



## **Effect of Training on Performance of Public Administrators during Covid-19 Pandemic in Federal Capital Territory Abuja**

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### ***Abstract***

*The outcome of coronavirus in 2020 had change the way everything is done in the world today, public administrators are expected to perform their duties diligently at the time that their services are needed to meet the challenges posed by COVID-19 but this is often not achieved in practice because their attitudes towards COVID-19 pandemic is too fearful. The objective of the study is to investigate the effect of training on the performance of public administrators during COVID-19 pandemic in Federal Capital Territory (FCT) Abuja. Survey method was used and data was analyzed using Descriptive Statistics and Chi-square to test the formulated hypotheses. The findings showed that off the job training, on the job training and vestibule training has affected the performance of public administrators during COVID-19 pandemic in FCT Abuja and the general well-being of employees. The study concluded that lack of training affects performance of public administrators during COVID-19 pandemic in FCT Abuja. In light of these, the study recommended that seminars, workshops, conferences and in-house instructions should be organized for public administrators to ensure that every stakeholders are properly trained. Coaching and job rotation should be practically oriented for public administrators during COVID-19 pandemic in FCT Abuja to ensure that every stakeholders are properly trained. The government should empower organizations in various units with the training tools to improve performance of public administrators and give room for contributions for any changes on the training tools in use.*

***Keywords:*** Administrators, COVID-19, Pandemic, Performance, Training.

## Introduction

Public administrators are expected to manage and supervise organizations that regulate and control community laws also act as special advisors to satisfy the public interests. They direct the efforts of public employees to aids operations for governmental agencies therefore, the need for training of public administrators during COVID-19 pandemic is significant due to the fact that their skills, attitudes and general wellbeing towards employees can be improved especially during the COVID-19 pandemic as medical and non-medical personnel are in dilemma towards the precaution of the virus. The coronavirus disease has encouraged the government and private sector to pay special attention towards training and re-training of individual and group by providing necessary tools in order to keep them motivated. Training is amongst the current strategy use in most of the organizations to ameliorate service delivery and minimize the spread of COVID-19. We live today in an increasingly digital world and technology is making a tremendous impact in all the sectors but the issue of training is currently given special considerations in the organizations especially during COVID-19 pandemic because it has destabilized the general well-being of most of the organizations in the universe to a very large extent as lock-down measures were instituted. COVID-19 has been an issue in the universe and it has resulted to a significant decline in the general activities spread across every organizations but the issue of public administrators is sympathetic because they are at high risk of being infected. Besides, public administrators exhibit excellent digital

communication skills to make their organization better place and employee that was hired to do a specific job but the performance of this job is usually affected by environmental forces which creates room for training to serve as an avenue through which organizational goal is realized.

COVID-19 is a pandemic disease that affects significant number of activities in the universe (Poudel, Meng, Wu, Mao, Ye, Wang, Sun, Sylvia, Rozelle, Raat, & Zhou, 2020). COVID-19 is growing at a disturbing rate with significant impacts on global economies and public health (Evans, 2020). According to World Health Organization (WHO) (2020) COVID-19 virus is less infected to children than adults and the speed of it transmission is estimated to be 5-6 days while mortality ratio is between 3-4%. WHO (2020) asserted that the virus influences the general wellbeing of everyone to untold hardship and continue to strive on a daily basis. Indeed, several organizations in the universe have instituted lock-down measures and banned public gatherings to stop the spread of the deadly coronavirus but the medical personnel that are in the frontline to educate every stakeholder on the virus has created a psychological disorder.

The nature and the task involved to control COVID-19 pandemic is complicated because several organizations remain where they were for several months which demands special training to ensure quality performance and restrain COVID-19 pandemic. Bansal and Prakash (2017) opined that training is the acquisition of

skills, concepts or attitudes that result in improved performance within the job environment. Training refers to bridging the gap between the current performance and the standard desired performance (Elnaga & Imran, 2013). Training is the process of imparting specific job knowledge that is currently affecting the general wellbeing of society or organization in order to ensure quality service delivery and quality performance. Indeed, medical personnel cannot perform to the expectation whenever certain tasks are delegated to them and the required training is grossly inadequate. The essence is to improve the efficiency and the effectiveness of both employees and the organization by adding value to its human capital. Performance of public administrators in today's turbulent and struggle to survive the COVID-19 pandemic is essential to all the stakeholders. Ogbu and Osanaiye (2017) asserted that performance of organization depends on the knowledge and ability of its employees toward understanding the dynamism in the market.

