

Impact of On-the-Job and Off-the-Job Training on Employee Productivity in the Nigerian Customs Service, Abuja Command

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Abstract

Original Research Article

Employee job satisfaction remains a critical concern in the Nigerian banking sector due to increasing work pressure, performance targets, and competitive demands. In recent years, concerns have emerged regarding how unfavourable work environments, inadequate recognition practices, and perceived inequitable compensation structures affect employee morale and satisfaction, particularly in commercial banks such as Guaranty Trust Bank in Kano State. Against this backdrop, this conceptual paper examines the influence of work environment, employee recognition, and compensation on job satisfaction. The overall objective of the study is to conceptually analyse how these human resource practices contribute to employee job satisfaction and organisational effectiveness. The study addresses key research problems relating to the adequacy of workplace conditions, the role of monetary and non-monetary recognition, and the effectiveness of compensation systems in fostering employee satisfaction. The study is conceptually approached using a qualitative methodology, but based on secondary data obtained through academic journals, textbooks, newspapers, organisational reports, as well as the required literature on the subject, historically and currently. The analysis reveals that a supportive work environment, effective recognition mechanisms, and fair compensation practices are consistently associated with higher levels of employee job satisfaction. The study recommends that banks strengthen workplace conditions, institutionalise recognition programmes, and ensure equitable compensation structures to enhance employee satisfaction and retention. The paper concludes that job satisfaction is a multidimensional construct strongly shaped by organisational practices. This limitation is however limited by the fact that the study has not been empirically validated through the use of secondary data and empirical research should be conducted in the future.

Keywords: Work Environment, Employee Recognition, Compensation, Job Satisfaction, Banking Sector, Human Resource Practices.

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1.0 Introduction to the Study

1.1 Background of the Study

Human resource management puts significant emphasis on training and development as these

factors directly impact the productivity of employees, organizational performance, and competitiveness in the dynamic work environments. On-the-job training enables the employee to develop



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practical skills on the job through hands-on experience, which makes him apply them instantly in work environments, unlike off-the-job training that offers structured learning experience outside the work environment, allowing him to learn in a theoretical context (Mohammed, Manoharan, Chelliah, and Kassim, 2024; Armstrong and Taylor, 2020). All of these strategies combined will bring a balanced development of the employee competencies so that organisations will easily adapt to the changes in operations and technology. Within the Nigerian Customs Service, the Abuja Command, the demands on the employees of the institution in terms of their efficiency in operations, compliance with regulations, and accountability are growing. The reason is that structured training programmes play a vital role in preparing the staff to handle elaborate processes, risk evaluation and computer systems effectively. On-the-job training introduces employees to procedures of operating in a specific area with the customs, whereas off-the-job training extends the understanding of practices of managing, compliance policies, and new technology (AK Manoharan, Mohammed, Chelliah, and UdayaBanu, 2025; Noe, 2020). All these interventions will enhance the competence of the employees and they will be aligned to organizational goals, thus improving productivity.

Empirical research emphasizes that good training has a positive influence on the performance of employees, their engagement, and organizational performance (Mohammed, Kumar, Raj, and Sangeetha, 2024; Goni, Mohammed, Sundararajan, and Kassim, 2024). As an example, in such fields of technology as smart manufacturing, workforce training was revealed to enhance efficiency, minimize errors, and encourage proactive problem-solving (Mohammed, Sundararajan, and Kumar, 2024; Kumar, Mohammed, Raj, and Sundaravadivazhagan, 2024). These lessons are very applicable in the Nigerian Customs Service where complexities in operations require continuous improvement of the skills of employees to ensure that their performance is of high quality and that they provide services efficiently. In addition, there are long run consequences of training on employee motivation, satisfaction and commitment to the

organization. Properly structured on-the-job and off-the-job training programs help in employee development, loyalty, and adaptatory ability, enabling employees to cope with the changing work environment issues (Ashok Kumar, Mohammed, Kalaiarasai, and Sundaravadivazhagan, 2024; Armstrong and Taylor, 2020). The relevance of the investigated effects of these training modalities to the productivity of the employees in the Nigerian Customs Service has a lot to offer to the efforts of improving the productivity of workers and the alignment of human capital development with the strategic objectives of the organization.

