EFFECT OF TRAINING ON CAREER PERFORMANCE OF NIGERIA SECURITY AND CIVIL DEFENSE CORPS (NSCDC) PERSONNEL IN KADUNA STATE COMMAND

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Abstract

This paper examines the effect of training on career performance of Nigeria Security and Civil Defense Corps **(***NSCDC) Personnel in Kaduna state command to examine the impact and types of training required for effective career performance of NSCDC personnel. Specific training programmes examined were Basic Training, Intermediate and advance training. Four hypotheses were formulated for the study. A sample of 200 NSCDC personnel from 5 divisional offices was selected for the study through simple random sampling technique. The instrument for data collection was a questionnaire titled 'Effect of Training and Performance Questionnaire (ETPQ)'developed by the researcher. It was subjected to the scrutiny of three experts in the in the department of Sociology, Ahmadu Bello University, Zaria for Validation. The reliability of Instrument was determined by a pilot study using 30 respondents who were not part of the main study, respondents were entered into the statistical packages for the social sciences (SPSS) Version 21. The reliability of the instrument yielded 82 correlation coefficients crouchback Alpha, Data collected were analyzed using descriptive statistics (frequencies percentages mean and standard deviation) for demographic characteristics of respondents, one sample t-test and one-way analysis of variance (ANOVA)were used to test research hypotheses at 0.05 level significance. Findings revealed that basic training has significance positive effect on the career performance of NSCDC personnel in Kaduna state command. Findings also revealed that intermediate and advanced training programmes have significance*

positive effect on the career performance of NSCDC personnel in Kaduna state command. There was no significant difference in the mean scores of training programmes and effect on career performance of NSCDC personnel in Kaduna Command. It concluded that training (basic intermediate and advanced training) can improve the career performance of NSCDC personnel. It recommended among others that the NSCDC as a security organization should organize training on regular basis to improve the career performance of personnel of their organization in view of the current security challenges facing the country.

Keywords: Training, basic, intermediate, advanced, Personnel, and career

Introduction

The Nigeria Security And Civil Defense Corps(NSCDC) has recruited over 50 thousand personnel over the years, since the establishment of the corps in 2003 for the purpose of security the lives and property of Nigerians, despite the importance of national security which is fundamental to the survival of the nations democracy, the kind of personnel recruited into the NSCDC for the protection of critical infrastructures and national assets still suffer from seemingly routine security failure or lapses (Ikpa, 2019).

Training as the systematic development of the attitude, skills or knowledge of behavior patterns required as individual personnel in order to perform adequately a genuine task or job development is used in occupational setting to imply a longer term and more durable change to the behavior of the personnel which effect his or her career performance in service delivery (Patrick, 1992).

There are three types of training programmes organized by the NSCDC which include: basic training, intermediate training and advance training programmes. These training programmes are expected to equip personnel of the NSCDC to improve in their career performancein order for them to be more efficient and effective in service delivery (NSCDC Scheme of Service, 2007).

In the view of Decenzo and Robbias (2000), training is a leading experience, in that; it seeks a relatively permanent change in an individual that will improve his ability to perform on the Job. The perception of Poor performance, indiscipline

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and ineffectiveness or NSCDC personnel the protection of critical infrastructures and National assets has prompted their study to specifically examine it as an issue in enhancing career performances of NSCDC and training programmes of the personnel of this organization (Ikpa, 2019).

Statement of the Problem

There has been the problem of lateness to work, indiscipline, poor performance, absenteeism and other misconduct among the NSCDC personnel in Kaduna Command and other formations as a whole. This may be as a result of faulty recruitment policy by the corps and of course lack of training in the NSCDC from basic, Intermediate and advance/strategic programmes as a variable expected of NSCDC personnel in exchange their career performance. Empirical evidence from researches conducted have established a relationship between training and effective career performance in an organization. Khan et al.(2011).Abiodun,(1999), Jones, George and Hill. (2000) and Cole 2005: A survey of the Literature suggest that no such study is carried out in this study area. The absence of these variables may have caused the perceived non-performance by some personnel of NSCDC in Kaduna State Command and the country as a whole.

