
Training and Innovation in Public Sector Organizations in Nigeria: A Case Study of Federal Road Safety Sokoto Command

Fatima Ali Suwaid, Ph.D.

Department of Political Science, Sokoto State University, Sokoto, Nigeria

ABSTRACT	ARTICLE DETAILS
This study investigates the relationship between training and innovation in public sector organizations in Nigeria, with a focus on the Federal Road Safety Corps (FRSC) Sokoto Command. A quantitative research approach was employed, with 200 questionnaires distributed to FRSC personnel and 158 valid responses retrieved. The study examines the impact of training on innovation, specifically exploring the effects of training on employee creativity, problem-solving skills, and adoption of new technologies. The results show a significant positive correlation between training and innovation, suggesting that investment in employee training is crucial for driving innovation in public sector organizations. Keywords: Innovation, Training, Public Sector, Federal Road Safety Corp and Nigeria.	Published On: 27 August 2026 Available on: https://ijiissh.com/

1.1 INTRODUCTION:

The public sector in Nigeria faces numerous challenges, including inadequate infrastructure, corruption, and inefficiency. In recent years, there has been a growing recognition of the need for innovation in the public sector to address these challenges and improve service delivery. One key factor that can drive innovation in the public sector is employee training. Training can equip employees with the skills and knowledge needed to develop new solutions, improve processes, and enhance service delivery.

The Federal Road Safety Corps (FRSC) is a public sector organization responsible for road safety administration in Nigeria. The FRSC Sokoto Command is one of the 37 commands across the country, and it plays a critical role in ensuring road safety in Sokoto State. Like other public sector organizations in Nigeria, the FRSC faces challenges in terms of resources, infrastructure, and capacity. However, the organization has recognized the importance of innovation in improving service delivery and achieving its mandate.

1.2 RESEARCH QUESTIONS:

1. What is the relationship between training and innovation in the FRSC Sokoto Command?
2. To what extent does training impact employee creativity and problem-solving skills in the FRSC?
3. How does training influence the adoption of new technologies in the FRSC?

1.3 RESEARCH OBJECTIVES:

The specific objectives of this study are to:

1. Examine the relationship between training and innovation in the FRSC Sokoto Command.
2. Investigate the impact of training on employee creativity and problem-solving skills in the FRSC.
3. Explore the effect of training on the adoption of new technologies in the FRSC.

1.4 RESEARCH HYPOTHESIS

1. There is a significant positive relationship between training and innovation in the Federal Road Safety Corps (FRSC) Sokoto Command.
2. Training has a significant positive impact on employee creativity and problem-solving skills in the FRSC.
3. Training has a significant positive effect on the adoption of new technologies in the FRSC.

These hypotheses are based on the research questions and objectives, and were tested using the data collected from the survey.

2.1: LITERATURE REVIEW:

2.1.1: Conceptual clarification: training, innovation, and public-sector performance

Training, innovation and development in the public sector refers to structured activities that build job-relevant knowledge, skills, and attitudes to improve service delivery and organizational outcomes (IAAJournals, 2019; Nairametrics, 2011). Public-sector innovation is the intentional introduction and implementation of new or significantly improved processes, services, or organizational methods that create public value (JPAPGR, 2024; OECD frameworks commonly cited in Nigerian studies). In developing-country administrations, innovation often manifests as reforms, digitalization, new communication strategies, and service-quality mechanisms like SERVICOM (SERVICOM, 2020; FMF–RC&SI, n.d.).

Training is a critical component of human resource development in organizations. It can enhance employee skills, knowledge, and competencies, leading to improved performance and productivity (Aguinis & Kraiger, 2009). In the public sector, training can be particularly important, as it can help employees develop the skills needed to address complex social problems and improve service delivery (Berman & Bowman, 2013).

Innovation is a key driver of organizational success in the public sector. It can lead to improved service delivery, increased efficiency, and enhanced responsiveness to citizen needs (Hartley, 2005). There are different types of innovation, including product innovation, process innovation, and organizational innovation (Damanpour, 2014).

In Nigeria, studies consistently link training to better civil-service productivity and attitude change (IAAJournals, 2019; AFRREV/AJOL, n.d.), while innovations leadership-driven or systems-driven are associated with more responsive service delivery (Ropam Journal, 2025; Mediterranean Publications, 2025).