1.2 Problem Statement

Although the need to engage in training employees has become a common reality among most organizations, one of the biggest challenges encountered by most organizations operating in the public sector, especially the Nigerian Customs Service, is the inability to convert training programs to measurable gains in productivity. Training programs are not always adopted based on the needs to operate, therefore, they have little efficiency to increase the performance of the employees (Mohammed, Manoharan, Chelliah, and Kassim, 2024; Noe, 2020). This loophole leaves managers with a doubt on how to make sound decisions regarding the workforce development and investments in human capital. In the Nigerian Customs Service, there are various reasons why the training programs are ineffective. On the job training, in comparison to off the books training, can be not standardized, which decreases consistency in skill acquisition, whereas the off the book training can fail to cover the reality of operations of customs, creating gaps between the theory and practice (AK Manoharan, Mohammed, Chelliah, and UdayaBanu, 2025; Mohammed, Kumar, Raj, and Sangeetha, 2024). Employees will therefore have a hard time converting training into a better job performance which will reduce the overall productivity improvement expected of these programs.

Also, in most cases, effective measures of evaluation to determine the effectiveness of training programs are non-existent. The absence of systematic

assessment frameworks makes the determination on whether on-the-job and off-the-job training have any meaning on employee productivity or it simply consumes organizational resources a challenge (Mohammed, Sundararajan, Kumar, 2024; Goni, Mohammed, Sundararajan, and Kassim, 2024). This is worsened by the fact that there is a lack of empirical research on the unique impacts of various forms of training on the productivity of employees in the Nigerian Customs Service, which has resulted in an evidence gap in comprehending human resource development strategies. Thus, the research aims at examining how on-the-job and off-the-job training affects the productivity of employees in the Nigerian Customs Service, Abuja Command. The purpose of the study is to make operational recommendations to the design of an effective training program, the competence of the employees, and the efficiency of the organization by investigating the connection between training interventions and workforce performance (Kumar, Mohammed, Raj, and Sundaravadiavzhagan, 2024; Armstrong and Taylor, 2020). The findings will be used by the policymakers and HR managers in applying strategic workforce development interventions as per the operational requirements of the Nigerian Customs Service.

1.3 Significance of the Study

The importance of the proposed study is that it could offer important information on the effectiveness of on-job and off-the-job training interventions to the productivity of employees in the Nigerian Customs Service, Abuja Command. The knowledge of this relationship adds to the existing literature on the human capital development, workforce optimization, and performance enhancement of the public sector organizations (Kumar, Mohammed, Raj, and Balasubramanian, 2024; Becker, Huselid, and Ulrich, 2020). The paper emphasizes the importance of training as a strategy to enhance employee competency, operational effectiveness and organizational aim. In managerial terms, the research offers an insight into how to structure and execute good training programs that directly influence the contributions of the employees in terms of their skills, knowledge and practical skills. Well-designed

on the job and off-the-job training programs have the potential of boosting productivity, minimizing operational mistakes, and improving adherence to organizational procedures (Abdulrasheed, Auwal, and Mohammed, 2025; Salas, Tannenbaum, Kraiger, and Smith-Jentsch, 2012). The research provides suggestions in practical terms to human resource managers to maximize the performance of the workforce and create training interventions specific to the context of the concrete situation by assessing the relative contribution of various training modalities.

It is also theologically important, as the study is part of the developing theoretical amount of knowledge about training effectiveness, employee development, and productivity in the organization. The synthesis of the findings of earlier research, as well as the current research regarding training and development in the civil and corporate sectors (Abdulrasheed, Mukhtar, and Mohammed, 2025; Noe, 2020; Garavan, Carbery, and Rock, 2012), will enhance the knowledge of how the training process affects the results of the performance. The current theoretical contribution can guide the future conceptual framework of workforce development and human resource management. Lastly, the research has policy implication on the government institutions and organizations that conduct workforce planning and training in the government. The findings can be used to assist in the enhancement of training program design, resource allocation to the training, and the performance management system by identifying effective training strategies and exposing the gap in current practices (Abubakar, Bala, and Mohammed, 2025; Aguinis and Kraiger, 2009). The application of the recommendations of the study may lead to the establishment of the culture of constant learning, employee productivity, and operational effectiveness of the Nigerian Customs Service.

1.4 Research Objectives

The objectives of this study are to:

1. Investigate the impact of on-the-job training on employee productivity in the Nigerian Customs Service, Abuja Command.

2. Examine the effect of off-the-job training on employee performance and operational efficiency.
3. Compare the relative effectiveness of on-the-job and off-the-job training in enhancing employee productivity.
4. Develop practical recommendations for optimizing training interventions to improve workforce performance and organizational outcomes.

1.5 Research Questions

The study seeks to answer the following questions:

1. What is the impact of on-the-job training on employee productivity in the Nigerian Customs Service, Abuja Command?
2. How does off-the-job training influence employee performance and efficiency?
3. Which training modality on-the-job or off-the-job has a greater effect on employee productivity?
4. What strategies can be implemented to enhance the effectiveness of training programs and workforce performance?