Literature Review

Once employees (personnel) are employed, they must be trained; the scope of training varies by employees or personnel and position. The success of any organization depends on how well its human resources perform. Lack of

personnel training and development spells trouble for any organization because it unfavorably impacts the organization, internally and externally (Natalie, 2000). It therefore, means that lack of human resource development and training could lead to chaos, physical disaster, noncompliance, income loss, inefficiency and unproductively. Oduwale (2004) describes career performance as how one carries out the task duties and responsibilities associated with a particular Job. In Other words, it is an output of Personnel in his career. Measurable in terms of quality and quantity of job done.

According to Word Web Dictionary, career performance as the act or performing; of doing something successfully; using knowledge as distinguished from merely possessing it by a particular occupation for which some personnel is trained, however studies and observations have revealed that the NSCDC has not done much in internal security especially in the protection of lives and properties of the federal, state and local government, for instance, the current insecurity in Nigeria such as Kidnapping. Banditry, crude oil theft, vandalism of oil pipelines, power transmission lines to mention to mentioned but a few among other things have laid credence to that fact that security agencies including NSCDC have not done much to curtail the menace. The public blames the security agencies for not being proactive enough in responding to emergencies situation due to insufficient training to effectively fight crime (Lekshum, 2014).

The researcher observes that the establishment of the NSCDC in 2003 witnessed massive enlistment of Nigerians

into the organisation which prior to its establishment made securing employment difficult. By implication, most of them may have enlisted into the corps not due to genuine interest or Competence for their career but because they needed something to do and therefore some of the NSCDC personnel are observed to lack discipline, they will and competence to carry out the statutory roles of the corps according to the expectations of the public. For instance, Ikpa and Igbo (2011), observed that often times, the NSCDC are still harassing innocent citizens by sometimes shouting and sing provocative and as well abusive words, displaying Inefficiency and maladjustment. Garhadseen (2007) opined that the inability to manage volunteered information affect career performance of staffs. Isiguzo (2009) and Ivancerich (2010) say training is an attempt to improve future or current performance of an employee (Personnel) and it is important for both new and current personnel. Harrison, (2009), Training is to lead and guide in or for some particular art, profession occupation or practice to exercise, practice and assignments. Gravan et al (1995) also defined training as an instruction, lead and containing based intervention which notify to desired changes in behavior. Blanchard and Thacker (2007) notes that training impacts personnel with knowledge and skills to fulfil their Job more effectively.

The NSCDC functions are contained in section 3 of the NSCDC (Amendment Act) 2007, which include among others, assist in the maintenance of law and order, protection and rescuing of civil populace during period of emergency,

registration of private guard companies, supervision and monitoring the activities of private guard companies, their training facilities, maintaining of twenty four hours surveillance over infrastructure, site and programmes of the federal, state and local government others includes, protection of critical and national assets from vandalism and have power to arrest, detain, investigate and institute legal action/proceeding in or by the name of the Attorney General of the Federation on any person who commit any criminal activities. Such enormous responsibilities demand that the NSCDC personnel should be adequately train in other to demonstrate high level of career performance in discharging their statutory functions.

The NSCDC Schemes of Service (2007) categorized training into three namely: Basic, intermediate and advance/strategic training respectively

1. **Basic Training;** All officers and men appointed into the NSCDC service by direct recruitment are to undergo a six (6) Months compulsory basic training/course of NSCDC Superintendent Cadre, Inspectorate cadre and Assistant cadre depending on the level of Appointment offered to the candidate.

2. **Intermediate training:**Any person appointed into the NSCDC as an Assistant Cadre who acquires any of the qualification specified for appointment for any higher grade will be eligible for upgrading/conversion from NSCDC Junior Cadre to NSCDC. Intermediate (Inspector) Cadre or (Superintendent) cadre may be selected to undergo the

intermediate training/courses respectively before such officers and men will be confirmed. Intermediate training/courses are organized to equip Personnel with skill and Knowledge after attending the basic training programmes. However, there are other specialized courses officers and men attained to equip them with additional skills and knowledge to enable them specialized on specific tasks before them in order to improve their career performance. There are other specialize training offered to officers and men of the NSCDC after attending the mandatory six (6) months basic course in order to enhance their career performance. This may include Investigation course, Arm's training, counter terrorism course, disaster and risk mitigation course, security Intelligence, Prosecution, Fire Fighting, Instructors course, Peace keeping among others. This category of training program is meant to expose officers and men on new skills and knowledge regarding security, protection of lives and property of the citizenry and as well to develop their capacities in efficient service delivery.

