140 (39.7)	3.04	0.92
5	The organization regularly provides training as issues arises in the organization.	11 (3.1)	52 (14.7)	96 (27.2)	194 (55.0)	3.34	0.84
6	Staff are regularly trained on the rules and regulations of the organization.	8 (2.3)	55 (15.6)	192 (54.4)	98 (27.8)	3.08	0.72
	Grand Mean					3.21	0.76

Decision Rule: 0.50-1.49 = Strongly Agree; 1.50-2.49 = Disagree; 2.50-3.49 = Agree and 3.50-4.00 = Strongly Agree.

Source: Researcher's Field Survey, 2024

The result of analysis presented in Table 3 revealed the type of staff training prevalent in the civil service in Ondo State. There are 12 items in the instrument with two indices (on-the-job and off-the-job training) as measures of staff training in the civil services in Ondo State. The result indicates a grand mean of 3.21 which showed that both on-the-job and off-the-job training are prevalent in the civil service in Ondo State. Also, the average mean of the indices used as measures are: 3.22 for off-the-job training while 3.19 for on-the-job training attest to the fact that the two types of training are prevalent in Ondo State civil service. However, off-the-job training is more prevalent in Ondo State civil service. The implication is that Ondo State government invested in capacity building of the civil servants through off-the-job training which expose them to new development and innovation that contribute to quality service delivery. Also, the table revealed that all the 12 items on staff training had mean rating above 2.50 which shows that the respondents agree to the all the statements on the type of staff training prevalent in the civil service in Ondo State. The values of standard deviation which range from 0.55 to 0.92 indicate that the respondents were not far apart (homogeneous) in their responses on the type of staff training prevalent in Ondo State's civil service.

Hypothesis: There is no significant influence of staff training on service delivery in Ondo State civil service

Table 4: Summary of Regression Analysis Showing the Influence of Staff Training on Service Delivery

	R	R ²	Adj. R ²	Std. Error of the Estimate	
	.318 ^a	.101	.099	4.59328	
Model	Sum of Squares		Df	Mean Square	F
Regression	834.331		1	834.331	39.545
Residual	7405.488		351	21.098	
Total	8239.819		352		
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	T	P-value
(Constant)	26.648	2.608		10.217	.000
Staff Training	.411	.065	.318	6.288	.000

a. Dependent Variable: Service Delivery
b. Predictors: (Constant), Staff Training

Source: Researcher's Field Survey, 2024

Result of analysis presented in Table 4 reveals that the independent variable (staff training) has a positive coefficient which is an indication that training positively influences service delivery in civil service in Ondo State ($R^2 = 0.101$, $F(2, 351) = 39.545$, $\beta = 0.411$, $t = 6.288$, $p < 0.05$). The regression output revealed that there is a significant influence of staff training on service delivery in civil service in Ondo State because $p < 0.05$. The result further revealed that staff training accounted for 10.1% of the variance in service delivery in Ondo State civil service ($R^2 = 0.101$ and Adj $R^2 = 0.099$). The $\beta = 0.411$, $t = 6.288$ is statistically significant at $p < 0.05$. This further gives empirical evidence that staff training significantly influence service delivery in civil service in Ondo State. Since the p-value of staff training is less than 0.05, hence, the null hypothesis which states that there is no significant influence of staff training on service delivery in civil service in Ondo State was rejected.

Discussion

Research question one sought to determine the perception of clients/customers on the quality of service delivery in Ondo State. The study found that there is a good perception of clients and customers on the quality of service delivery in civil service in Ondo State. This finding of good perception of citizens on the quality of service delivery in the civil service is in line with report of Rajan et al. (2023) that citizens perceived civil servants' integrity in public service to be positive and this could be as a result of civil servants' compliance with rules, their responsiveness in delivering service, their service on time, their hassle-free service, and their adequate salary. In contrary, Abdullahi and Chikaji (2020) reported that despite that the civil service is meant to render effective service objectively, professionally, neutral and non-partisan, the Nigerian civil service systems lacks the attributes of service delivery. John (2020) found in a study that the Nigerian civil service has been unable to re-position itself for qualitative service delivery to the long-suffering citizens of the country and this despicable situation is a product of several years of leadership failure and the concomitant erosion of public service values. This report contradicts the finding of Dennis and Onkware (2018) that the level of service delivery at the county was

unsatisfactory and attributable to a number of challenges including lack of equal opportunity to all staff to undertake training, actually trainings conducted were skewed, absence of formulated internal training policy and relies on the national government's public service training policy which does not cater for its specific needs, lack of stakeholders involvement. This present result could mean that there might be improvement in the civil service.

Research question two focused on ascertaining the type of training prevalent in the civil service in Ondo State. The analysis showed that both on-the-job and off-the-job training are prevalent in the civil service in Ondo State. This result is not far from the fact that training is a planned process of an organization (public or private) to modify attitudes, knowledge or skill behaviour of staff through learning experience to achieve effective service delivery and enhance job performance. This finding is related to the report of Anne and Josphat (2019) that when an organization conducts staff training and motivates its employees, there will be an improved service delivery in the organization. Similarly, Obi-Anike and Ekwe (2014) found that effective staff training in an organization is an investment in the human resources with both immediate and long-range returns.

The research hypothesis three sought to determine the influence of staff training on effective service delivery in civil service in Ondo State. The analysis revealed that there is a significant influence of staff training on effective service delivery in civil service in Ondo State. This finding is due to the fact that training is not only a mechanism for improving staff resourcefully but is also gives them a chance to learn their job and perform it more competently hence increasing productivity. The finding of this hypothesis is in consonance with the report of Kashif (2020) training design, delivery style and on the job training has positive and significant relationship with the organizational performance by mediating variable employee's performance and clearly depicts the strong variability among variables. The finding is in tandem with report of Mahadevan and Yap (2019) which showed that both on-the-job and off-the-job training have a positive significant impact on employee performance. Similarly, Anne and Josphat (2019) reported that staff training has a positive and significant

influence on service delivery. The finding of Gadi and Lauko (2019) which revealed that training of academic staff has a significant effect on employees' productivity, enhanced timeliness in service delivery and work quality is in agreement with the finding of this hypothesis.

5.2 Conclusion

Service delivery in the civil service plays a crucial role in indicating the effectiveness of government to the masses of the state and country at large. Despite the perception of citizen regarding the low level of service delivery in Ondo State; there is a high level of service delivery in Ondo State civil service. Also, it was inferred from the findings that staff training have great impact on service delivery in Ondo State civil service. The study highlights the importance staff training in the effective functioning of the civil service in Ondo State and the positive perception of the civil service's quality among clients and consumers. Finally, the study concluded that there is a significant influence of staff training on service delivery in civil service in Ondo State.

5.3 Recommendation

Based on the findings of the study regarding the influence of staff training on effective service delivery in civil service in Ondo State, the following recommendations were presented that:

1. The government through the civil service commission should provide more training to civil servants especially in the aspect of the use of technology we are in a digital world where every organization is deploying the use of soft records in the conduct of its affairs.
2. The government should encourage and implement on-the-job training among civil servants in Ondo State and ensure that it is implemented in line with global practices for the benefit of staff and civil organizations.

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