

TRAINING AND DEVELOPMENT AS DETERMINANTS OF EMPLOYEE PERFORMANCE IN THE ADAMAWA STATE CIVIL SERVICE COMMISSION, YOLA, NIGERIA

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ABSTRACT

This study examined Training and Development as Determinants of Employee Performance in the Adamawa State Civil Service Commission, Yola, Nigeria. Training and development are widely regarded as important tools for determining employee performance and supporting organizational productivity. In the Nigerian civil service, however, persistent challenges of inefficiency and poor performance raise concerns about the adequacy of capacity-building mechanisms. The study specifically assessed the effect of mentoring and job rotation on employee performance. The study employed a mixed-methods research design, combining quantitative and qualitative approaches. Quantitative data were obtained through structured questionnaires administered to staff of the Commission, and analysed. The data collected from the retrieved questionnaires were presented in tables and the results analysed. Chi-square was used to test the hypotheses formulated to establish relationships between variables. Qualitative data were derived from in-depth interviews with senior administrative officers of the commission and analysed thematically to complement and validate the quantitative findings. The results revealed that mentoring significantly improved job satisfaction, decision-making, and overall productivity. Job rotation was found to enhance skills diversification, task efficiency, and leadership development. In all cases, chi-square results demonstrated statistically significant relationships between training interventions and employee performance. The research concludes that structured, well-funded, and continuous training and development initiatives are indispensable for strengthening human resource capacity within the commission and civil service. It recommends the establishment of an annual training calendar, adequate funding, and stronger institutional support to optimize training outcomes. The study contributes to knowledge by providing empirical evidence on how specific training and development practices influence performance in the Nigerian public sector, thereby offering practical and theoretical insights for policymakers, scholars, and practitioners.

INTRODUCTION

The primary concern of any country, state or organization is its viability, efficiency and effective functioning of employees. Every organization, ministry, agency or department must provide opportunities for the continued staff training and development of employees not only on their present jobs, but as well, develop them for other jobs for which they might later be considered.

The necessity of staff equipment via the instrumentality of training for task performance can never be overemphasized. No organization can be better than the quality of its human components. Manpower training is a medium through which an organization positions itself rightly in order to face both internal and external challenges in the environment (Chopra, 2024). Training is designed towards improving the capacity of employees on the task being undertaken to meet predetermined goals of an organization. No organization can overcome contemporary challenges in the globalized world if staff training is not given its pride of place. Organizational effectiveness rests on the efficient and effective performance of workforce that makeup the organization. The efficient and effective performance of the workforce in turn, rest on the richness of the knowledge, skills and abilities possessed by the workforce. Training and development in most organizations, is a continuous act or exercise. The inexorable march of time and the ceaseless glamour for social change combine to make adaptability and continuing preparation of the workforce as inevitable as the initial acquisition of knowledge and skills. This cannot happen if employees training and development do not occur in an organisation. According to Nwokeocha (2024), organizations strive to train and develop their employees for optimal performance in executing their tasks and responsibilities aimed at achieving set organizational goals. "Knowledge has always been one of the major drivers of development.

Training is imparting a specific skill to do a particular job while development deals with general enhancement and growth of individual skill and abilities through conscious and unconscious learning (Meyer & Smith 2020). Training is like sharpening an existing skill in order to reflect the trends in technology and other social –cultural environmental changes of an organization. Effective employee performance is the goal of today's competitive public or private organization and employees training can be a spring board to enhance it.

The main purpose of training and development is by improving the employee competencies so that organizations can maximize efficiency and effectiveness of their human assets (McDowall & Saunders, 2019). This accounts for why a huge amount of funds and time are needed by organizations at one period or the other for the improvement of the skills of their employees at various levels.

While training and development prosper organization, ignorance destroys it. Therefore, workers like machines must be updated on constant basis or else, they end up becoming obsolete or misfit.

It is on this note or background that this paper studied Training and Development as Determinants of Employee Performance in the Adamawa State Civil Service Commission, Yola, Nigeria.

