Volume 11, Issue 3 (May– June 2026) ISSN: 77753348

# Examining the Interplay between On-the-Job and Off-the-Job Training and Employee Productivity in Private Transportation Service Firms in Edo State, Nigeria

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**ABSTRACT**
This study examined the interplay between on-the-job and off-the-job training and employee productivity within private sector transportation services in Edo State. The study was motivated by the persistent operational inefficiencies, poor service delivery, safety-related challenges, and inconsistent employee performance evident within the private transportation sector despite increasing organizational investment in employee development initiatives. Specifically, the study investigated the effects of on-the-job and off-the-job training on employee productivity. The study was anchored on the Human Capital Theory. A descriptive survey research design was adopted, while primary data were collected through a structured questionnaire administered to employees of selected private transportation firms in Edo State. A sample size of 150 respondents was utilized for the study. Data obtained from the field survey were analyzed using descriptive statistics and multiple regression analysis. The findings revealed that on-the-job training exerted a significant positive effect on employee productivity ($\beta = 0.3973$; $t = 3.69$; $p < 0.05$). Similarly, off-the-job training was found to have a significant positive effect on employee productivity ($\beta = 0.3973$; $t = 3.99$; $p < 0.05$). The results further demonstrated that both dimensions of training significantly improved employees' competence, operational efficiency, and service delivery effectiveness within the private transportation sector. The study concluded that employee training constitutes a critical determinant of employee productivity within private transportation services in Edo State. Consequently, the study recommended that management of private transportation firms should prioritize continuous workplace-based learning, practical skill acquisition, and formal professional development programmes in order to enhance employee competence, improve operational effectiveness, strengthen customer satisfaction, and promote sustainable organizational productivity.
***Keywords*****:** *On-the-Job Training, Off-the-Job Training, Employee Productivity, Private Transportation Service Firm, Edo State, Nigeria*

## 1. INTRODUCTION

In the contemporary business environment characterized by globalization, rapid technological advancement, intense market competition, and evolving customer expectations, organizations continually pursue innovative strategies aimed at improving operational efficiency, driving organizational growth, and sustaining competitive advantage. Across both manufacturing and service-oriented industries, human resources have increasingly been recognized as critical strategic assets capable of influencing organizational success and long-term sustainability. Consequently, employee training and development have emerged as indispensable components of modern organizational management, serving as vital mechanisms for strengthening workforce competence, enhancing productivity, and improving

overall organizational performance. Training may be conceptualized as a structured and systematic process through which employees acquire the knowledge, technical expertise, behavioural competencies, and professional attitudes required for effective job performance and enhanced organizational outcomes (Armstrong & Taylor, 2023). Beyond improving employees' immediate job capabilities, training also equips them with the adaptability and resilience necessary to respond effectively to changing organizational demands and emerging environmental challenges. Enterprise across the globe are design with clear goals and objectives which may embrace services and production to cater for the need and aspiration of potential consumer at various levels for the purpose of generating profit to cater for the stakeholders' dividend needs and address operational expenses of the firm daily running (Akpoyibo, 2025b)

Employee training encompasses a wide range of learning and development activities, including orientation programmes, coaching, mentoring, workshops, seminars, simulation exercises, apprenticeship schemes, on-the-job instruction, and continuous professional development initiatives designed to improve employee effectiveness and organizational efficiency. Dessler (2023) observed that organizations that invest substantially in employee training and development are more likely to experience higher productivity levels, improved service quality, reduced employee turnover, and stronger organizational commitment. In a similar vein, Noe (2023) argued that training enhances employees' capacity to perform assigned responsibilities effectively while simultaneously fostering creativity, innovation, critical thinking, and problem-solving abilities within the workplace. In the current era of digital transformation and knowledge-driven operations, organizations can no longer depend exclusively on employees' prior knowledge and experience. Rather, continuous learning and workforce development have become fundamental prerequisites for organizational adaptability, competitiveness, and long-term survival.

Employee productivity refers to the extent to which employees efficiently and effectively transforms organizational resources into valuable outputs and services. It is commonly evaluated using indicators such as service quality, speed and accuracy of task execution, customer satisfaction, operational efficiency, innovation, reduction in work-related errors, and the achievement of organizational objectives (Robbins & Judge, 2022). Productive employees represent valuable organizational assets because they contribute significantly to profitability, operational effectiveness, customer retention, and sustainable competitive advantage. Organizations with highly productive workforces are generally better positioned to withstand economic uncertainties, adapt to technological advancements, and maintain relevance within increasingly dynamic and competitive business environments. Existing literature consistently establishes a positive association between employee training and organizational productivity. Aguinis & Kraiger (2023) asserted that well-designed and systematically implemented training programmes enhance employees' knowledge base, professional competencies, and technical capabilities, thereby improving job performance and overall organizational effectiveness. In a similar context, Elnaga & Imran (2024) noted that training equips employees with the requisite skills needed to minimize operational errors, improve work efficiency, and develop greater confidence in the execution of assigned responsibilities. Effective training initiatives also enhance employees' ability to adapt to technological advancements, organizational restructuring, and evolving operational procedures, all of which contribute significantly to improved productivity and sustainable organizational growth.

Within service-oriented industries such as transportation, employee training assumes

even greater significance because the quality-of-service delivery depends largely on employees' competence, responsiveness, technical proficiency, and interpersonal effectiveness. The transportation sector, particularly private transportation services, operates within an increasingly competitive and technology-driven environment characterized by rising customer expectations, operational complexities, safety challenges, and the growing integration of digital technologies into service delivery systems. Consequently, employees within the sector are expected to possess current technical knowledge, effective communication skills, safety consciousness, customer service competence, and operational efficiency necessary for the delivery of reliable and efficient transportation services. The private transportation sector in Edo State occupies a strategic position within the socio-economic development framework of Southern Nigeria. The sector facilitates the movement of passengers and goods, supports commercial and industrial activities, promotes regional integration, and contributes substantially to employment generation and economic development. Major urban centres within the state, including Benin City, Ekpoma, Auchi, and Uromi, host numerous private transportation companies and transport service providers involved in intercity transportation, logistics operations, shuttle services, and passenger mobility activities. These organizations employ a substantial workforce comprising drivers, administrative personnel, dispatch officers, customer service representatives, mechanics, and operational supervisors whose productivity significantly influences organizational effectiveness, operational efficiency, and service quality.