2.0 Literature Review

The literature review will give a detailed discussion on the available theoretical and empirical studies in respect to the effects of on-the-job and off-the-job training on employee productivity. In this chapter, the authors synthesize the ideas of employee productivity, training methodology and relationship to workforce performance in organizational contexts, which provide a conceptual and theoretical basis of the study.

2.1 Conceptual Review

This part discusses the main ideas of the study, employee productivity and training, and shows the differences between the various types of training and

the way they affect the performance of the workforce.

2.1.1 Concept of Employee Productivity

Employee productivity is the rate at which employees apply their allocated tasks efficiently and effectively to promote the overall performance and goals of an organization. It is a multidimensional concept, which includes the performance of tasks, quality of work, timeliness and organizational citizenship behavior (Mohammed, Shanmugam, Subramani, and Pal, 2024). Employee productivity is very critical in realizing operational excellence, competitive advantage, and sustainable growth in both the public and the private sector organizations.

2.1.1.1 Determinants of Employee Productivity

Employee productivity depends on different factors, such as the level of skills, motivation, working conditions, leadership, and training facilities. Training interventions are essential because they provide knowledge and skills required by the employees to work effectively. Practices of strategic human resource management, in particular with continuous learning and skill development as its key focus, have been identified to mediate the association between the organizational skill sets and long-term organizational growth (Mohammed, Shanmugam, Subramani, and Pal, 2024).

2.1.1.2 Measuring Employee Productivity

Measurement of employee productivity can be done using quantitative and qualitative measures e.g. the amount of work completed, quality of work done, reduction of errors and the level of engagement of the employees. Ideally, employees cannot be productive without technical skills as well as problem solving skills which are usually provided by well-planned training programs (A. Mohammed, Sujatha, Kulaiarasi, and Sundaravadivazhagan, 2025). Connecting productivity measures to the results of training, organizations will be in a better position to measure how effective the learning interventions are and to maximize the performance of the workforce.

2.1.2 Concept of Training

Training is a planned process that involves enhancing the skills, knowledge and competencies of the employees to handle the current or future duties efficiently. It is an important driver of organizational performance, and a critical part of HR development (Mohammed, Sundararajan, and Martin, 2024). Training can be broadly divided into on and off the job training methods with each having a different use in capability and productivity of the employees.

2.1.2.1 On-the-Job Training

On-the-job training is a learning process that takes place at the work place as employees undertake their jobs. Such training enables the employees to gain hands-on experience and put into practice theoretical knowledge in practice, which improves retention of skills and effectiveness in the operations (Ashok Kumar, Mohammed, Sumanth, and Sivanantham, 2025). Some of the training methods are on-the-job training; this training can be conducted through job rotation, coaching, mentoring and shadowing; this type of training is effective in instilling problem solving abilities, adaptive behaviours and instant application of the learning outcome.

2.1.2.2 Off-the-Job Training

The off-the-job training is done outside of the direct work area and usually involves workshops, seminars, simulations and formal educational courses. It focuses on the idea of learning, strategic abilities, and knowledge that would be used in the future at the workplace (Mustapha, Mohammed, and Lawal, 2025). Off the job training is useful in exposing the employees to the wider organizational strategies, technological advancements and industry best practices hence supplementing the on the job training practical experience.

2.1.3 Concept of Human Resource Development

Human Resource Development (HRD) refers to an interventional strategy of developing the skills, knowledge and competencies of employees with the

help of systematic learning and development programs, to accomplish individual and organizational goals. The HRD involves training, mentoring, career development, performance appraisal, and knowledge management whereby continuous enhancement and dynamic nature of workplaces are focused on (Sundararajan, Mohammed, and Lawal, 2023). Through investing in HRD, organizations could develop a competent, motivated and nimble workforce through which they could effectively respond to challenges in operations and strategic needs. HRD plays a very important role in ensuring a match of employee talent with organizational objectives, thereby promoting professional development as well as organizational stability. On-the-job and off-the-job training programs are essential elements of HRD, which help to acquire the skills, transfer the knowledge, and develop behavior (Mohammed & Sundararajan, 2023). Such initiatives do not only enhance task performance but also the ability of the employees to be innovative, solve problems and make adaptive decisions that are needed in the fast changing industries.

Furthermore, HRD helps to motivate, engage and retain employees. HRD strengthens organizational commitment and lowers turnover intentions by enabling career advancement and skills development, as well as personal growth (Sundararajan, Muhammed, and Senthil Kumar, 2024). Strategic HRD can also be applied in the way of the Nigerian Customs Service to the organization of the public sector by making the individual staff competent to serve the regulatory, technological, and managerial needs with the help of the required competencies. Moreover, HRD plays the role of organizational learning and knowledge management whereby institutions can use the cumulated knowledge to their strategic benefit. HRD can help in sustaining long-term productivity, innovation, and institutional versatility by instilling a learning culture (Sundararajan and Mohammed, 2024a; Sundararajan and Mohammed, 2024b). Efficient implementation of HRD will also make sure the employees are not just skilled in the present scenarios, but are also ready to address the future challenges and make the

workforce development meet sustainable organizational performance.