3. **Advance training programmes:** This category of training is meant to train officers who have attended both basic and intermediate trainingprogrammes/course in order to enable them command formations and to formulate policies for the organisation. Strategic programmes are at the level of the management from grade level 14 and above, for instance, National Defense College, National Institutes policy for strategic studies (NIPS) and institute for Security Studies respectively (NSCDC Schemes of Service, 2007).

However, Staff Development/training, according to

NSCDC condition of Service (2007), every staff shall undergo a series of corps training courses in the pursuit of his career, such courses shall include:

1. **Basic Course:** The basic course shall be compulsory for all newly employed staff both senior and Junior, including staff and transfer of Service. The duration of the course shall be six (6) months, the courses is designed to give participants basic orientation in the corps, as well as acquaint than with basic skills and knowledge with which to perform their statutory duties.
2. **Intermediate/Development/Promotion/Refresher courses:** This course shall be organized for promoted members of staff who have attended the basic course with a view to improving their skills and knowledge and equipment them properly to undertake duties of higher responsibility. It is also a promotional course mandatory for some categories of staff as provided in the approved NSCDC Scheme of Service
3. **Conversion course:** This shall be organized for movement of Junior staff from Assistant Cadre to Inspector or from Inspector Cadre to Superintendent Cadre. The duration shall be six (6) Months.
4. **Civil courses:** Staff who have satisfied the conditions for any form of sponsorship in any Civil courses of relevance to the corps shall be granted permission in line with the policy on education.
5. **Others:** Security courses, command and Advanced command courses, ASCON, NIPES, Defence College,

Staff College courses shall be organized for Senior and marriage staff as at when due.

Literature on effect of training and job performance of employees has been documented. For instance, Ikpa and Igbo(2011) found a significant positive impact of basic training programmes on the NSCDC personnel in Benue state. Similarly, Wright and Nassazi (as cited in Brikenda (2020)) report that effective training from induction, basic intermediate management of employees increases their performance not only by making them competent in their work but also by improving their knowledge, skills and attitudes and this consequently affect the performance of the organization therefore the improvement of employees in these aspects enable them to be more efficient and effective in their tasks which transcends in increasing the performance of employees and achieving the objectives of the organization Also this relationship reduces job dissatisfaction employeecomplaints and reduces staff turnover Nassazi (as cited in Bralenda,2020))as a result the nscdc should be a result, encouraged to continuously train employees to gain new knowledge and skills to help them perform their statutory functions efficiently and effectively.

Girthing (2014) in her study reported that the role of training on employee engagement, motivation, job satisfaction enhances both top level and non management personnel to be more induced to take new tasks, motivates the top level to be committed to taking initiatives in helping other employees. In another study Maaly, Abedallah and Mohammed (2015)

reported that training courses are related to the training needs of employees to a medium degree and that there is a relationship between affective training and employees' job performance

Research Hypotheses

1. Basic training programme has no significant effect on career performance of NSCDC personnel in Kaduna Command
2. Intermediate training programme has no significant effect on career performance of NSCDC personnel in Kaduna State Command.
3. Advance training programme has no significant effect on career performance of NSCDC personnel in Kaduna Command.
4. There is no significant difference in the effect of basic, intermediate and advanced training programmes on career performance of NSCDC personnel in Kaduna Command.

Theoretical Framework

According to Asemah (2011), a theory is a set of interrelated concepts, definitions and prepositions that present a systematic view of a phenomenon or explanation and prediction of a phenomenon. Theories aid in providing a solid ground for the explanation of concepts. Therefore, this study is anchored on the Reinforcement theory.