Despite the strategic importance of the private transportation sector, many transportation firms continue to experience operational inefficiencies, poor customer service delivery, service delays, safety-related challenges, low employee morale, work-related errors, and inconsistent employee performance. These persistent challenges are often associated with inadequate employee training, insufficient technical development programmes, poor safety orientation, weak managerial support, and limited investment in workforce development initiatives. In many organizations, employees are expected to operate increasingly sophisticated transportation technologies and customer service systems without adequate opportunities for continuous professional development. Consequently, organizations that fail to prioritize sustained workforce training and development may experience declining service quality, increased customer dissatisfaction, heightened operational risks, and reduced organizational productivity. Against this backdrop, organizations within the private transportation sector have increasingly adopted both on-the-job and off-the-job training approaches as strategic mechanisms for enhancing employee competence, operational efficiency, and productivity. On-the-job training involves practical learning experiences acquired directly within the workplace through methods such as coaching, mentoring, job rotation, demonstration, and supervisory guidance. This form of training enables employees to develop job-specific competencies while performing their routine responsibilities. Conversely, off-the-job training refers to structured learning activities conducted outside the immediate work environment through workshops, seminars, conferences, classroom instruction, simulation exercises, and professional development programmes. Both dimensions of training are widely regarded as essential for strengthening employees' technical capabilities, operational competence, adaptability, and service delivery effectiveness.

The Human Capital Theory advanced by Gary Becker provides a robust theoretical framework for explaining the relationship between employee training and productivity. The theory posits that investments in education, training, and skill acquisition enhance employees' productive capacities and generate long-term economic benefits for

organizations. It further emphasizes that employees' knowledge, technical competencies, and professional capabilities constitute valuable organizational assets capable of improving productivity, stimulating innovation, and sustaining competitive advantage (Becker, 1993). This perspective explains why contemporary organizations increasingly perceive employee training as a strategic investment rather than merely an operational cost. Notwithstanding the acknowledged importance of employee training, many organizations within developing economies such as Nigeria continue to encounter significant challenges in implementing effective training and development programmes. These challenges include inadequate training budgets, ineffective training needs assessment, insufficient modern training facilities, poor programme design, limited managerial support, and the absence of effective post-training evaluation mechanisms. Such limitations often undermine the effectiveness of training initiatives and prevent employees from attaining optimal levels of performance and productivity.

Although several empirical studies have examined the relationship between employee training and organizational performance across sectors such as banking, telecommunications, healthcare, and education, limited scholarly attention has been devoted to the private transportation sector, particularly within Edo State in Southern Nigeria. Furthermore, existing studies have largely concentrated on general training practices without sufficiently investigating the interactive influence of on-the-job and off-the-job training on employee productivity. This limitation creates a significant empirical gap that warrants further scholarly investigation. It is against this background that the present study seeks to examine the interplay between on-the-job and off-the-job training and employee productivity within private sector transportation services in Edo State, Southern Nigeria. Specifically, the study aims to provide empirical evidence on the extent to which these dimensions of training influence employee efficiency, service delivery, operational effectiveness, and overall organizational productivity within the transportation sector. Training of employee has become imperative due the high dynamism taking place in the environment of today firms. Akpoyibo (2025) simply puts; the modern business landscape is increasingly marked by intense competition and continuous change, influenced by a combination of internal organizational factors and external environmental forces, particularly within the Nigerian context.

**Objectives of the Study**

The broad objective of this study is to examine the interplay of on-the-job and off-the-job training on employee productivity within private sector transportation services in Edo State, Southern Nigeria.

**The specific objectives are to:**

1. *Determine the effect of on-the-job training on employee productivity within private transportation services in Edo State.*
2. *Examine the effect of off-the-job training on employee productivity within private transportation services in Edo State.*

**Research Questions**

1. *What effect does on-the-job training have on employee productivity within private transportation services in Edo State?*
2. *To what extent does off-the-job training affect employee productivity within private transportation services in Edo State?*

**Research Hypotheses**

The following hypotheses are stated in null form:

***$H_{01}$:*** *On-the-job training has no significant effect on employee productivity within private transportation services in Edo State.*
***$H_{02}$:*** *Off-the-job training has no significant effect on employee productivity within private transportation services in Edo State.*

## 2. REVIEW OF RELATED LITERATURE AND CONCEPTUAL FRAMEWORK

### Concept of Training

Training is widely acknowledged as a fundamental component of human resource management and organizational development because of its critical role in improving employees' knowledge, competencies, technical skills, and overall effectiveness within the workplace. It refers to a systematic and organized process through which organizations facilitate employees' acquisition of job-related knowledge, behavioural competencies, and technical expertise required for effective job performance and enhanced organizational productivity (Armstrong & Taylor, 2023). In modern organizations characterized by globalization, innovation, and technological advancement, employee training has become an indispensable strategy for sustaining workforce efficiency, adaptability, and long-term organizational competitiveness. According to Noe (2023), training enables employees to master present job responsibilities while simultaneously preparing them for future tasks and career advancement opportunities. Effective training improves employees' understanding of organizational procedures, strengthens technical competence, enhances creativity, and promotes innovation within the workplace. Through continuous learning and development, employees become better equipped to address organizational challenges, adapt to changing operational environments, and contribute meaningfully to organizational objectives. Azeem *et al.,* (2021) emphasizes that creativity buttress by training enhances employee productivity and efficiency, which in turn contributes significantly to improved organizational performance and overall success.