2.1.4 Concept of Organizational Performance

Organizational performance is used to refer to the extent to which an organization meets its goals and objectives effectively and efficiently. It is multidimensional as it addresses the aspects of operational efficiency, productivity, quality of outputs, financial performance, employee satisfaction, and creation of stakeholder value (Muntaka, Aliyu, and Mohammed, 2025). When the organization performs well, it shows that there is an effectiveness in strategy, human capital, processes, and technology alignment, which facilitates the institution to be able to sustain itself and be competitive. The performance of an organization is affected by a blend of human, technological and structural factors. The contribution of human resource, especially training and development in improving employee competence, motivation and productivity, which indirectly promote the performance outcome, is critical (Dandawaki, Dandawaki, and Mohammed, 2025). Equally, the development of the use of modern tools, machinery, and efficient facility layouts has also been found to enhance production effectiveness and operational efficiency, and that is where the human and technical resources interplay (Muntaka, Aliyu, and Mohammed, 2025).

Also, both qualitative and quantitative indicators can be used to measure the performance of an organization. The quantitative indicators would be output rates, revenue growth, and error reduction whereas the qualitative indicators would include employee engagement, customer satisfaction, and the capacity to innovate. A combination of these indicators offers an overall picture of the effectiveness of an organization at making use of its resources to meet strategic goals (Adepoju, Mohammed, and Thomas, 2025). Lastly, the performance of organizations is dynamic rather than static so it needs to keep adapting to changes in the internal and external environment. The changes in technology, regulations and socio-economic trends make continuous enhancement of the workforce

skills, operational processes and strategic programs necessary (Sundararajan and Mohammed, 2023; Mohammed and Sundararajan, 2023). Through connecting the human resource development, training as well as operational processes, organizations are able to deliver improved performance outcomes that is sustainable and will guarantee long-term growth and competitive advantage.

2.2 Theoretical Framework

The theoretical framework gives the basis of the explanation of the effects of the training interventions on the employee productivity and organizational performance. It incorporates the old theories that clarify the processes by which learning and development processes lead to improvement of employee competencies, efficiency, and overall organizational performance. The framework makes the study analytically rigorous and conceptually consistent, which in turn will guide the interpretation of data and practical recommendations, as it bases the study on the theory.

2.2.1 Kirkpatrick's Four-Level Training Evaluation Model

The Four-Level Training Evaluation Model developed by Kirkpatrick is one of the most popular training evaluation models used to determine the effectiveness of the training program. The model is used to measure the results of training on four levels of reaction, learning, behavior and results. The reaction level will evaluate the satisfaction and interest of the participants in the training, whereas the learning level will evaluate the level of knowledge and skill development. The behavior level measures how much the employees implement the learned knowledge and skills at the workplace, whereas the results level measures the overall effect on the organizational performance and output in terms of the effectiveness and the increase in the productivity (Kirkpatrick and Kirkpatrick, 2006; Mohammed, Sundararajan, and Martin, 2024). The following model would be specially applicable in explaining how on-job and off-job training in the

Nigerian Customs Service could be converted to the quantifiable productivity increments.

2.2.2 Human Capital Theory

Human Capital Theory assumes that knowledge, skills and abilities of employees are valuable resources that can directly be translated into performance of organisations. These assets can be improved through investments in training, education and development of employees which results in better efficiency, innovation, and competitive advantage (Becker, 1993; Sundararajan, Mohammed, and Lawal, 2023). The theory suggests that organizations that train their workforce strategically will enhance the productivity of the individuals and the entire organization. Within the framework of the Nigerian Customs Service, the use of human capital theory emphasizes the concept of a systematic on-the-job and off-the-job training in the development of customer competencies required in the operational excellence and regulatory compliance of the company.

2.2.3 Relevance of Theories to the Study

The model of Human Capital Theory and the model

of Kirkpatrick complement each other and give valuable insights to the research. The model by Kirkpatrick provides an effective platform on how to assess both short-term and long-term benefits of training such as employee satisfaction, acquisition of skills, behavioral implementation, and organizational performance. Human Capital Theory offers theoretical justification to the idea of investing in the development of employees as a technique of improving productivity in an organization. These theories, when combined together, can form a strong platform into the study of relations among training interventions, employee productivity, and organizational performance. They also support the consideration of the two as independent variables in this research namely on-the-job training and off-the-job training but employee productivity as a mediating construct that affects the organizational performance.