Theory of Reinforcement

This theory emphasizes on the learning behavior of a person and suggests that the learner will repeat that behavior

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which is attached with a positive outcome or result. Skinner an economist of behaviorist school of thought proposed the theory of reinforcement and suggested that the training and development programs should be aligned with the organizational objectives and a positive outcome should be expected with such training and development programs. Further elaborating this concept suggested in reinforcement theory, it can be argued that there are several techniques available in human resource practices which can be associated with the training and development programs and the required suggestion by this theory can be fulfilled. In application, different types of rewards in the form of bonuses, salary raises, promotion and awarding of certificate after the training program can be associated with the training and development activities of the NSCDC and these rewards will definitely generate a positive outcome. If this is done according to the Skinner's theory of reinforcement, personnel's of the will show more interest in the training and development programs held by the NSCDC.

Methodology

The survey design was adopted for the study. The population of the study comprised 2000 NSCDC personnel from Kaduna state Command distributed in the all Divisions in the states (Zaria, Lere, Sanga, Kachiaand Kaduna North). A sample of 100 from 5 divisions size 20 respondents was selected for the study using multistage sampling technique instrument used for data collection was questionnaire and had three sections A, and B.

Section B was researcher developed instrument titled 'Effect of Training Performance Questionnaire (ETPQ)'measured career performance on the effect of training such as ability to focus on result, Quality of delivery, attributes to work and so forth. The instrument was Subjected to the security of three professor in the department of Sociology, Ahmadu Bello University Zaria. This was to ensure the items comprehensiveness and capacity to measure the variable of the study. Based on their comments, inputs and suggestion some items were rewarded, some modified to ensure that there were no ambiguities at the end, items were retained and found to have face and content validity.

For reliability of instrument, a pilot study was carried out using 30 respondents who were finally not be part of the main study, but work under the same conditions and exhibit similar characteristics in the public service. Data collected were subjected to statistical analysis using Cronbach Alpha Statistical Package for the Social Sciences (SPSS).The reliability of the instrument yielded 82 correlations co-efficient.

The Instruments were personally administered by the researcher. The divisional officers in the 5 divisional officers saved as research assistants in the administration of the instruments. They were briefed on the method and content or the instrument. The respondents were assured that their rating would not be disclosed to their subordinates and the NSCDC management. Data collected were analyzed using descriptive statistics: frequencies and percentages, for demographic

characteristics of respondents. One sample t-test and one-way analysis of variance (ANOVA) were used for test of research hypotheses at 0.05 level of significance.

Results

Table 1: Demographic Characteristics of Respondents

S/N	Variable	Frequency	Percentage
1.	**Division**		
	1. Zaria	38	20.3
	2. Kaduna North	37	19.8
	3. Kachia	37	19.8
	4. Sanga	37	19.8
	5. Lere	38	20.3
	Total	**187**	**100.0**
2.	**Programmes Attended**		
	1. Basic	158	84.5
	2. Intermediate	23	12.3
	3. Advanced/Strategic	6	3.2
	Total	**187**	**100.0**

Table 1 presents demographic characteristics of respondents. It shows that 38(20.3%) respondents were in zaina;37(19.8); kanduna-north37(19.8)inkachia, 37(19.8)sanga and 38(20.8%) from lere it further shows that 158(84.5%) attended basic training 23(12.3%) intermediate and 6.(3.2%) attended advance training programmes

Research Hypothesis 1: Basic training programme has no significant effect on career performance of NSCDC personnel in Kaduna Command

Table 2: One sample t-test statistics on Effect of Basic Training and Career Performance.

Variables	N	t	DF	Sig(2-tailed)rec
Basic training	187	70.913	186	.000
Career performed	187			

Table 2 indicates t-test value70.913, df =186, P<0.5 is significant.. This means that basic training programme has significant effect on career performance of NSCDC in Kaduna State Command

1. **Hypothesis 2:** Intermediate Training Programme has no significant effect on career performance of NSCDC personnel in Kaduna State Command.

Table 3: One-sample t-test on the effect of Intermediate Training on Career Performance

variable	n	t	df	sig(2-tailed)	remarks
Intermediate Career performer	187	60.207	187	.000	significant

Result of table 3 indicates t-test value60.27, N=187 df=186 p<.05 is significant. This implies that intermediate training programme has significant effect on career performance of NSCDC personanal in Kaduna State

1. **Hypothesis 3:** Advanced Training Programme has no significant effect on career performance of NSCDC personnel in Kaduna Command.