Statement of the Problem

Training and development are widely recognized as essential mechanisms for improving employee competence, efficiency, and organizational productivity. In modern organizations, particularly within the public sector, continuous staff development has become necessary due to changing administrative procedures, technological advancement, and increasing public expectations for effective service delivery. No organization can effectively achieve its predetermined goals without a qualified and satisfied workforce. Training and development therefore play a critical role in enhancing employee performance by equipping workers with the skills, knowledge, and competencies required for efficient task performance. In addition, effective training programmes contribute to employee motivation and job satisfaction, which ultimately improve organizational productivity and performance.

Despite the growing importance of employee training, Debra and Ofori (2001) observed that there is still limited literature on human resource development issues in developing countries. In Adamawa State Civil Service Commission, Yola, various forms of training and development programmes are implemented to improve employee competence and organizational effectiveness. However, despite the systematic planning of these programmes, employee performance within the commission has continued to generate concern. Some employees still perform below standard operating procedures, while others have failed to sufficiently improve their skills and abilities for effective service delivery. Complaints from management and clients regarding poor employee performance and negative work attitudes remain prevalent within the commission (Z. L. Idris, Personal Communication, 2024).

Furthermore, inadequate training and development pose serious consequences for both employees and organizational performance. Employees who lack proper training often struggle to adapt to evolving organizational standards, resulting in low productivity, poor quality of work, errors, and declining client satisfaction. Similarly, insufficient staff development contributes to low morale, job dissatisfaction, and weak commitment among employees, thereby affecting the overall effectiveness of the organization. In some cases, poor mastery of job responsibilities due to inadequate training may expose employees to sanctions, demotion, transfer, or dismissal from service.

Although training and development programmes are generally regarded as important tools for enhancing employee skills and competencies, their actual impact on employee performance remains inconclusive. While some studies indicate a positive relationship between training and employee performance, others suggest that the effectiveness of such programmes largely depends on factors such as programme quality, relevance, implementation, and employee participation. Within Adamawa State Civil Service Commission, mentoring, job rotation, continuing education, and workshops/seminars are expected to improve employee competence and organizational productivity. However, these programmes are often characterized by inadequate funding, poor implementation, lack of systematic evaluation, and weak follow-up mechanisms. Consequently, the commission continues to experience challenges relating to employee productivity, job satisfaction, and service delivery.

Despite extensive studies on training and development in both private and public organizations, there is still limited empirical evidence examining the combined effects of mentoring, job rotation, continuing education, and workshops/seminars on employee performance within the Nigerian civil service, particularly in Adamawa State Civil Service Commission, Yola. It is against this background that this paper examined training and development as determinants of employee performance in the commission.

Objectives of the Study

The primary objective of this study is to assess Training and Development as Determinants of Employee Performance in the Adamawa State Civil Service Commission, Yola, Nigeria. The specific objectives include:

- i. To assess the effect of mentoring on employee performance in Adamawa State Civil Service Commission, Yola.

- ii. To assess the effect of job rotation on employee performance in Adamawa State Civil Service Commission, Yola.

Research Hypotheses

The following hypotheses were tested by the study:

H₀₁ Mentoring does not have significant impact on employee performance in Adamawa State Civil Service Commission, Yola.

H₀₂ Job rotation does not have significant impact on employee performance in Adamawa State Civil Service Commission, Yola.

Literature Review

Conceptual Review

Employee Training and Development

Training is an organized procedure by which people learn knowledge or skills for a definite purpose. Sebti and Ghasemi (2021), defined training as a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. This view of training stressed that training is aimed at inculcating specific skills requirement. Training is a planned and systematic modification of behaviour through learning events, activities and programmes which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively. Training can also be seen as the use of specific means to inculcate specific learning, using techniques that can be identified and described (Okeke, 2019).

Training is an aspect that must be taken seriously by every organisation, and its major aim is to improve the staff competencies such that the organisation can maximize attainment of the set goals and objectives.