2.2.4 Theoretical Framework Diagram

The theoretical framework may be depicted as a model of depicting relationships among training, employee productivity, and organizational performance.

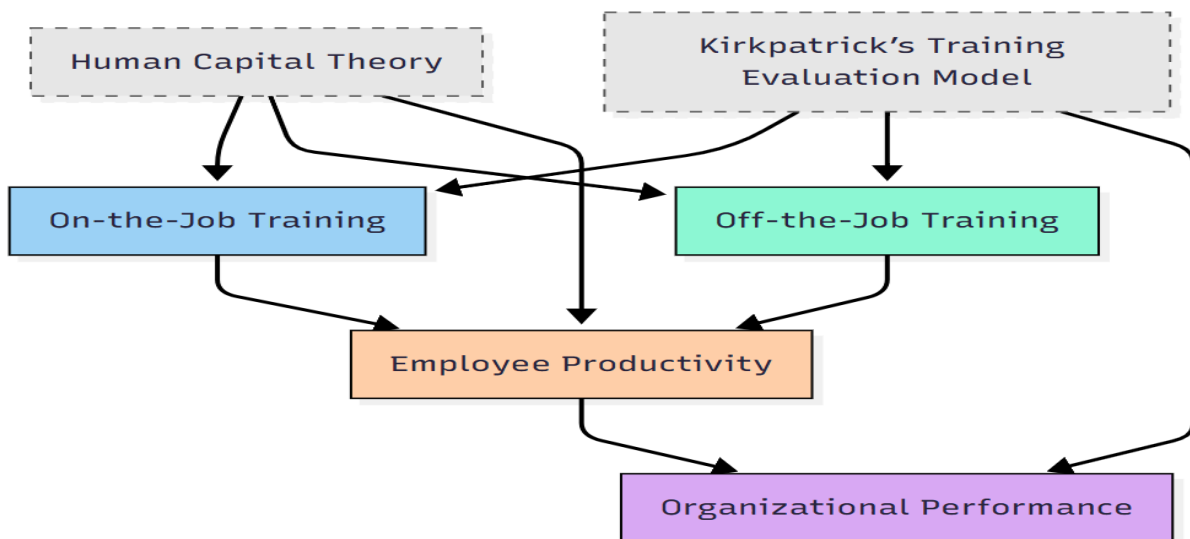


Figure 2.1: Theoretical Model of Training, Employee Productivity, and Organizational Performance

Figure 2.1 demonstrates the theoretical model of the connection between the training interventions and organizational outcomes based on the Human Capital Theory and the training evaluation model developed by Kirkpatrick. This framework indicates that the development of knowledge, skills, and competencies of the employees by on-the-job training and off-the-job training is informed by these theories and is a major process through which the training methodologies are followed. Investing in training is an intervention that through the Human Capital Theory, it increases the productivity of the employees, which serves a mediating variable to training initiatives and organizational performance. In line with the Kirkpatrick model, the structure indicates the continuation of the training activity to the better employee behavior and output which translate to better performance of the organization. Generally, the diagram offers an excellent theoretical basis on which various types of training will lead to productivity gains and long-term organizational performance in the paper.

2.3 Empirical Review

Empirical review combines the previous literature on the relationship between employee training and organizational performance involving on the job and off the job training and their impacts on the employee productivity. Empirical studies are always consistent in that training has been proven to increase employee competence, efficiency and makes a positive contribution towards organizational performance in any industry and situation regardless of geographical location. Structured training interventions have been shown to contribute to measurable gains in both developing and developed economies, which justifies the strategic significance of human capital development. The positive role of training in productivity and the performance of organizations, particularly in the developed economies, is well recorded. Indicatively, Bartel (1994) discovered that manufacturing companies realized a high productivity after the introduction of structured

training programs. On the same note, Delaney and Huselid (1996) noted that holistic human resources practices, involving standardized training, enhance perception of performance in employees and help in operations efficiency. The study by Ahmad and Bakar (2003) in the SME sector indicated that there exists a direct correlation between training programs and the improved operation results and Arthur (1994) identified that organization with effective human resource systems such as employee development programs maintain turnover and performance measure. Altogether, these researches highlight that the structured training improves the individual skills and organizational performance.