Public administrators are expected to perform their duties diligently at the time that their services are needed to meet the challenges posed by COVID-19 but this is often not achieved in practice because their attitudes towards COVID-19 pandemic is too fearful. In spite of their significant contribution to the wellbeing of organization, they do not feel motivated by the training offered due to the fact that training activities are not fitted towards their requirement and this has strong influence on their performance. This study is related to the gap between the expected performance and the actual performance of public administrators during COVID-19 pandemic in FCT Abuja which can be bridged through on the job training, off the job training and vestibule training to enhance their performance.

The objective of the study is to investigate the effect of training on the performance of public administrators during COVID-19 pandemic in FCT Abuja. Besides, the study seeks to attain the following specific objectives:

- (i). Assess the effect of off the job training on performance of public administrators during COVID-19 pandemic in FCT Abuja.
- (ii). Examine the effect of on the job training on performance of public administrators during COVID-19 pandemic in FCT Abuja.
- (iii). Determine the effect of vestibule training on performance of public administrators during COVID-19 pandemic in FCT Abuja.

The following hypotheses were developed and tested:

**H<sub>01</sub>:** Off the job training has no significant effect on performance of public administrators during COVID-19 pandemic in FCT Abuja.

**H<sub>02</sub>:** On the job training has no significant effect on performance of public administrators during COVID-19 pandemic in FCT Abuja.

**H<sub>03</sub>:** Vestibule training has no significant effect on performance of public administrators during COVID-19 pandemic in FCT Abuja.

The significance of this study in alleviating the coronavirus outbreak that occur suddenly in today's competitive environment will benefit the public administrators, employee and other stakeholders in the study area and beyond.

### **Literature Review**

Several organizations do not engage in training and the few that care about it they do it haphazardly. Training benefits both the employers and employees because whenever employee receive unique training the performance can be increased. Aminu (2020) asserted that training is the process of teaching skills and imparting knowledge to people for definite purpose. According to Betcheerman (1992) cited in Eliza, Peter and Paul (2018) viewed training as the planned and systematic process of changing behaviour through learning events, activities and programs which assist the participants to acquire knowledge, skills, competence and abilities to carry-out their work efficiently. Ugbomhe, Osagie and Egwu (2016) asserted that training is the acquisition of knowledge and skills for present tasks which help the individual contribute to the organization in their present positions. Now a day's several trainings are obtainable to employees inside the organization in order to increase their productivity and decrease the frustration while, organization that does not provides training to their employees is failed to compete in the market (Athar and Maqbool, 2015).

Training of public administrators during COVID-19 pandemic depends on the challenges faced by every stakeholder in mitigating the spread of the virus which can be categorize in to on the job training, off the job training and vestibule training. On the job training is the process of imparting, educating and coaching of employee practically through experience personnel within the organization. It is cost effective and time saving especially during COVID-19 pandemic where issues of face mask, social distancing and lockdown is creating confusion among the stakeholders in FCT Abuja. Issa (2014) asserted that on the job training tends to be more practically oriented because the trainees are seen directly performing the operation within the place of job which can be inform of coaching, job rotation and acting assignment. Off the job training is the process of imparting, educating and coaching of employee practically through experience personnel outside the organization which can be inform of conferences, workshops, seminars, etc. Ogbu and Osanaiye (2017) asserted that off the job training involves training of employee outside the organization to make employees more aware of new idea, technology and improve their innovativeness also an expert is invited to transform the employee in order to increase their productivity. Vestibule training is the process of imparting, educating and coaching of employee with the equipment or working tools that an employees are expected to use in discharging their responsibilities. Olaniyan and Ojo (2008) cited in Aderibigbe and Dunmade (2019) asserted that vestibule training is in the form of industrial attachment for skills and technology transmission and it is done through positioning of a person in a different work area of the firm.