It is expected that when an employee come into organisation, they are acquitted with the vision statement as well as the goals of the organisation. Adequate and proper training is enhanced so as to ensure that employees are in the right destination in the attainment of the set objective(s). Training is the systematic development of the attitude, skill and behavioural patterns required by an individual in order to perform adequately a given task. It develops employees' skills, changes their attitude towards work and builds their loyalty to an institution, hence improved performance. Similarly, training is aimed at helping the employees to obtain knowledge and skills required in performing and being able to develop their abilities to the full, within the areas that are relevant to the institution. It is clear from this that training is effective, when it improves the performance and ability of the trained employees. These processes are part of the entire human resource management approach which results in staff being motivated to perform. However, training vary from organisation to organisation in relation to the quality and quantity of training factors, which may include the degree of external environment change, the degree of change in the internal environment, current suitable skills in the existing work force and the level to which the management see training as a motivating factor in the workplace (Cole, 2021).

Training is critical, therefore, should be taken serious by public organisation. This is because if the staff are trained, it will motivate them to put in their best. This implies that organisation, could win the hearts and minds of their workforce through training. At the personal level, training could lead to efficiency and effectiveness of the workforce which will eventually result into increased productivity and growth of the organisation.

According to Fernando and Dissanayake (2019), without any proper training, employee cannot perform effectively. This is true because organisational goals can be achieved effectively if employees of those organisations are provided with sufficient training and development opportunities. Training plays a significant role in the development of staff performance. Waleed and Fais (2016), posited that employee training are the programmes undertaken by staff in order to facilitate their professional and personal advancement. It is essential that for the goals and objectives of organisations to be achieved, the organisational staff need to partake in various programmes that would strengthen their productivity. Therefore, an important thing that the management of an organisation like the Adamawa State Civil Service Commission is expected to do is to give their employee vision and ability to perform adequately on their job through training. Development on the other hand according to Kurniawati (2020), development is a planned effort by the organization to improve Human Resource competence which is carried out continuously in the long term, which is carried out to ensure the availability of Human Resources in accordance with the needs of the position, and is aimed at improving individual performance which leads to organizational performance. Training and Development plays a crucial role in human resource management. With the primary goal of raising productivity, it is now more crucial than ever to support employees' physical and mental development as well as their activities and thought processes (Anwar & Abdullah, 2021).

The degree of improved performance is directly correlated with the talents and efforts of working individuals. Human resources do not disappear, despite the obvious use of new and sophisticated technology in industrialized nations (Prabhu et al. 2020). In general, training and development may reveal hidden talents and make the most of them to support increased organizational performance (Anwar & Shukur, 2015). Training and development work together to improve employees' knowledge, abilities, and ways of thinking in order to demonstrate outcomes that can impact the organisation and encourage employers to enter a competitive market (Sultan et al., 2020). It is also critical to note that selecting the appropriate training approach is crucial in order to advance both the staff and the organization as a whole (Abdullah & Othman, 2015). Furthermore, we may assert that training is fundamental to an organization, as acknowledged by several writers in their research (Gardi, 2021). For the benefit of the organisation, training serves as a platform for the graduation of many talented individuals in addition to providing physical and mental preparation for employees (Ismael et al. 2021). According to Anwar and Abd Zebari (2015), training is defined as providing education and guidance to an employee whenever it is necessary to enhance their existing level of knowledge and abilities in order to get better results. Employees cannot run their organisations in a professional and standard manner without enough training (Anwar & Abd Zebari, 2015).

To put it another way, training is a set of exercises designed to help staff members modify the way they think and the knowledge they currently possess about particular topics (Othman et al., 2019). The ultimate goal of

training is to help each employee develop the skills and performance necessary to meet the needs of the organisation (Khan & Abdullah, 2019).

An effective training system is essential for providing workers with the critical skills they need to do a variety of activities and for motivating them (Anwar, & Abd Zebari, 2015). Each training session should be delivered in accordance with the requirements, meticulously planned and updated, participants in the programme should include those with direct managerial responsibility for incorporating Human Resource Management practices into the workflow. Although money, equipment, and machinery are valuable, nothing compares to human resources because, very simply, without human interaction, nothing can be done. According to Hameed & Anwar (2018), workers need to acquire the information, abilities, and attitudes that come from organized training in order to do a certain activity or job. According to Anwar & Ghafoor (2017), employee development and training may increase an organization's profitability and overall performance. An organisation's ability to succeed and function depends on the individuals who labour and organize it. As a result, the competence and training of the organization's staff will be crucial to the accomplishment of its aims. Organizations adjust their training programmes to accommodate varying manpower levels in order to account for this (Prabhu et al. 2020).