Training may also be conceptualized as a continuous learning and development process aimed at improving employees' attitudes, competencies, capabilities, and performance standards. Dessler (2023) described training as the process of teaching employees the knowledge, skills, and behaviours necessary for effective job performance. Similarly, Robbins and Judge (2022) argued that training serves as an important mechanism for improving employee efficiency, reducing work-related errors, increasing productivity, and enhancing organizational effectiveness. Training can be categorized into several forms depending on organizational objectives and methods of delivery. Common forms include on-the-job training, off-the-job training, orientation programmes, coaching, mentoring, apprenticeship, workshops, seminars, conferences, simulations, and e-learning programmes. According to Aguinis & Kraiger (2023), organizations that implement comprehensive and continuous training programmes are more likely to achieve higher levels of employee commitment, operational efficiency, innovation, and sustainable competitive advantage. Within the private transportation sector, employee training has become increasingly important because of the dynamic and customer-oriented nature of transportation operations. Employees are expected to possess up-to-date knowledge in areas such as road safety management, customer relationship management, logistics coordination, vehicle maintenance procedures, digital transport systems, communication competence, and emergency response management. Consequently, transportation organizations increasingly organize training programmes aimed at improving operational efficiency, service delivery, safety compliance, and employee productivity.

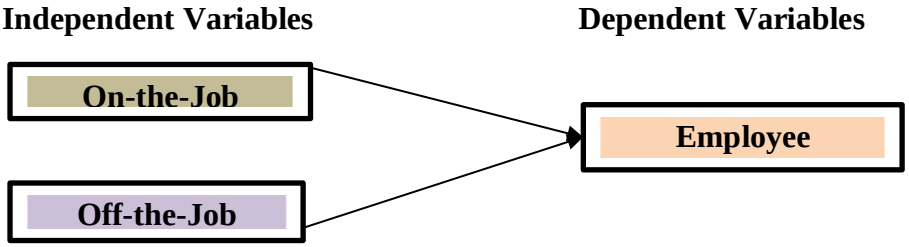
**Concept of Employee Productivity**

Employees are seen as critical resources owing to their important role in organization performance (Akpoyibo, 2024a). Employee productivity refers to the efficiency and effectiveness with which employees utilize organizational resources to achieve desired goals and objectives. It reflects the relationship between the outputs generated by employees and the inputs utilized during service delivery or production processes. Productive employees contribute significantly to organizational growth, operational efficiency, customer satisfaction, profitability, and sustainable competitive advantage. According to Robbins & Judge (2022), employee productivity refers to the efficiency and effectiveness with which employees perform assigned responsibilities and achieve organizational goals. Armstrong and Taylor (2023) further defined employee productivity as employees' ability to generate quality outputs within a specified period while utilizing organizational resources efficiently and effectively. Employee productivity is the hallmark of organizations very existence. Organization progress rest tenaciously on how productive, efficient, and committed their workforce appear to be. Akpoyibo (2026) ventilated that the effectiveness of other organizational resources is largely influenced by the quality and strength of these interactions, together with the active involvement and contributions of employees. This further emphasize how strategic and significant employee is. Carvalho, *et al.,* 2021) also emphasized the importance of productivity gains as regards the stimulation of operational effectiveness and profitability. Akpoyibo & Isaac (2021) posit that employee are critical component of organization as they help them build and maintain competitive advantage position, boost productivity etc.

Within service-oriented sectors such as transportation, productivity extends beyond output quantity to include service quality, responsiveness, reliability, customer satisfaction, operational safety, innovation, and adaptability. In the transportation industry, employee productivity may be evaluated using indicators such as speed of service delivery, customer satisfaction, safety compliance, operational efficiency, accuracy in task execution, and reduction in service-related complaints. Several factors influence employee productivity, including training and development, motivation, leadership style, compensation, work environment, organizational culture, technological support, and employee engagement. Among these variables, employee training remains one of the most significant determinants because it equips employees with the knowledge, technical skills, and competencies necessary for effective job performance (Noe, 2023; Asuquo et al., 2024; Ndaeyo et al., 2025).

**Conceptual Framework**

Figure 1 is an illustration of how On-the-Job and off-the job training influence employee productivity.




**Sources: Researcher's Model (2026)**

**Figure 1:** *Conceptual model of components and their hypothesized relationships*

**Dimensions of Training**

**On-the-Job Training and Employee Productivity**

OJT plays a significant role in enhancing employee motivation and strengthening the retention of acquired knowledge by providing opportunities for the immediate application of newly learned skills within the actual work environment. Through continuous practice and real-time feedback, employees are better positioned to internalize and effectively utilize relevant competencies. Unlike traditional classroom-based training approaches, which often separate learning from workplace realities, OJT embeds the learning process within employees' routine job functions, thereby promoting a more effective transfer of knowledge, skills, and attitudes to job performance (Blume *et al.*, 2010; Fegade & Sharma, 2023). Consequently, OJT has emerged as a vital human resource development strategy for transforming theoretical concepts into practical capabilities, leading to improved employee effectiveness and productivity across manufacturing, service, and industrial sectors (Daniel, 2018; Garavan *et al.*, 2020).

On-the-job training refers to practical learning experiences acquired directly within the workplace while employees perform their routine duties. It enables employees to acquire job-specific skills through direct experience, coaching, mentoring, observation, demonstration, and supervisory guidance. This form of training is particularly effective within the transportation sector because it exposes employees to real operational conditions and enables them to develop practical competencies relevant to their responsibilities. According to Armstrong & Taylor (2023), on-the-job training enhances skill retention, accelerates learning, and improves job performance because employees learn within their actual work environment. Similarly, Noe (2023) emphasized that experiential learning methods such as coaching and job rotation significantly improve employee competence, adaptability, and operational effectiveness in dynamic work environments.

Within private transportation services, on-the-job training enhances employees' practical understanding of route coordination, vehicle handling, customer service procedures, safety compliance, logistics operations, and emergency response management. Employees who receive adequate practical training are more likely to demonstrate higher levels of efficiency, confidence, and productivity in the discharge of their responsibilities.