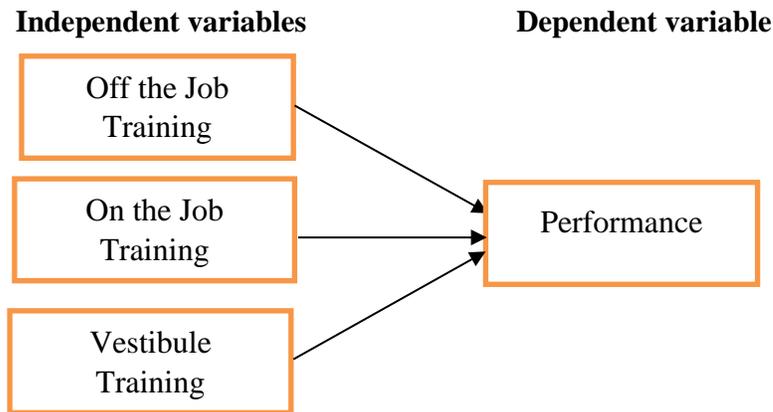


Figure 1: Conceptual framework

Different practices and experiences have resulted in the evolution of different theories and beliefs in order to improve performance of a task through training in an organization. A few related theories underpinnings from which the study is grounded is adopted as theoretical framework and these include Social Learning Theory, Human Relations Theory and Reinforcement Theory.

**Social Learning Theory:** This theory was propounded by Albert Bandura in 1977. It laid the foundation for learning process and social behaviour which proposes that new behaviours can be acquired by observing and imitating others and training is influenced by employee ability to learn new techniques and skills. Ogbu and Osanaiye (2017) asserted that the theory opined that employees acquire new skills and knowledge by observing other members of staff whom they have confidence.

**Human Relations Theory:** This theory was propounded by Elton Mayo. It states that training is an essential element which must be included on the employees and social interactions contribute significantly to quality performance. It laid the foundation that social interaction should be allowed to take place among the organizational members, conducive working environment should be provided for employees to encourage performance and employees should be adequately trained.

**Reinforcement Theory:** This theory was propounded by Skinner and his associates. It states that behaviour is the function of its consequences which means an employee develops a behaviour after performing certain actions. It laid the foundation that the internal state of employee such as inner feelings is ignored while, external state of employee is design to encourage and motivate the employee to improve his/her performance. However, the theory does not focus on the causes of employee behaviour towards the performance but explain how employee learns behaviour. The Reinforcement Theory was adopted as the theoretical base for this study because the external state of employee was encouraged to improve performance.

Empirical studies carried out over the years in different places, using various methodologies and variables showed mixed or inconclusive results which give room for further research using different variables and methodologies. Certain factors such as the study objectives, the constraints, the location, etc. accounted for the similarities and

differences. Also, most of the research findings on training of public administrators used inappropriate statistical tools and the challenges of quality performance in the organizations demands continuous review. Some other empirical studies such as Ahmed, Ahmed and Gambo (2020), Aderibigbe and Dunmade (2019), Sanyal and Hisam (2018), Emenike et al. (2017), Enyioko and Emenike (2017), Ogbu and Osanaiye (2017) and Athar and Maqbool (2015) were also carried out on training to improve performance.

Ahmed, Ahmed and Gambo (2020), conducted a research on effect of training on the performance of medical personnel during COVID-19 pandemic in Nasarawa metropolis with the objective to investigate the effect of training on the performance of medical personnel during COVID-19 pandemic in Nasarawa metropolis. Survey method was used findings showed that off the job training, on the job training and vestibule training has affected the performance of medical personnel during COVID-19 pandemic in Nasarawa metropolis. One major shortcoming with Ahmed et al. (2020) as observed by this study was the duration for training was not clearly specified.