The relationship between training and employee productivity is further supported with empirical studies in the developing economies. Indicatively, according to a study by Anyanwu et al. (2016) training and development are important in enhancing work performance in Nigerian companies, resulting in the attainment of high productivity, fewer mistakes, and quality production. Habeeb et al. (2023) have discovered that the positive effects of effective on-the-job training programs cannot be overstated in terms of skills acquisition in employees, work quality, and task effectiveness. On the same note, Kanuto (2024) in South Sudan showed that training interventions enhance employee performance, and the resultant organizational outcome can be considered as being beneficial to the whole organizational context, thus showing that the gains of training can be applied universally in different institutional settings. The other researches focus on the evaluation of the joint impact of on-the-job training together with off-the-job training on organizational performance in general. It was demonstrated by Liu and Lu (2016) that on-the-job training investments are very effective in enhancing the productivity of firms in China, whereas off-the-job training interventions, including workshops and seminars, help employees to obtain advanced skills and conceptual knowledge that contribute to performance even more (Fegade & Sharma, 2023; Najadat et al., 2024). Obeng-Tuaah (2025) validated

the fact that organizations that incorporate blended training methods claim to have increased productivity, innovation, and employee engagement, which proves the synergistic nature of different training modalities. Taken together, these empirical evidences support the idea that training is an important factor in employee productivity as well as organization performance, which serves as an effective basis of this study.

2.4 Research Gap

There have been large gaps in research conducted on training and employee productivity, especially when considering the cases of the public sector organizations in a developing economy. Empirical research has been done mostly in the private or manufacturing industry with little emphasis on the public organization such as the Nigerian Customs Service. Although the research by Anyanwu et al. (2016) and Habeeb et al. (2023) also proves the benefits of the training on productivity, the results are associated mostly with the dynamics of the private sector, and the contextual gap in the public provision of the services. The other gap is in the comparative analysis of on and off the job training. Despite the productivity increases observed in both types of the modality of training, as Liu and Lu (2016) and Najadat et al. (2024) state, few studies compare the two training types in a systematic way, and in this case, the regulatory requirements, operational procedures, and the skill level of the employees used may vary significantly. This is the gap that restricts the applicability of the general training insight to the context of the operations of the public sector.

Besides, there has been a lack of appreciation of the mediating effect of employee productivity between training and organizational performance. Although

Obeng-Tuaah (2025) and Kanuto (2024) posit that training influences the organizational outcomes, the pathways by which training would convert into the performance of the institutions on a larger scale through increased productivity- have not been well studied. This is an important gap in the case of public organizations, which are looking to evidence-based workforce development strategies. Finally, the majority of current researches are based on quantitative indicators, and they usually overlook qualitative data related to the effect of training on the behavior of employees, their motivation, and their adjustment to new technologies. These subtle impacts are essential to create training programs that not only improve technical skills but also create an interest and a sense of participation and commitment in the staff of the state apparatus (Fegade and Sharma, 2023). The necessity to fill the abovementioned gaps supports the reason as to why the conceptual study on the influence of on-the-job and off-the-job training on employee productivity in the Nigerian Customs Service, Abuja Command requires a narrow scope study.

2.5 Model of the Study

The suggested conceptual model demonstrates the connections between on-the-job training, off-the-job training, employee productivity, and the performance of the organization. It depicts that training modalities are independent variables, employee productivity is a mediating variable and the organization performance is the dependent variable. The model is based on the Four-Level Training Evaluation Model by Kirkpatrick and Human Capital Theory that emphasize the processes of training impacting upon productivity and, by extension, organizational performance.