**Off-the-Job Training and Employee Productivity**

Off-the-job training refers to structured learning activities conducted outside employees' immediate work environment. It includes workshops, seminars, conferences, simulations, case studies, classroom instruction, and professional development programmes. This dimension of training is particularly useful for developing conceptual understanding, analytical thinking, leadership competence, and strategic decision-making abilities. Within the transportation sector, off-the-job training is commonly utilized to update employees on road safety regulations, customer service practices, technological innovations, transportation management systems, and organizational policies. Dessler (2023) observed that off-the-job training exposes employees to new ideas, modern operational techniques, and industry best practices capable of improving organizational performance. Similarly, Salas, Tannenbaum, Kraiger, & Smith-Jentsch (2022) maintained that structured formal training programmes significantly improve employee learning outcomes and facilitate effective transfer of knowledge to the workplace. Lepistö *et al.*, 2024) posit that quality of output encompasses the standard, relevance, and effectiveness of the tasks and services delivered by employees within an organization. The attainment of high-quality output is not solely dependent on

individual competencies and skills; rather, it is significantly shaped by the presence of effective organizational support systems, training, operational structures, and institutional procedures established to ensure consistency, efficiency, and adherence to defined quality standards.

Employees who participate in off-the-job training programmes are more likely to develop enhanced communication skills, leadership competence, problem-solving abilities, technological proficiency, and customer relationship management capabilities, all of which contribute positively to employee productivity and organizational effectiveness within private transportation services (Akpan et al., 2024).

**Synthesis of the Impacts of On-the-Job and Off-the-Job Training on Employee Productivity**

On-the-job and off-the-job training constitute critical components of human resource development that contribute substantially to enhancing employee productivity and organizational effectiveness. On-the-job training facilitates the acquisition of practical knowledge, job-specific competencies, and operational skills through direct workplace experiences such as coaching, mentoring, apprenticeship, job rotation, and supervised task performance. By enabling employees to apply newly acquired knowledge within the work environment, this form of training promotes greater efficiency, improves job performance, and minimizes operational errors. In contrast, off-the-job training provides employees with opportunities to acquire theoretical knowledge, specialized expertise, and broader professional competencies outside the immediate work setting. Through mechanisms such as workshops, seminars, conferences, formal education programmes, and professional development courses, employees gain exposure to emerging technologies, innovative practices, and contemporary industry standards. Consequently, off-the-job training enhances critical thinking, problem-solving capabilities, adaptability, creativity, and overall professional development.

Existing scholarly evidence indicates that the integration of on-the-job and off-the-job training generates a synergistic effect on employee productivity. Whereas on-the-job training strengthens practical workplace capabilities and task execution, off-the-job training expands employees' conceptual understanding, strategic thinking, and professional perspectives (Uford, 2017; Uford & Etim, 2019). The complementary application of both training approaches enables employees to effectively combine theoretical insights with practical experiences, thereby improving service quality, operational efficiency, employee commitment, and overall organizational performance. From the perspective of Human Capital Theory, investments in employee training and development enhance the knowledge, skills, and competencies of the workforce, thereby increasing individual productivity and organizational competitiveness. Nevertheless, the extent to which training translates into improved performance depends on several factors, including the relevance of training content, the level of organizational support, employee motivation, the quality of programme delivery, and opportunities for the practical application of acquired skills. Accordingly, organizations should adopt an integrated training framework that combines both on-the-job and off-the-job learning opportunities to foster continuous employee development, sustain productivity improvements, and achieve long-term organizational success and competitive advantage

**Empirical Review**

This section presents empirical evidence relevant to the study through a critical review of prior research on the relationship between on-the-job training (OJT) and employee performance. The review synthesizes existing findings and perspectives to establish a balanced foundation for understanding the phenomenon under investigation. By examining previous empirical studies, the section provides insights into the extent to which OJT contributes to employee productivity, effectiveness, and overall job performance across diverse organizational contexts. Naing and Fang (2026) investigated the influence of on-the-job training (OJT) on employee performance within Myanmar's manufacturing sector, with particular emphasis on the mediating and moderating mechanisms underlying this relationship. The study utilized survey data collected from 309 employees across 248 manufacturing firms and analyzed the data using SPSS version 27 and Hayes' PROCESS macro. The findings revealed a significant positive relationship between OJT and employee performance. Furthermore, individual characteristics, including prior knowledge and skills, self-efficacy, motivation to learn, and motivation to transfer acquired competencies, were found to mediate the effect of OJT on employee performance. The study also demonstrated that training-related factors, such as training design, delivery methods, needs assessment procedures, and evaluation practices, significantly influenced the effectiveness of OJT outcomes. Based on these findings, the authors concluded that the performance-enhancing effects of OJT are maximized when training programmes are systematically designed and aligned with employees' psychological readiness and willingness to apply newly acquired knowledge and skills. The study underscores the importance of learner-centered and context-specific training interventions in fostering employee performance and organizational effectiveness within manufacturing firms operating in developing economies.

Orimuo, Mukoro, & Okereka (2023) investigated the impact of on-the-job training (OJT) on employee performance within the Enugu Electricity Distribution Company (EEDC), Nigeria. The study was driven by the need to improve the competencies of employees, particularly those working in operational and technical departments where specialized knowledge and skills are essential for effective job performance. Employing a historical research design, the researchers gathered data from 100 employees through structured questionnaires and analyzed the responses using simple percentage techniques. Guided by Human Capital Theory and the Technology-Based Approach Theory, the study examined key dimensions of OJT, including employee selection procedures, training design, training delivery methods, and employees' perceptions of training as determinants of organizational performance. The findings demonstrated that on-the-job training significantly enhances employees' capabilities, operational efficiency, and overall job performance. Furthermore, the study revealed that effective training programmes contribute positively to employee satisfaction and organizational effectiveness. Based on these findings, the authors recommended the institutionalization of comprehensive and well-structured on-the-job training initiatives as a strategic mechanism for developing employee competencies, improving job satisfaction, and enhancing overall organizational performance.