Aderibigbe and Dunmade (2019), conducted a research on effect of training and development on employees' performance in the Nigerian money deposit banks with the objective to examine the frequency of employees' training and development. Descriptive analysis and inferential statistics was used to study the relationship between training and employees' performance with a sample of 75 employees selected from Zenith bank, Guarantee trust bank, First bank and Diamond bank of Nigeria. The study discovered that coaching, job rotation, lectures, job instruction and vestibule training are the basic methods of employee' training and development in the Nigerian money deposit banks. The study concluded that training and development have significant effect on employees' performance. One major shortcoming with Aderibigbe and Dunmade (2019) as observed by this study was the methodology used to obtain the sample was not clearly justified, the training policy in each of the selected banks cannot be generalized and this alone would not be sufficient and justifiable for a study of this magnitude.

Sanyal and Hisam (2018), conducted a research on impact of training and development on employee performance with the objective to analyze the impact of training and development practices on employee performance. Pearson correlation analysis, regression analysis and ANOVA were applied to test the formulated hypotheses with a sample of 300 employees. It was revealed that training and development practices have a positive influence on employee performance in the Omani banking industry. One major shortcoming with Sanyal and Hisam (2018) as observed by this study was the methodology used to obtain the sample was not justified, the duration was not clearly specified and the training policy in Omani public and private sector banking cannot be generalized, this alone would not be sufficient and justifiable for a study of this magnitude.

Emenike, Enyioko and Ndubuisi (2017), conducted a research on the effects of training and development on employee performance at Abia state polytechnic, Aba with the objective to investigate whether training and development would have an effect on the performance of employees. A survey plan was employed with a sample of fifty (50) senior staff. It was revealed that training and development had positive impact on employee performance. One major shortcoming with Emenike et al. (2017) as observed by this study

was the methodology used to obtain the sample was not justified, the duration was not clearly specified and the policy of Abia state polytechnic, Aba for training and development cannot be generalized, this alone would not be sufficient and justifiable for a study of this magnitude.

Enyioko and Emenike (2017), conducted a research on effect of employees training on organizational performance in seven-up bottling company located in Enugu state with the objective to identify the effects of employee training on organizational performance with special emphasis on the process and procedure of selecting employee for training. Survey research was used with a population of 110 staff of seven-up bottling company. The formulated hypotheses were tested using person product moment correlation coefficient and one sample with the help of SPSS version 22. It was revealed that strong positive relationship between employee perception of training and organizational performance. The study concluded that if the right employees are sent on training through the systematic training procedure of identifying and selecting employees for training, there would be a significant improvement on the organizational performance. One major shortcoming with Enyioko and Emenike (2017) as observed by this study was the inconsistent of the methodology used as the study claimed that: Taro Yamane was used to determine the sample, the population was 110 staff of seven-up bottling company and 110 staff of seven-up bottling company were administered questionnaire but 300 staff was used as the population comprises of 60 senior staff and 240 junior staff while 150 copies of questionnaire were distributed out of which 110 were completed and returned, the Taro Yamane was not used to determine the sample, the policy for training of employee was not specified.

Ogbu and Osanaiye (2017), conducted a research on impact of employee training on organizational performance with the objective to evaluate training and its impact on the performance of insurance industry in Nigeria using selected insurance firms in Abuja. The study adopted descriptive research design with a sample of 120 employees using Taro Yamane sample estimation technique. The formulated hypotheses were tested using t-test statistical technique to determine the relationship that exist between employee training and organizational performance. It was revealed that on-the-job training has significant relationship with employee productivities while off-the-job training has significant relationship with employees' innovativeness in insurance industry. One major shortcoming with Ogbu and Osanaiye (2017) as observed by this study was the organizational policy for training and development differ and the number of firms used for the study was not stated only use the word selected to represent the insurance firm in Abuja is grossly inadequate this alone would not be sufficient and justifiable for a study of this magnitude.