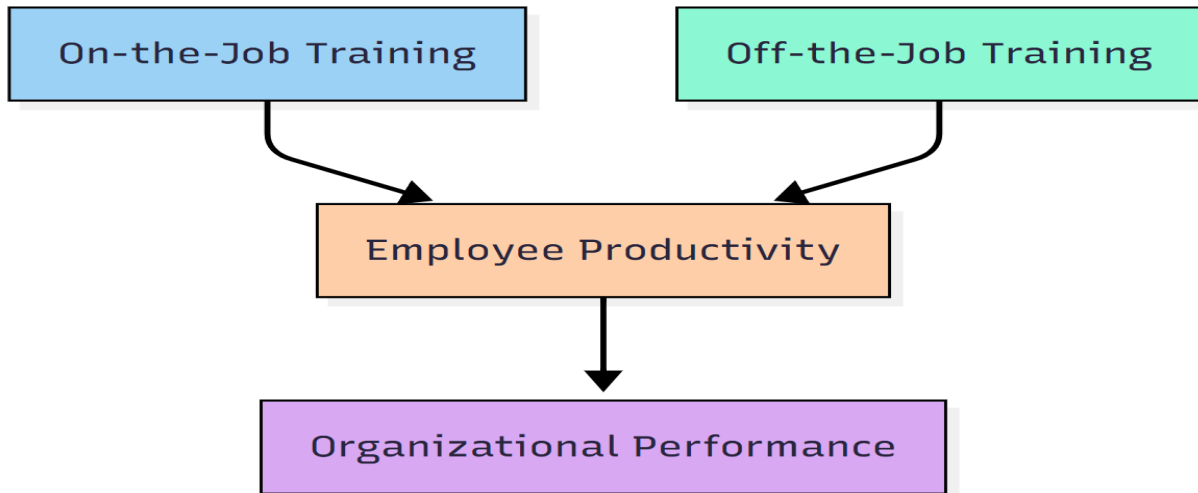


Figure 2.2: Proposed Conceptual Model of Training and Employee Productivity

Figure 2.1 shows the conceptual model which represents the relations between the training interventions and the organizational outcomes. As demonstrated by the model, on-the-job training and off-the-book training are the independent variables that directly affect employee productivity which is a mediating variable. Through employee productivity then the organization results in better performance which is a representation of efficiency, effectiveness, and organizational outcomes. The directional flow of the model is that investments in both the work-based training and the formal training programs are aimed at enhancing the skills and competencies of the employees, which are eventually realized through the better performance on the organizational level. Such a framework offers a definite foundation on which to consider the contribution of training to fueling productivity and organizational success in the research.

3.0 Research Methodology

The research methodology used in this study is conceptual research, which entails a qualitative study to analyze the role of training, on-the-job training and off-the-job training, on the productivity of employees in the Nigerian Customs Service in Abuja Command. As a qualitative research, the study is based on a theoretical inquiry, synthesis of the

literature, as well as a critical examination of the previous empirical and conceptual research. The methodology enables the further insight into the underlying mechanisms by which training interventions change employee performance and outcomes in organizations and that it does not rely on principal quantitative data collection. The research is based on an extensive analysis of secondary data by using peer-reviewed journal articles, books, and credible reports in order to develop a sound conceptual framework. The approach focuses on the critical analysis and synthesis of available evidence of both developed and developing economies to form patterns, trends, and gaps in the literature. Through this analysis, the research has been able to make links between training modes, productivity of the employees, and the performance of the organization, where the theoretical models of Four-Level Training Evaluation Model by Kirkpatrick and Human Capital Theory are relevant.

Moreover, the research uses a comparative on-the-job and off-the-job training intervention effects. This entails the compilation of empirical evidence and theoretical knowledge in examining the comparative advantages, limitations and applicability of each of the training types in contexts. The qualitative study enables subtle interpretations that consider organizational dynamics, regulatory frameworks and socio-economic elements peculiar to the institutions

of the public sector such as the Nigerian customs service. Lastly, the conceptual methodology enables the formulation of a proposed model that will connect training to the productivity and organizational performance of employees. By means of logic and correlation of previous research, the model helps to trace the main relationships, mediating variables and possible results. The methodology will contribute not only to theoretical knowledge but also to a future empirical study, so that policymakers and practitioners can develop training interventions that would enhance the competence of the workforce and the efficiency of an institution.

4.0 Findings of the Study

4.1 Conceptual Findings on On-the-Job Training and Employee Productivity

1. The on-the-job training improves practical skills of the employees as they can learn and apply knowledge in the work environment.
2. It enhances efficiency and minimization of errors in performing tasks as well as enhancing overall employee productivity in the process of operations.
3. Training exposes the employee to real-time work situations thus enhancing confidence and adaptation.
4. On-the-job training also leads to quicker problem solving and decision making amongst the employees and this matches the capability of the work force with those of the organization.

4.2 Conceptual Findings on Off-the-Job Training and Employee Productivity

1. The off the book training widens the theoretical knowledge of employees and increases their perspective of organizational systems.
2. It improves strategic thinking and creativity because it opens the employees to various learning opportunities beyond the direct place of work.
3. The off-the-job training enhances long term skills development which leads to long term performance improvement.

4. When employees are off-the-book trained, they would be in a better position to deal with complicated tasks and impose innovative solutions.

4.3 Integrated Discussion of Findings

1. On-budget and off-budget training are complementary to one another and thus are a good combination in terms of acquiring skills and productiveness.
2. Interventions based on training have a positive effect on employee's engagement, motivation and quality of work.
3. The relationship between learning initiatives and overall performance of the organization is mediated by training and enhancing the productivity of employees.
4. The blend of theory and experience creates a more efficient, versatile and competent work force.

4.4 Alignment of Findings with Existing Theories and Empirical Studies

1. The results confirm the Four-Level Training Evaluation Model by Kirkpatrick and show that training has an impact on reaction, learning, behavior and outcome.
2. The Human Capital Theory is supported, and the strategic importance of investing in employee knowledge and skills is emphasized.
3. Empirical research in developing as well as developed economies indicates that organized training interventions result in improvement of productivity and organizational performance.
4. The results confirm that both on-the-job and off-the-job training are the most effective to increase the performance of the employees and help to guarantee sustainable success of the organization.