Mebom (2024) examined the relationship between on-the-job and off-the-job training and efficient record management in public tertiary institutions in Rivers State, Nigeria. The study employed an explanatory cross-sectional survey design to investigate the extent to which training and development practices influence the effectiveness of office managers in carrying out record management functions. The study population comprised seven public tertiary institutions in Rivers State, with 98 office managers serving as respondents. Data were collected through structured research instruments using a purposive sampling technique and analyzed using descriptive statistical methods, while the study hypotheses were tested using Spearman's Rank-Order Correlation coefficient. The findings revealed a significant positive relationship between on-the-job/off-the-job training and the professional growth of

office managers. Furthermore, the results indicated that training and development programmes enhance employees' competencies, improve their ability to adapt to workplace changes, and increase their effectiveness in the execution of assigned responsibilities. Based on these findings, the study concluded that organizations should regard both on-the-job and off-the-job training as critical components of human resource development. The author further emphasized that mentoring, coaching, and continuous interaction with experienced professionals facilitate skill acquisition, strengthen workplace adaptability, and contribute significantly to efficient record management practices within tertiary institutions.

Halim, Rashid, Zulkifli, & Ibrahim (2023) investigated the influence of on-the-job training (OJT) on employee performance among manufacturing workers in the southern region of Malaysia. The study adopted a quantitative research approach and obtained data from 101 employees selected from manufacturing organizations located in Johor, Melaka, and Negeri Sembilan through a purposive sampling technique. Data were collected using structured questionnaires and analyzed with the Statistical Package for the Social Sciences (SPSS), employing descriptive statistics, Spearman's rank-order correlation, and linear regression analyses. Drawing on Social Learning Theory and the Triarchy Model of Employee Performance, the study explored employees' perceptions of OJT and examined its effects on task performance, adaptive performance, and contextual performance. The findings indicated that both employees' perceptions of OJT and their overall performance levels were high. Moreover, the results revealed a statistically significant positive moderate relationship between OJT and employee performance ($r = 0.579$, $p < 0.01$). Further analysis showed that OJT exerted a significant positive influence on employee performance, accounting for 34.6% of the observed variance in performance outcomes. Based on these findings, the authors concluded that effective on-the-job training serves as a critical mechanism for enhancing employees' knowledge, skills, productivity, adaptability, and overall job performance, thereby strengthening organizational effectiveness and competitiveness within the manufacturing sector.

## 3. MATERIALS AND METHODS

### *Research Design*

This study adopted a descriptive survey research design. The design was considered appropriate because it enabled the researcher to systematically obtain relevant data from respondents regarding the interplay between on-the-job and off-the-job training and employee productivity within private sector transportation services in Edo State. Okolie & Akpoyibo (2025) support the adoption of descriptive research design. The descriptive survey approach further provided an opportunity to examine existing conditions, behavioural patterns, perceptions, and relationships among the study variables without manipulating the research environment. The design was therefore considered suitable for generating empirical evidence concerning the influence of training dimensions on employee productivity within the transportation sector. The study was conducted in Edo State, located in Southern Nigeria. Edo State was selected due to the substantial presence of private transportation firms operating within major urban centres such as Benin City, Ekpoma, Auchi, and Uromi. These urban centres accommodate numerous private transportation operators engaged in passenger transportation, logistics services, shuttle operations, and other related transportation activities. The state therefore provided an appropriate setting for examining employee training and productivity within the private transportation sector.

### *Population of the Study*

The population of the study comprised employees of selected private transportation firms operating within Edo State. The target population included drivers, customer service personnel, administrative staff, dispatch officers, operational supervisors, and maintenance

personnel directly involved in transportation service delivery and organizational operations. The population element of the above categories is given to be 150.

***Sample Size and Sampling Technique***

Due to the minute nature of the population of the study elements, census sample size approach was adopted. That's, a sample size of 150 respondents was utilized for the study. The sample size was considered adequate for achieving reliable statistical analysis and meaningful interpretation of findings. Otuya, Akpoyibo, & Egware (2022) support the application of census sampling methods. The study adopted both purposive and simple random sampling techniques in selecting respondents from the participating transportation firms. Purposive sampling was employed in identifying transportation firms relevant to the study, while simple random sampling ensured that respondents had equal opportunities of being selected for participation in the survey.

***Sources of Data and Instrument for Data Collection***

The study relied primarily on primary data. Primary data were obtained directly from respondents through the administration of a structured questionnaire specifically designed for the study. In addition, relevant secondary sources, including textbooks, scholarly journal articles, conference papers, and other academic publications, were consulted to provide conceptual, theoretical, and empirical support for the study. The principal instrument used for data collection was a structured questionnaire. The questionnaire was carefully designed in line with the objectives of the study and relevant literature relating to employee training and productivity. The instrument was divided into two major sections. Section A elicited demographic information from respondents, including gender, marital status, age, educational qualification, and work experience. Section B contained items relating to on-the-job training, off-the-job training, and employee productivity. The questionnaire items were structured using a five-point Likert scale ranging from Strongly Agree (5), Agree (4), Undecided (3), Disagree (2), to Strongly Disagree (1).

***Validity and Reliability of the Instrument***

To ensure face and content validity, the research instrument was subjected to expert evaluation by specialists in business administration and human resource management. Their observations, corrections, and recommendations were carefully incorporated into the final version of the questionnaire to ensure clarity, relevance, appropriateness, and adequacy of the instrument in measuring the study variables. The reliability of the instrument was established using the Cronbach Alpha reliability technique. A pilot study was conducted using a small group of respondents outside the study sample. The reliability coefficients obtained for the study variables exceeded the acceptable threshold of 0.70, indicating that the instrument possessed adequate internal consistency and reliability for effective data collection. See table 1vbelow for empirical disclosure.

**Table 1: Test for Internal Consistency**

| Variables/Constructs | Number of Scaled Items | Cronbach Alpha (α) | Interpretation |
|---|---|---|---|
| *On-the-Job training* | *5* | *0.8600* | *Reliable* |
| *Off-the-Job training* | *5* | *0.8640* | *Reliable* |
| *Employee Productivity* | *5* | *0.8120* | *Reliable* |
| **Overall Reliability Coefficient** | | **0.8453** | **Reliable** |

***Source:*** Field Survey, 2026.

***Method of Data Collection and Analysis***

Copies of the questionnaire were administered directly to respondents by the researcher with the assistance of trained research assistants. Respondents were provided with adequate time to complete the questionnaire, after which the completed copies were retrieved for analysis. This approach enhanced the response rate and ensured proper clarification of questionnaire items where necessary. Data collected from the field survey were coded, organized, and analyzed using both descriptive and inferential statistical techniques. Descriptive statistics such as frequency distribution tables, percentages, mean scores, and standard deviation were employed to analyze respondents' demographic characteristics and address the research questions. Inferential statistics, specifically simple regression analysis, were utilized to test the hypotheses formulated for the study and to determine the nature, strength, and significance of the relationship between the independent variables (on-the-job training and off-the-job training) and the dependent variable (employee productivity).