Ugbomhe, Osagie and Egwu (2016), carried out a study on impact of training and development on employee performance using five selected banks in Edo north senatorial district with the aim of examine the impact of training and development on employee's performance. The study used a sample of 30 respondents drawn from five banks. The formulated hypotheses were tested using t-test statistics at 0.05% significance. The results of the study showed that appropriate training and development of banking staff can result

in efficient performance of their functions. This study by Ugbohmhe et al. (2016) did not discuss the proportion and distribution of questionnaires to the different categories of participants nor was the employed distribution justified. The study used 30 respondents in Edo north senatorial district to represent five selected banks this is grossly inadequate for a study of this magnitude.

Athar and Maqbool (2015), conducted a research on impact of training on employee performance with the objective to determine the factors that impact training in banks of Karachi and how they affect employee performance. The study adopted descriptive research design with a random sampling technique and sample of 100 employees using Taro Yamane formula. The formulated hypotheses were tested using regression and correlation technique. It was revealed that training affects performance of employees in the banks of Karachi. One major shortcoming with Athar and Maqbool (2015) as observed by this study was the organizational policy for training and development differ and the number of banks used for the study was not stated only mentioned banks in Karachi this alone would not be sufficient and justifiable for a study of this magnitude.

**Methodology**

This study adopted a survey method. The survey population of this research consists of 855 public administrators in FCT Abuja. The choice of this population was based on the general activities in the FCT Abuja. The primary instrument used for the collection of data for this study is the questionnaire which was administered and retrieved the same manner from a sample of 273 respondents.

The study sample was determined using Yamane’s (1967) simplified formulae. The Yamane (1967) formulae is given as:

$$n = \frac{N}{1 + Ne^2} \dots\dots\dots (1)$$

Where: **n** = the calculated sample size,

**N** = the population size, and

**e** = the acceptable sampling error and the choice of 0.05 level of significance is purely and exclusive decision of researchers.

Thus,  $n = \frac{855}{1 + 855(0.05)^2}$   $n = \frac{855}{1 + 855(0.0025)}$   $n = \frac{855}{1 + 2.1375}$   $n = \frac{855}{3.1375}$   $n = 272.5099$   $n = 273$  respondents.

The chi-square test technique was used for testing the hypotheses. The chi-square formulae is given as:

$$X^2 = \frac{\sum(O-E)^2}{E} \dots\dots\dots (2)$$

Where **X<sup>2</sup>** = Chi-square,

**O** = Observed Frequency,

**E** = Expected Frequency, and

**Σ** = Summation.

**Results and Discussion**

This section contains the presentation and the analysis of data as well as the discussion of the findings. The administered copies of questionnaire were designed in line with the

research questions, objectives and hypotheses in order to ascertain the relationship among the different adopted variables of training and performance of public administrators in FCT Abuja.

**Table 1: Return Rate of Respondents**

<i>Responses</i>	<i>Questionnaire Administered</i>	<i>Questionnaire Not Returned</i>	<i>Questionnaire Returned</i>	<i>Percentage of Total Questionnaire Returned</i>
<b>Public Organization</b>	93	24	69	32.7
<b>Private Organization</b>	180	38	142	67.3
<b>Total</b>	273	62	211	100

*Source: Field Survey, 2022*

Table 1 displayed the response rate on the numbers of questionnaires administered to public administrators in FCT Abuja consists of public and private organization whom were the respondents for this study. It revealed that 93 questionnaires were administered to public organization while, 180 questionnaires were administered to private organization. Furthermore, 32.7% of the total questionnaires returned were from public organization while, 67.3% of the respondents were from private organization. This table also shows that out of a total of 273 questionnaires administered, 211 representing 77.3% were returned and that is sufficient enough for the continuation of analysis.