5.0 Recommendations of the Study

5.1 Managerial Recommendations

1. The managers are supposed to combine both on-job and off-job training to improve employee

productivity and overall efficiency.

2. Training content and methods to be used should be determined by the regular evaluation of employee skills and performance.
3. Training interventions in the form of supervisors should offer continuous feedback and mentorship in order to reinforce learning outcomes.
4. The managers are supposed to create a favorable working environment that promotes the employees to practice the skills that they have learned.

5.2 Policy Recommendations

1. This should be a strategy of workforce development that requires government and regulatory agencies to engage in continuous training programs in the public institutions.
2. Policies must also provide equality in the opportunities to on-job and off-the-job training to every employee.
3. Training results should also be part of the performance evaluation framework since they are an important measurement of employee progress.
4. The policies must be aimed at encouraging partnership with educational institutions and professional organizations to provide specialized training programs that are designed with regard to organizational requirements.

5.3 Recommendations for the Nigerian Customs Service, Abuja Command

1. The Nigerian Customs Service ought to put in place a well-structured training calendar that will balance the practical activities on a job basis and the theoretic training programs that the members do off the job.
2. The training programs must be coordinated to the operational objectives and emerging custom practices in order to maximize efficiency and compliance.
3. Monitoring and evaluation systems should be adopted by the Service to determine the level of productivity in employees through the training

programs.

4. Promote the culture of lifelong learning by rewarding employees with better performance due to training.

5.4 Suggestions for Future Research

1. In upcoming research, empirical approach should be used as a way to quantitatively determine the effects of training on the productivity of employees in the organizations of the public sector.
2. Relative effectiveness of on-the-job and off-the-job training in various departments or even regions could be studied through comparative research.
3. Further mediating or moderating variables, like employee motivation, engagement, or organizational culture can be investigated.
4. It is advisable to use longitudinal studies to evaluate long term impacts of training on the performance of employees and organizational outcomes.

6.0 Conclusion

This paper conceptually investigated how on-the-job and off-the-job training affects the productivity of employees in Nigeria Customs Service, Abuja Command. Through examination of literature, theoretical proposals, and empirical evidence, the research identified the role of structured training interventions in developing the skills of the employees, increasing the level of work efficiency, and positively affecting the organizational performance. The conceptual analysis has shown that training is a very important tool in eliminating skill gaps, developing competence as well as empowering employees to deliver upon dynamic demands of the current process of running a modern public service operation.

6.1 Summary of Key Conceptual Insights

Numerous important conceptual insights were found in the study. To begin with, on-the-job training was identified to improve practical skills, real-time use of knowledge application and increased efficiency of

tasks, all of which had a direct effect on the employee productivity. Second, off-off-the-job training provides contribution to the theoretical knowledge, strategic thinking and long-term skill building, as it supplements the practical training techniques. Third, employee productivity will be a mediating variable between training interventions and organizational performance, and the example will be that training is not the end but a tool to accomplish the larger goals of the institution. Last but not least, the research highlighted the significance of providing training programs in relation to the organizational goals, regulatory, and employee development requirements and the strategic importance of workforce development to the public institutes.

6.2 Theoretical and Managerial Implications

In theory, the results confirm the Four-Level Training Evaluation Model and the Human Capital Theory that postulates that outlay in employee learning and development results in quantifiable performance improvements. The theoretical framework derived during the research gives a platform that helps to comprehend the channels that training can impact productivity and organizational performance. In terms of management, the study directs in the need to develop integrated training programs which are based on balancing between on-the job and off-the job. Managers are urged to observe the effectiveness of training, give continuous feedbacks, and create a supportive environment that helps an employee to practice new skills in order to improve the efficiency of workforce and institutional performance.

6.3 Final Reflections on the Role of Training in Enhancing Employee Productivity

Training comes out as a pivotal motivation of employee output and organizational performance. Considering the case of the Nigerian Customs Service, on-the-job and off-the-job training are used to develop employees with the skills needed to operate efficiently, adapt to new challenges in operations, as well as adhere to the existing regulatory standards. The conceptual examination of

the research shows that an adequately designed training ecosystem not only enhances the performance of individuals, but also institutional capacity, resilience and service delivery. Finally, the focus on employee development must be considered as one of the strategic priorities, and the continuous training activities should be regarded as a driving force towards the effective growth of the productivity and the improvement of the organizational functioning, as well as the professional growth of the workers in the state sector.

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