**Table 2: Demographic details of Respondents**

| Variable | Category | Frequency(n=150) | Percentage (%) |
|---|---|---|---|
| Respondents Gender characteristics | Male | 98 | 65.33 |
| | Female | 52 | 34.67 |
| | **TOTAL** | **150** | **100** |
| Marital status of Respondents | Married | 122 | 81.33 |
| | Single | 20 | 13.33 |
| | Others | 8 | 5.33 |
| | **TOTAL** | **150** | **100** |
| Respondents Age bracket | 18-25 years | 10 | 6.70 |
| | 26-35 years | 88 | 52.00 |
| | 36-45 years | 22 | 14.70 |
| | 46-55 years | 27 | 18.00 |
| | 56 years and above | 22 | 8.60 |
| | **TOTAL** | **150** | **100** |
| Years in Employment (Work experience) | 1-5 years | 22 | 14.67 |
| | 6-15 years | 88 | 58.67 |
| | 16-25 years | 30 | 20.00 |
| | 26 years and above | 10 | 6.67 |
| | **TOTAL** | **150** | **100** |
| Respondents Educational disposition | FSLC/SSCE | 10 | 6.67 |
| | NCE/OND | 58 | 38.67 |
| | HND/BSc/PGD | 42 | 28.00 |
| | MSc/MBA, MPA | 24 | 16.00 |
| | Ph.D, | 10 | 6.67 |
| | Professional Qualifications | 6 | 4.00 |
| | **TOTAL** | **150** | **100** |

**Source:** Field Survey, 2026.

**Interpretation of Demographic Results**

The demographic distribution of respondents revealed that the majority of the participants were male, comprising 98 respondents representing 65.33% of the total sample, while female respondents accounted for 52 respondents representing 34.67%. This finding suggests that the private transportation sector in Edo State remains predominantly male-dominated, possibly due to the operational, technical, and physically demanding nature of

transportation-related activities, which are traditionally perceived as male-oriented occupations. The marital status distribution further revealed that 122 respondents, representing 81.33% of the sample, were married, while 20 respondents (13.33%) were single and 8 respondents (5.33%) belonged to other marital categories. This finding implies that the majority of employees within the private transportation sector are married individuals who may possess greater family responsibilities and a stronger desire for employment stability. Such factors may significantly influence employees' organizational commitment, job performance, productivity, and loyalty within the workplace. The age distribution of respondents showed that the largest proportion of respondents, comprising 78 individuals representing 52.00%, fell within the age bracket of 26-35 years. Respondents within the 36-45 years category accounted for 22 respondents (14.70%), while those aged 46-55 years constituted 27 respondents (18.00%). In addition, respondents aged 18-25 years represented 10 respondents (6.70%), whereas respondents aged 56 years and above accounted for 13 respondents (8.60%). This finding indicates that the workforce within the private transportation sector is largely youthful and economically active, suggesting the availability of employees who possess the energy, adaptability, and capacity required to respond effectively to operational, technological, and service delivery demands within the industry.

With respect to work experience, the findings revealed that 88 respondents representing 58.67% had between 6 and 15 years of work experience, while 30 respondents (20.00%) possessed between 16 and 25 years of experience. Respondents with 1–5 years of work experience accounted for 22 respondents (14.67%), whereas those with 26 years and above constituted 10 respondents (6.67%). This suggests that a substantial proportion of the respondents possessed considerable industry experience and practical exposure, which may positively influence operational competence, organizational understanding, service delivery effectiveness, and overall productivity within the transportation sector. Regarding educational disposition, the findings revealed that respondents with NCE/OND qualifications constituted the largest proportion, comprising 58 respondents representing 38.67% of the sample. This was followed by respondents with HND/B.Sc./PGD qualifications who accounted for 42 respondents (28.00%). Furthermore, respondents possessing MSc/MBA/MPA qualifications constituted 24 respondents (16.00%), while respondents with FSLC/SSCE and Ph.D. qualifications each accounted for 10 respondents representing 6.67% respectively. Respondents with professional qualifications constituted 6 respondents representing 4.00% of the sample. The findings therefore imply that the majority of employees within the private transportation sector possess moderate to relatively high educational qualifications, suggesting the existence of a reasonably skilled workforce capable of adapting to training programmes, technological innovations, and modern operational practices.

**Implications of Demographic Results**

The gender composition of the respondents suggests that the private transportation sector in Edo State remains largely male-dominated. This has important implications for workforce diversity, gender inclusion, and equal employment opportunities within the sector. Consequently, transportation firms may need to adopt more gender-inclusive recruitment, retention, and training policies aimed at encouraging greater female participation, particularly in administrative, managerial, customer service, and operational roles. The predominance of married respondents implies that many employees may place considerable value on job security, career advancement opportunities, and organizational welfare policies. Consequently, transportation organizations should implement employee-centered welfare programmes, supportive work policies, and continuous training initiatives capable of enhancing job satisfaction, organizational commitment, and employee productivity among

workers with significant family responsibilities. The age distribution further indicates that the sector is dominated by youthful and economically active employees who are likely to be more adaptable to technological innovations, digital transportation systems, and contemporary operational practices. This suggests that organizations can effectively leverage continuous training and workforce development programmes to enhance operational efficiency, innovation, adaptability, and service delivery effectiveness within the sector.