Before formal efforts from training or development programmers, the identification of training requirements is often accomplished via individual and organizational evaluations. Following the training and development programming, an assessment is conducted to see if the objective has been met in accordance with the requirements that have been recognized (Khan & Abdullah, 2019). It is important to note that the growth of the organization and the person who founded it occur at the same time (Ali & Anwar, 2021). It goes without saying that employees with the necessary training and expertise are essential to an organization's success (Khan & Abdullah, 2019). One important instrument for human growth is training. Without the staff members' three fundamental needs a long and healthy life; knowledge and skills; and access to resources for a good living nothing can be accomplished (Ali & Anwar, 2021). The only thing that can advance human persons according to human conceptions is human development.

EMPLOYEE PERFORMANCE

The training and development function is mainly responsible for employee performance (Asim, 2018). Employee performance is defined as the outcome of individuals with respect to process, results, relevance, and success (Nassazi, 2020). According to Arinanye (2015), the measures of success are focused on productivity, efficiency, effectiveness, quality, and attendance of work. It is the overall achievement of a particular task measured against pre-selected standards of accuracy, cost, and speed; or the strategic approach to enhancing organizational effectiveness by improving the performance of individuals who work in the organization. All organization has been established with certain objectives to achieve. The objectives that have been established can be achieved by utilizing the resources like men, machines, materials and money. Manpower plays an important role in performing tasks for accomplishing the goals. Organization needs highly skilled and dedicated manpower to perform well. Factors such as acquired skills, training, motivation, dedication, welfare, management policies, fringe benefits, salary and packages, promotion, communication

are responsible to encourage the employee to work sincerely and give their best output. Management must put in sincere efforts to improving employee performance in the organization as this will have great impact on the employee output. Performance can be demonstrated in the improvement of production, services, easiness in utilizing new technology, or being a highly motivated individual (Nassazi, 2020). As organizational leaders strive to achieve higher levels of employee performance, they should establish goals and standards, which performance can be measured against.

Types of Staff Training Methods

Warnich, Carrel, Elbert and Hatfiled (2015), identifies two types of staff training methods, namely; On-the-job training and Off-the-job training. On-the-job training is designed to provide employee with task-specific knowledge and skills in work area, and such knowledge and skills presented during on-the-job are directly related to job requirements. According to Ajusa and Atambo (2016), on-the-job training is a practical approach to acquiring new competence and skills needed for a job. It is often used to learn how to use a particular tool or equipment in a live work practice, simulated, or training environment.

Cansoy (2019) postulated that on the job training is training that is delivered while an individual is performing task or processes relating to their particular occupation. Noe (2017), opined that on-the-job training refers to new or inexperienced employees learning through observing peers or managers performing the job and trying to imitate them. He further posited that on-the-job training can be useful for training newly hired employees, upgrading experienced employees' skills when technology is introduced, cross-training employees within a department or work unit, and orienting transferred or promoted employees to their new jobs. On-the-job training takes various forms, including apprenticeship and self-directed learning programmes. It is an attractive training method because, compared to the other methods, it needs less investment in time or money for materials, trainer's salary, or instructional design. Aliyu, Bello and Bello (2018), is of the opinion that on-the-job training method is a relatively cheap form of training, as there are no travel costs and training is done by another employee, not as expensive as external trainer. It can also be tailored to the needs of the organisation, it is easy to be organised and can be completed with short notice. However, it is important to note that as the training is conducted by usually other employees, it mean more people are unavailable to work, lowering productivity levels, it is also unlikely to bring in new ideas and skills into the organisation, and the employee providing the training may be ineffective. On-the-job training is normally handled by work associates, supervisors, managers and advisors to assist staff adjust to their job and to equip them with the required skills.