**Table 2: Demographic Characteristics of Respondents**

Variables	Respondents' Category	Freq.	Percentages
<b>Gender</b>	Male	125	59.2
	Female	86	40.8
	<b>Total</b>	<b>211</b>	<b>100</b>
<b>Working Experience</b>	Below 5 years	25	11.8
	6 – 10 years	30	14.2
	11 – 15 years	35	16.6
	Above 16 years	121	57.4
	<b>Total</b>	<b>211</b>	<b>100</b>
<b>Perception about Covid-19</b>	High	102	48.3
	Moderate	59	28.0
	Low	50	23.7
	<b>Total</b>	<b>211</b>	<b>100</b>

Source: *Field Survey, 2022*

Table 2 displayed the demographic characteristics of the respondents of this study. The table showed that 125 respondents representing 59.2% are male while 86 of them

representing 40.8% are female, these responses showed preponderance of male more than female in FCT Abuja. Further revelation by the table showed that the working experience of 25 representing 11.8% of the total respondents are below 5 years, 30 representing 14.2% of the total respondents are within the range of 6 – 10 years while, 35 representing 16.6% of the total respondents are within the range of 11 – 15 years and 121 representing 57.4% of the total respondents are above 16 years, this implies that a good number of public administrators have more working experiences in the FCT Abuja. Besides, the breakdown of different perception about Covid-19 showed that 102 or 48.3% are high, 59 respondents representing 28.0% make up the moderate, 50 respondents representing 23.7% are low.

**Hypothesis one:**

*H<sub>01</sub>: Off the job training has no significant effect on performance of public administrators during COVID-19 pandemic in FCT Abuja.*

**Table 3 Observed Frequency**

<i>Options</i>	<i>SA</i>	<i>A</i>	<i>U</i>	<i>D</i>	<i>SD</i>	<i>Row Total</i>
<b>Public Org.</b>	27	13	22	16	26	104
<b>Private Org.</b>	41	17	19	9	21	107
<b>Column Total</b>	68	30	41	25	47	211

*Source: Field Survey, 2020*

**Table 4 Expected Frequency**

<i>Options</i>	<i>SA</i>	<i>A</i>	<i>U</i>	<i>D</i>	<i>SD</i>
<b>Public Organization</b>	17	14	25	22	26
<b>Private Organization</b>	35	20	19	11	22

*Source: Field Survey, 2022*

**Table 5 Contingency Table**

<i>O</i>	<i>E</i>	<i>O - E</i>	<i>(O - E)<sup>2</sup></i>	$\sum(O - E)^2/E$
27	17	10	100	5.88
41	35	6	36	1.03
13	14	-1	1	0.07
17	20	-3	9	0.45
22	25	-3	9	0.36
19	19	0	0	0
16	22	-6	36	1.64
9	11	-2	4	0.36
26	28	-2	4	0.14
21	22	-1	1	0.05

*Source: Field Survey, 2022*

Calculated X<sup>2</sup> = 9.98

Tabulated X<sup>2</sup>:

Level of significance = 0.05

Degree of Freedom = (Number of Row – 1) (Number of Column – 1)

Degree of Freedom = (2 – 1) (5 – 1)

Degree of Freedom = 1 x 4 = 4

Tabulated  $X^2 = 9.48$

The decision rule states that null hypothesis should be rejected if the chi square calculated (9.98) is greater than the critical value of chi square (9.48), otherwise accept. Since the computed value is greater than the critical value, we reject the null hypothesis and conclude that off the job training has significant effect on performance of public administrators during COVID-19 pandemic in FCT Abuja.

**Hypothesis two:**

**H<sub>02</sub>:** On the job training has no significant effect on performance of public administrators during COVID-19 pandemic in FCT Abuja.

**Table 6 Observed Frequency**

Options	SA	A	U	D	SD	Row Total
Public Org.	23	13	9	17	21	83
Private Org.	41	25	23	16	23	128
Column Total	64	38	32	33	44	211

Source: Field Survey, 2022

**Table 7 Expected Frequency**

Options	SA	A	U	D	SD
Public Organization	13	7	23	20	20
Private Organization	38	20	18	23	29

Source: Field Survey, 2022

**Table 8 Contingency Table**

O	E	O - E	(O - E) <sup>2</sup>	$\sum(O - E)^2/E$
23	13	10	100	7.69
41	38	3	9	0.24
13	7	6	36	5.14
25	20	5	25	1.25
9	23	-14	196	8.52
23	18	5	25	1.39
17	20	-3	9	0.45
16	23	-7	49	2.13
21	20	1	1	0.05
23	29	-6	36	1.24