The findings relating to work experience imply that a substantial proportion of employees possess adequate practical knowledge and considerable industry exposure. This has positive implications for organizational productivity because experienced employees are generally better equipped to handle operational challenges, ensure service reliability, mentor less experienced staff, and adapt effectively to workplace demands. Transportation organizations should therefore capitalize on the expertise of experienced employees through mentoring, coaching, succession planning, and knowledge-sharing initiatives aimed at strengthening organizational learning and employee development. Finally, the educational profile of respondents indicates the presence of a relatively educated workforce within the private transportation sector. This suggests that employees may be more receptive to structured training programmes, technological innovations, and modern management practices. Consequently, management should continue to invest in both on-the-job and off-the-job training programmes in order to further strengthen employees' technical competence, service delivery capabilities, operational effectiveness, and overall organizational productivity within the transportation industry.

***Model Specification and Explanations***

To evaluate the empirical effect of on-the-job and off-the-Job Training on Employee Productivity in the private sector transportation services in Edo State, Nigeria, the author algebraically specified or designed model to drive the above. In other words, Employee Productivity is a direct effect of on-the-job training and off-the-job training. The above proxies/variables (independent variable- on-the-job training, and off-the-job training) and (dependent variable-employee productivity) of the study are therefore constructed into a model stated as stated follows:

Employee Productivity =*f (*on-the-job training, and off-the-job training*)* *eq. 1*

$EmployProdty. = f(OntheJobT)$ *eq.2*

$EmployProdty. = \alpha_0 + ß_1 OntheJobT + \mu_t$ *eq.3*

$EmployProdty. = f(OfftheJobT)$ *eq.4*

$EmployProdty. = \alpha_0 + ß_1 OfftheJobT + \mu_t$ *eq.5*

***Variable Descriptions***

*Where:*

| | | |
|---|---|---|
| *EmployProdty.,* | = | Employee Productivity |
| *OntheJobT* | = | On-the-job training |
| *OfftheJobT* | = | Off-the-job training |
| $\alpha_0, ß_1$ | = | Regression coefficients of the model |
| $\mu_t$ | = | Error term. |

The decision rule for hypothesis testing was based on a 5% level of significance. The null hypothesis was rejected where the probability value (p-value) was less than 0.05; otherwise,

the null hypothesis was accepted.

## 4. TEST OF HYPOTHESES

This section presents the empirical analysis and testing of the study's hypotheses using appropriate inferential statistical techniques. The hypotheses were systematically evaluated using field data to determine the nature, strength, and significance of the relationships between employee training dimensions and employee productivity in the private sector transportation services in Edo State. The statistical methods adopted were aligned with the study objectives and the measurement scales of the variables. The findings provide an objective and evidence-based basis for interpreting the relationships among the variables, while also enhancing the validity, credibility, and coherence of the study's conclusions and subsequent policy implications.

## Test of Hypothesis One

***$H_{01}$: $H_{01}$:*** *On-the-job training has no significant effect on employee productivity within private transportation services in Edo State.*

**Table 3: Result for the test of Hypothesis I**

| ***EmployProdty.*** | **Coeff.** | **Std.Err.** | **T** | **P>\| t \|** | **Decision** |
|---|---|---|---|---|---|
| ***OntheJobT*** | 0.3973 | 0.0656 | 3.69 | 0.001 | **Reject** |
| **_CONS** | 2.4316 | 0.3215 | 7.48 | 0.000 | |
| **Obs.** | 150 | | | | |
| **F(1, 148)** | 10.83 | | | | |
| **Prob > F** | 0.0010 | | | | |
| **R-Squared ($R^2$)** | 0.7555 | | | | |
| **Adj. $R^2$** | 0.6566 | | | | |

**Source:** *Field Survey, 2026.*

**Interpretation of Results**

The results presented in Table 4.7 examined the effect of on-the-job training on employee productivity within private transportation services in Edo State. The regression coefficient for on-the-job training (β = 0.3973) revealed a positive relationship between on-the-job training and employee productivity. This finding implies that improvements in on-the-job training practices are associated with corresponding increases in employee productivity within the private transportation sector. The analysis further produced a t-value of 3.69 and a probability value (p = 0.001), which is lower than the conventional significance level of 0.05. This indicates that the relationship between on-the-job training and employee productivity is statistically significant. Consequently, the null hypothesis stating that on-the-job training has no significant effect on employee productivity within private transportation services in Edo State was rejected, while the alternative hypothesis was accepted. Furthermore, the coefficient of determination ($R^2$ = 0.7555) indicates that approximately 75.55% of the variation in employee productivity is explained by on-the-job training. This demonstrates the substantial explanatory power of the regression model. Similarly, the adjusted $R^2$ value of 0.6566 further confirms the robustness and predictive capacity of the model after controlling for possible estimation bias. In addition, the F-statistic value of 10.83, together with its corresponding probability value of 0.0010, indicates that the overall regression model is statistically significant and appropriate for explaining the relationship between the variables under investigation. The findings therefore suggest that practical

workplace learning experiences such as coaching, mentoring, demonstration, supervisory guidance, and job rotation contribute significantly to improving employees' technical competence, operational efficiency, and overall productivity within the private transportation sector.

**Implications of Results**

The findings of this study carry significant managerial and policy implications for private transportation firms operating in Edo State. First, the significant positive effect of on-the-job training on employee productivity underscores the importance of continuous workplace-based learning and skill development within transportation organizations. Management of transportation firms should therefore prioritize practical training approaches such as coaching, mentoring, demonstration, job rotation, and hands-on operational instruction as strategic mechanisms for improving employee performance and enhancing service delivery efficiency. Second, the findings indicate that employees who are exposed to effective on-the-job training are more likely to develop higher levels of technical competence, stronger safety consciousness, improved customer service skills, and greater operational efficiency. This is particularly important within the transportation sector, where employee productivity directly influences service quality, passenger safety, customer satisfaction, and organizational competitiveness.

Third, the strong explanatory power of the model suggests that on-the-job training constitutes a critical determinant of employee productivity within the private transportation sector. Consequently, organizations that fail to invest adequately in practical employee development initiatives may experience declining operational efficiency, increased work-related errors, poor service delivery, heightened safety risks, and reduced customer satisfaction. Finally, the findings provide empirical support for the Human Capital Theory, which emphasizes that investments in employee knowledge, competencies, and technical skills enhance productivity and organizational performance. The study therefore reinforces the need for transportation organizations to perceive employee training not merely as a routine operational expenditure, but as a strategic investment capable of generating long-term organizational benefits, improving operational effectiveness, and sustaining competitive advantage.