Chepkosgey, Namusonge and Makokha (2019), stated that training which takes place in environment other than actual workplace is called off-the job training. Off-the-job training is usually designed to meet the shared learning needs of a group rather than a particular individual's needs. Lectures, conferences, seminars, workshops and vestibule school are the common forms of off-the-job training, these methods enable employees to gain skills and knowledge which gives them confidence to perform their duties successfully. According to Warnich, Carrel, Elbert and Hatfiled (2015), off-the-job training methods refers to any form of training that is offered away from the staff working environment. Off-the-job training is usually designed to meet the shared learning needs of a group rather than a particular individual's needs. Accordingly, off-the-

job training method refers to any form of training that is offered away from the employee's working environment. Off-the-job training can bring new ideas into an organisation, off-the-job training is also expensive, employees who receive it may feel more valued by the organisation and therefore motivated and loyal, the trainer is also more likely to provide high quality training as they will be a skilled expert in this specific area. However, there is also a risk that the newly trained employee will leave the organisation, and the training may not be tailored to the organisation and the employee is spending time away from the workplace to complete the training.

Theoretical Framework

This study adopted the Human Capital Theory as its theoretical framework. Human Capital Theory was proposed by Schutz (1961) and developed extensively by Becker (1964). The theory posited that the knowledge and skill a worker has help to generate a certain stock of productive capital. This approach also sees people not as an expense item on their income statements, rather as an asset capable of not only adding value to their organisations but also in some cases ensuring its very survival in the current competitive environment (Sutherland, 2004).

Armstrong (2016) asserted that human capital is the combination of intelligence, skills and expertise which give organisation a distinctive character. The human elements of the organisation are those that are capable of learning, changing, innovating and providing the creative thrust with proper motivation to ensure the long term survival of the organisation. Human capital comprises intellectual capital (which are the unique knowledge and skills that people possess), social capital (which is a flexible network among people that allow the organisations to link, embed and leverage its diverse knowledge) and the organisational capital (which is the institutionalized knowledge possessed by an organisation that is stored in databases and manuals).

According to Stewart (1998) cited in Sutherland (2004), a significant amount of organisations' value is possessed by its staff and when the key staff leave, they take this value with them. It is indeed the knowledge, skills and abilities of individuals that create value, which is why the focus has to be on attracting, retaining, developing and maintaining the human capital they represent.

The human capital theory is relevant to organisations in several ways. the significance of the human capital theory lies in its identification of the importance of human capital in organisations whether in the public or private sector in the area of how to train and retain staff in an organisation, strategies adopted for training for organisational performance. One of the major assumptions of human capital theory in an organisation is that human capital are necessary to facilitate the smooth running of organisations in their quest to achieve enhanced performance.

Methodology

Research design

The study utilizes a survey research design as its chosen research methodology. This study adopted mixed research approach whereby both quantitative and qualitative approaches were employed. The quantitative approach involved the use of survey research design whereby primary data were collected using structured

questionnaire instrument. On the other hand, the qualitative approach involves Key Informant Interview (KII) with key personalities of the study area.

Study area

The study area of this research is Adamawa State Civil Service Commission, Yola located at No. 6, Mohammed Ribadu Road, Off Sir Kashim Ibrahim Way, Yola, Adamawa State, Nigeria. The commission is one of the executive bodies established by section 197, part (a), third schedule of the 1999 constitution of the Federal Republic of Nigeria. The commission has been existing since the creation of the then Gongola State on 1st April, 1976.

It is connected with all ministries in Adamawa State in terms of recruitment, promotion and discipline of all senior staff subject to the provisions of civil service rules. The commission is financed and controlled by Adamawa State Government.

Population of the Study

The population of this study is the entire permanent and pensionable staff of Adamawa State Civil Service Commission, Yola. The Adamawa State Civil Service Commission has 334 (Planning, Research and Statistics Unit ADSCCC 2024). Casual staff are excluded from the study as they may not have basis to form any long lasting attachment with the commission. The table below shows the total population of the staff of the commission at the time of this study.