Source: Field Survey, 2022

Calculated  $X^2 = 28.10$

Tabulated  $X^2$ :

Level of significance = 0.05

Degree of Freedom = (Number of Row – 1) (Number of Column – 1)

Degree of Freedom = (2 – 1) (5 – 1)

Degree of Freedom = 1 x 4 = 4

Tabulated  $X^2 = 9.48$

The decision rule states that when calculated  $x^2$  is less than table  $x^2$ ,  $H_0$  will be accepted. On the contrary, when calculated  $x^2$  is greater than table  $x^2$ ,  $H_0$  will be rejected. Since the computed value (28.10) is greater than the critical value (9.48), we reject the null hypothesis and conclude that on the job training has significant effect on performance of public administrators during COVID-19 pandemic in FCT Abuja.

**Hypothesis three:**

**$H_{03}$ :** Vestibule training has no significant effect on performance of public administrators during COVID-19 pandemic in FCT Abuja.

**Table 9 Observed Frequency**

<i>Options</i>	<i>SA</i>	<i>A</i>	<i>U</i>	<i>D</i>	<i>SD</i>	<i>Row Total</i>
Public Org.	38	20	18	11	18	105
Private Org.	23	26	12	22	23	106
Column Total	61	46	30	33	41	211

Source: Field Survey, 2022

**Table 10 Expected Frequency**

<i>Options</i>	<i>SA</i>	<i>A</i>	<i>U</i>	<i>D</i>	<i>SD</i>
<b>Public Organization</b>	30	24	15	11	25
<b>Private Organization</b>	26	26	16	24	14

Source: Field Survey, 2022

**Table 11 Contingency Table**

<i>O</i>	<i>E</i>	<i>O - E</i>	<i>(O - E)<sup>2</sup></i>	$\Sigma(O - E)^2/E$
<b>38</b>	30	8	64	2.13
<b>23</b>	26	-3	9	0.35
<b>20</b>	24	-4	16	0.67
<b>26</b>	26	0	0	0.00
<b>18</b>	15	3	9	0.6
<b>12</b>	16	-4	16	1.00
<b>11</b>	11	0	0	0.00
<b>22</b>	24	-2	4	0.17
<b>18</b>	25	-7	49	1.96
<b>23</b>	14	9	81	5.79

Source: Field Survey, 2022

Calculated  $X^2 = 12.67$

Tabulated  $X^2$ :

Level of significance = 0.05

Degree of Freedom = (Number of Row – 1) (Number of Column – 1)

Degree of Freedom = (2 – 1) (5 – 1)

Degree of Freedom = 1 x 4 = 4

Tabulated  $X^2 = 9.48$

The decision rule states that when calculated  $x^2$  is less than table  $x^2$ ,  $H_0$  will be accepted. On the contrary, when calculated  $x^2$  is greater than table  $x^2$ ,  $H_0$  will be rejected. Since the computed value (12.67) is greater than the tabulated value (9.48), we reject the null hypothesis and conclude that vestibule training has significant effect on performance of public administrators during COVID-19 pandemic in FCT Abuja.

### Conclusion and Recommendations

The results and analyses showed that, off the job training, on the job training and vestibule training were found to affect the performance of public administrators during COVID-19 pandemic in FCT Abuja significantly. The findings showed that off the job training, on the job training and vestibule training has affected the performance of public administrators during COVID-19 pandemic in FCT Abuja and the general well-being of employees. The study concluded that lack of training affects performance of public administrators during COVID-19 pandemic in FCT Abuja.

Based on the findings and conclusion of this study, the following recommendations were made:

- (i) Seminars, workshops, conferences and in-house instructions should be organized for public administrators to ensure that every stakeholders are properly trained.
- (ii) Coaching and job rotation should be practically oriented for public administrators during COVID-19 pandemic in FCT Abuja to ensure that every stakeholders are properly trained.
- (iii) The government should empower organizations in various units with the training tools to improve performance of public administrators and give room for contributions for any changes on the training tools in use.

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