Table 4: One-simple t-test on the effect of Advanced Training

on Career Performance

Variable	n	t	df	sig(2-tailed)	remarks
Advanced training Career performance	187	134.269	186	.000	significant

Table 4 shows t-test value=134.269, N=187, df=186 p<.05 is significant. This means that advanced training has significant effect on career performance of NSCDC personnel in Kaduna State Command.

1. **Hypothesis 4:** There is no significant difference in the effect of basic, intermediate and advanced training programmes on career performance of NSCDC personnel in Kaduna Command.

Table 5: ANOVA test of Difference in the Effect of Training Programmes on Career Performance of Personnel of NSCDC in Kaduna Command

	Sum of square	Df	Mean square	f	sig
B/w Groups	05120.26	153.855			
WithinGroup	30.045	184	.163		
Total	30.096	186			

Table5 indicates one way analysis of variance to explore the effect of training programmes on career performance of NSCDC personnel in Kaduna State training programmes were

divided into three groups (basic, intermediate and advanced). There laws no statistically significant difference at the p>.05 level. This means that training programmes have no significant difference of NSCDC personnel in Kaduna State

Discussion of Findings

The result of hypothesis one indicate that basic training has a significant effect on career performance of NSCDC in Kaduna Command. This finding is in consonance with the finding of Ikpa and Igbo (2011) who reported that basic training has significant impact on career performance of personnel of NSCDC in Benue Command. This finding is not a surprise because basic training is the initial training that transform new recruits from their civilian life military or para-military it is an intensive training that initiates recruit into the ethics discipline, conformity, and obedience to lawful orders which in turn enhances the achievement of their statutory functions.

The finding of the second hypothesis showed that intermediate training has significant positive effect in career performance of NSCDC personnel in Kaduna Command. This finding corroborates earlier findings of Wright; and Nassazi (as cited in Brikenda,2020) who found that effective training programmes (induction basic intermediate management) enhance job performance and job satisfaction the plausible reason for this result could be thth as the personnel attend intermediate training they acquire more effective skills attitudes and work related stress that enhance their performance.

Test o f*hypothesis* three showed that advanced training has

significant position effect on career performance of NSCDC personnel in Kaduna State .This finding is in consonance with earlier findings of Maaly, Dallah and Mohammed (2015) and Wright Nassazi who reported that the role of training and employee engagement motivation job satisfaction invites top level management personnel to be more induce to take new task makes them more committed to taking new initiatives this implies that advanced training programmes have enhanced personnel job performance as they acquire higher management skills. They are able to handle organizational conflicts apply effective human management practices for the subordinates well being. Finding of hypothesis four showed that t there is dno significant difference in the effect of training programmes on career performance of NSCDC personnel in Kaduna Command. This finding agrees with Githinji (2014) who found that training programme enhance employees performance if effectively carried put. This finding may be that the NSCDC has training colleges across the country that train their personnel in relevant areas and according to ranks and designation in addition the NSCDC synergy with other security agencies(Army, National Intelligence Agency (NIA), Department of State Services(DSS); the Immigration Service ,Correctional Services) train NSCDC personnel in diverse areas this makes the personnel irrespective of the training programmes perform effectively as a result of the level of training appropriate to their ranks

Conclusion

The study has established that there is a significant

positive effect of training programmes (basic intermediate and advanced)on the career performance of nscdc personnel in Kaduna state command that training programmes don not significantly differ in their effect on career performance of nscdc in Kaduna state command

On the basis of the conclusion the following are recommended

1. The NSCDC as an organization should invest more in personnel training this is in view of the fact that the success and failure of the organization in achieving the objectives(statutory function is closely related to the training of the personnel)
2. Training colleges of NSCDC personnel should identify content areas that will enhance personnel with sufficient skills knowledge and competencies to cope with the work demands and current security challenges ravaging the nation
3. Training colleges need to develop ongoing training programmes in order to increase personnel performance motivation and job satisfaction
4. There should be regular improvement in personnel working conductions in order to maintain intellectual competencies
5. Reward system should be introduced for outstanding performance

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