Sample/sample technique

This study adopted the census sampling technique. According to Itodo (2015), Census sampling is a non-probability or complete enumeration method where every member of the population is included in the study. It is used when the entire population is small, accessible, and relevant to the research objective. Using census sampling provides complete coverage of the target population, eliminating sampling error and ensuring that every member is included, which yields a true measure of population parameters without estimation bias. Census sampling also can uncover trends within smaller subgroups that might be overlooked in sample-based studies, thereby facilitating more granular analysis of population among other advantages.

Instruments for data collection

The instruments used for data collection in this research are self- administered questionnaire and structure Key Informal Interview to complement the questionnaire.

Method of data analysis

This study employed both the qualitative and quantitative methods of data analysis in order to adequately answer the research questions and to achieve its objectives. The statistical techniques of data analysis for this study is descriptive statistics and inferential statistics.

Results and Discussion

The questionnaires were distributed to the entire staff of the Commission by the researcher through research assistant out of which 276 were retrieved which represent 83% retrieval as presented in the table below:

Table 1: Questionnaire Response Rate

No. of administered	No. of returned (%)	No. of non-return (%)	Total (%)
334	276 (83%)	63 (17%)	334 (100%)

Source: Field Survey 2025

Table 5.3.2 presents the perceptions of respondents on the role of mentoring in enhancing employee performance within the Adamawa State Civil Service Commission, Yola. Mentoring is considered a critical human resource development strategy that supports knowledge transfer, skill development, career growth, and organizational effectiveness. The table captures responses to eight statements designed to measure the extent to which mentoring influences various aspects of performance and discussed below:

Table2: Mentoring and employee performance in Adamawa State Civil Service Commission, Yola

S/N	Statement	SA	A	D	SD
1	Mentoring enhances job satisfaction and employees performance	114 41.3%	155 56.2%	7 2.5%	0 0.0%
2	Mentoring improves employees' technical skills and knowledge thereby improves performance	129 46.7%	124 45.0%	22 7.9%	1 0.4%
3	Mentoring motivates employees and enhances effectiveness in performance of duties	98 35.5%	168 60.8%	9 3.3%	1 0.4%
4	Mentoring as a source of training enhances job performance	99 35.9%	157 56.9%	13 4.7%	7 2.5%
5	Mentoring enhances the employee ability to solve job-related problems	135 48.9%	112 40.6%	29 10.5%	0 0.0%
6	Mentoring is a tool that enhances employees effective decision-making capabilities in the performance of task	107 38.8%	144 52.2%	19 6.8%	6 2.2%
7	Mentoring contributes to career growth and opportunities within the commission	137 49.6%	120 43.5%	13 4.7%	6 2.2%
8	Mentoring strengthened professional relationship within the commission hence improve performance	121 43.8%	146 52.9%	9 3.3%	0 0.0%

Source: Field survey, 2025

Table 3: Job rotation and employee performance in Adamawa State Civil Service Commission, Yola.

Table 5.3.3 presents the perceptions of respondents on the role of job rotation in enhancing employee performance within the Adamawa State Civil Service Commission, Yola. Job rotation is a strategic approach that involves moving employees through various roles within an organization to enhance their skills, knowledge and performance by exposing them to different tasks, departments and responsibilities to foster versatility, adaptability and innovation. The table below captures responses to eight statements designed to measure the extent to which job rotation influences various aspects of performance and discussed below:

Table 5.3.3 Job rotation and employee performance in Adamawa State Civil Service Commission, Yola

S/N	Statement	SA	A	D	SD
1	Job rotation enhances employee performance	88 31.9%	161 58.3%	20 7.3%	7 2.5%
2	Job rotation contribute to improved task efficiency and productivity among employees	116 42.0%	133 48.2%	27 9.8%	0 0.0%
3	Job rotation increases employee motivation and work output	103 37.3%	123 44.6%	38 13.8%	12 4.3%
4	Job rotation enhances employee skills diversification therefore improve job performance	145 52.5%	110 39.9%	19 6.9%	2 0.7%
5	Job rotation increases employees' job satisfaction thus performance	96 34.8%	142 51.4%	30 10.9%	8 2.9%
6	Job rotation exposes the employee to new ways of handling tasks hence better job performance	134 48.6%	116 42.0%	14 5.1%	12 4.3%
7	Job rotation builds unique competence that enhances employee performance	111 40.2%	123 44.6%	34 12.3%	8 2.9%
8	Job rotation contributes to the development of leadership and managerial competency.	132 47.8%	126 45.7%	16 5.8%	2 0.7%

Source: Field survey, 2025.