## Test of Hypothesis two

***$H_{02}$:*** *Off-the-job training has no significant effect on employee productivity within private transportation services in Edo State.*

**Table 4: Result for the test of Hypothesis II**

| ***EmployProdty.*** | **Coeff.** | **Std.Err.** | **T** | **P>\| t \|** | **Decision** |
|---|---|---|---|---|---|
| ***OfftheJobT*** | 0.3973 | 0.0686 | 3.99 | 0.000 | **Reject** |
| **_CONS** | 2.4316 | 0.3415 | 7.88 | 0.000 | |
| **Obs.** | 150 | | | | |
| **F(1, 148)** | 10.88 | | | | |
| **Prob > F** | 0.0030 | | | | |
| **R-Squared ($R^2$)** | 0.6559 | | | | |
| **Adj. $R^2$** | 0.5599 | | | | |

**Source:** *Field Survey, 2026.*

**Interpretation of Results**

The results presented in Table 2 examined the effect of off-the-job training on employee productivity within private transportation services in Edo State. The regression coefficient for off-the-job training (β = 0.3973) revealed a positive relationship between off-the-job training and employee productivity. This finding indicates that improvements in off-the-job training programmes are associated with corresponding increases in employee productivity within the private transportation sector. The analysis further generated a t-value of 3.99 and a probability value (p = 0.000), which is lower than the conventional significance threshold of 0.05. This indicates that the relationship between off-the-job training and employee productivity is statistically significant. Consequently, the null hypothesis stating that off-the-job training has no significant effect on employee productivity within private transportation services in Edo State was rejected, while the alternative hypothesis was accepted. Furthermore, the coefficient of determination ($R^2$ = 0.6559) indicates that approximately 65.59% of the variation in employee productivity is explained by off-the-job training. This demonstrates that the regression model possesses considerable explanatory power. Similarly, the adjusted $R^2$ value of 0.5599 further confirms the predictive strength and reliability of the model after controlling for possible estimation bias. In addition, the F-statistic value of 10.88, together with its corresponding probability value of 0.0030, indicates that the overall regression model is statistically significant and appropriate for explaining the relationship between the variables under investigation. The findings therefore suggest that structured learning activities conducted outside the immediate work environment, including workshops, seminars, conferences, formal classroom instruction, simulation exercises, and professional development programmes, contribute significantly to enhancing employees' competence, operational efficiency, and overall productivity within the private transportation sector.

**Implications of Results**

The findings of this study have significant managerial and policy implications for private transportation firms operating in Edo State. First, the significant positive effect of off-the-job training on employee productivity underscores the importance of formal learning and professional development programmes in improving workforce effectiveness within transportation organizations. Management should therefore increase investment in external training initiatives such as seminars, workshops, conferences, simulation exercises, and specialized professional development programmes aimed at strengthening employees' technical, operational, and managerial competencies. Second, the findings indicate that employees who participate in effective off-the-job training programmes are more likely to develop enhanced analytical abilities, improved safety consciousness, stronger customer service competencies, and greater adaptability to technological and operational changes. This is particularly important within the transportation sector, where operational efficiency, safety compliance, and customer satisfaction remain critical determinants of organizational success and competitiveness.Third, the substantial explanatory power of the regression model suggests that off-the-job training constitutes a major determinant of employee productivity within the private transportation sector. Consequently, organizations that neglect formal employee development initiatives may experience operational inefficiencies, increased service-related errors, weak employee performance, declining customer satisfaction, and reduced organizational effectiveness. Finally, the findings provide empirical support for the Human Capital Theory, which posits that investments in employee education, training, and skill acquisition enhance productivity and organizational performance. The study therefore reinforces the argument that employee training should not be viewed merely as an operational expenditure, but rather as a strategic investment capable of generating long-term

organizational benefits, improving operational effectiveness, and sustaining competitive advantage within the transportation industry.

## 5. CONCLUDING REMARK

### Conclusion

This study investigated the relationship between on-the-job and off-the-job training and employee productivity within private sector transportation services in Edo State. The findings revealed that both forms of training exert a significant positive influence on employee productivity. Specifically, on-the-job training enhances employees' practical competence, operational efficiency, and job-specific skills through experiential learning in the workplace, whereas off-the-job training improves conceptual understanding, technical knowledge, and adaptability through structured external learning programmes. The study therefore concludes that employee training, in its various dimensions, constitutes a critical determinant of productivity within the private transportation sector. It further establishes that organizations that invest in continuous employee development are more likely to achieve improved service delivery, enhanced operational efficiency, reduced operational errors, and greater customer satisfaction. The findings also provide empirical support for the Human Capital Theory, which posits that investment in employee knowledge and skills translates into improved organizational performance and sustainable competitive advantage.

### Recommendations

Transportation firms in Edo State should strengthen both on-the-job and off-the-job training programmes as strategic instruments for enhancing employee competence, operational efficiency, and service delivery. Management should conduct periodic training needs assessments to ensure that training initiatives are aligned with organizational objectives and operational requirements. Furthermore, transportation organizations should institutionalize well-structured training policies, allocate adequate financial resources for employee development, and integrate training outcomes into performance appraisal systems to promote accountability, efficiency, and sustained productivity. Employees are the enterprise most important resource simply because guarantee enhanced customers satisfactions and deliver high-standard products and services (Akpoyibo, 2024b). to sustain these culture, regular training become the way to go.

### Suggestions for Further Studies

Future studies should extend the scope of investigation to other geographical regions and segments of the transportation industry to enhance the generalizability of findings. Researchers may also explore additional training approaches such as digital learning platforms, simulation-based training, and blended learning models in relation to employee productivity. In addition, future research should examine the moderating or mediating roles of variables such as organizational culture, leadership style, and employee motivation in the training–productivity relationship. Longitudinal studies, as well as comparative analyses between public and private transportation operators, are also recommended to provide deeper and more dynamic insights into training effectiveness over time.

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