Discussion of Findings

The study found that Mentoring as a form of training has a significant impact on employees' performance in Adamawa State Civil Service Commission, Yola, Adamawa State, Nigeria. This means that mentoring is an important determinant of employee performance in Adamawa State Civil Service Commission, Yola. This align with the quantitative analysis revealed by the Chi-square test. The chi-square test revealed that mentoring significantly improves job satisfaction, technical skills, decision-making, and career growth among employees. The interview responses also supported this evidence, as all the interviewed officials highlighted that mentoring provides direct supervision, feedback, and correction from senior officers, enabling employees to quickly acquire relevant knowledge and improve productivity. The Director of Administration specifically described mentoring as the most effective form of training, noting that it ensures check-and-balance and prepares staff for leadership roles. These findings agree with Armstrong (2016), who identified mentoring as a practical method for employee development, and with Daniel (2018), who established that mentoring enhances performance through skill transfer and career guidance. This convergence of evidence invalidates the null hypothesis, confirming that mentoring significantly impacts employee performance. Furthermore, this answers the research question 'To what extent is the impact of mentoring on employee performance in Adamawa State Civil Service Commission, Yola?'

The study also revealed that Job rotation has significant impact on employee performance. This was also confirmed through the chi-square test and the qualitative data obtained through interview. Chi-square test indicated that job rotation significantly contributes to improved task efficiency, motivation, satisfaction,

competence, and leadership development. The interview findings reinforced this, as respondents explained that rotating staff across ministries broadens their knowledge base, makes them versatile, and prepares them for higher responsibilities. The Assistant Chief Administrative Officer highlighted that job rotation allows employees to “acquire a little here, a little there, and at the end acquire a lot,” while the Director emphasized that pool staff with wider exposure are better equipped for performance. This corroborate with Ali B. J. & Anwar G. (2021) who found that job rotation diversifies employee skills, and with Aliyu, M. R., Bello, H. S., & Bello, M. (2018)., who reported that job rotation motivates employees and enhances work output. Hence, the null hypothesis is rejected, affirming the significant role of job rotation in employee performance. This also answer the research question ‘To what extent is the impact of job rotation on employee performance in Adamawa State Civil Service Commission, Yola?’.

Conclusion

This study assessed Training and Development as Determinants of Employee Performance in the Adamawa State Civil Service Commission, Yola, Nigeria. The analysis focused on two major training and development strategies (mentoring and job rotation) on how it affect employees’ performance in organisation.

Based on the analysis of the data generated, the study reached the following specific conclusions:

- i. Mentoring plays a critical role in enhancing employee performance by improving technical knowledge, decision-making capacity, and problem-solving ability. It also promotes job satisfaction and career growth, thereby contributing to organizational effectiveness.
- ii. Job rotation was found to be an effective means of motivating employees, diversifying their skills, and improving efficiency in task execution. By exposing staff to different roles and responsibilities, job rotation strengthens adaptability, develops unique competencies, and prepares employees for leadership positions.

Recommendations

Based on the findings and conclusions of the study, the following recommendations are made:

- i. Adamawa State Civil Service Commission, Yola should strengthen mentoring through institutionalized structured mentoring programmes where senior officers will be guiding, coaching, and supporting junior staff. This will not only enhance technical competence but will also boost job satisfaction, motivation, and career progression.
- ii. Job rotation policies should also be strengthened and formalized as part of the commission’s human resource strategy. By rotating employees across different departments and ministries, staff can acquire diversified skills, improve adaptability, and develop leadership competence. However, job rotation should be carefully planned to avoid disruptions and ensure that employees are given adequate support during transitions.

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