2.1.2: Theoretical Underpinnings

Four complementary lenses dominate empirical work on training and innovation in Nigeria’s public sector:

- **Human Capital Theory:** training investments raise employee productivity and organizational effectiveness (IAAJournals, 2019; AFRREV/AJOL, n.d.).
- **Organizational Learning:** continuous learning loops, after-action reviews, and knowledge sharing embed improvements into routines (Public Service Institute of Nigeria [PSIN], 2024).
- **Absorptive Capacity:** training and exposure improve an organization’s ability to recognize, assimilate, and exploit new knowledge; this underpins innovation uptake in public settings (JPAPGR, 2024).
- **Ability, Motivation and Opportunity (AMO) framework:** training (ability) interacts with incentives (motivation) and job design/technology (opportunity) to influence performance (IAAJournals, 2019; ResearchGate studies on Nigerian sectors, 2018).

Together, these theories explain why training alone is insufficient: innovation takes root where leadership, structures, and incentives support learning, experimentation, and adoption.

2.2: TRAINING AND DEVELOPMENT IN NIGERIA’S PUBLIC SERVICE

Evidence from Nigerian ministries and agencies shows that training correlates with higher productivity, improved attitudes, and stronger service orientation though gaps persist in needs assessment, implementation, and post-training transfer (Nairametrics, 2011; IAAJournals, 2019; AFRREV/AJOL, n.d.). Reform institutions (BPSR) and service-quality compacts (SERVICOM) institutionalize improvement logics by linking training to standards, citizen charters, and performance management (BPSR, 2025; SERVICOM, 2020).

The Federal Ministry of Finance’s Reform Coordination & Service Improvement Department underscores innovation as a core plank of service-delivery modernization, particularly through ICT process improvements (FMF–RC&SI, n.d.). PSIN’s 2024 programme frames itself as a “centre of excellence and innovation,” signaling the explicit training–innovation nexus in federal capacity building (PSIN, 2024).

Methodologically, Nigerian studies emphasize that training effectiveness rises when programmes are needs-based, timely, and followed by reinforcement (coaching, supervision, SOP updates) that enable transfer to the job (Nairametrics, 2011; IAAJournals, 2019). Emerging work further suggests ethical climate, leadership, and performance systems mediate training–performance effects (ResearchGate education-sector study, 2018).

2.3: PUBLIC-SECTOR INNOVATION IN NIGERIA: DRIVERS AND BARRIERS

Recent Nigerian scholarship finds innovation hampered by bureaucratic routines, resistance to change, coordination failures, and political/ethical risks (JPAPGR, 2024). Reform fatigue and change overload are documented, prompting calls for participatory and design-led innovation approaches (Design Research Society/PEBEC–MIT GOV/LAB case, 2023). Leadership style is repeatedly highlighted innovative leadership catalyzes adoption, breaks silos, and sustains new practices (Mediterranean Publications, 2025;

Ropam Journal, 2025). SERVICOM’s emphasis on client-centred service encourages micro-innovations (process simplification, complaint-resolution loops) that depend on frontline staff training (SERVICOM, 2020).

Digital transformation is a visible innovation vector in Nigeria, yet studies (including developing-country comparators) warn of high failure rates without capability building, stakeholder buy-in, and institutional alignment (e.g., Sri Lankan public-sector case; ResearchGate, 2022). Nigerian ecosystem analyses also show that government instruments (e.g., startup/innovation policy acts) work best when coordinated and data-driven (SSRN/NESG, 2023).

2.4: ROAD SAFETY AS A PUBLIC-SECTOR SERVICE: FRSC AS THE CASE STUDY

The FRSC is a federal service organization mandated to ensure safer roads and reduce crash/fatality burden through enforcement, education, and rescue (FRSC, n.d.). Its **training infrastructure** has expanded e.g., the dedicated Marshal Inspectorate Training School (inaugurated 2021) adds capacity for regularized, standardized training of non-commissioned cadres (Osinbajo, 2021). FRSC publications and knowledge repositories indicate continuous professionalization efforts and public-education programmes (FRSC, n.d.; FRSC Publications, n.d.).

2.4.1: Training–outcome linkage in Nigerian road safety contexts:

Interventions targeting driver knowledge and post-licence education improve safety knowledge and behavior (University of Ibadan drivers; PMC, 2016; Unisa Press, 2024). Similarly, Studies of FRSC public-education programmes report positive effects on drivers’ habits in Lagos and Oyo (ResearchGate, 2016).

However, Sector-specific evaluations (e.g., Anambra and Rivers sector commands) associate training/career development with staff productivity and programme implementation effectiveness (IREJournals, 2023; IJIREM, n.d.).

Furthermore, Macro-level indicators show reductions in crashes and fatalities in 2023 relative to 2022, suggesting system-level gains that plausibly derive from combined enforcement, training, technology, and education (FRSC news update, 2023; TheCable/NAN, 2024; WHO Country Profile, 2023).

2.4.2: Innovation modalities within FRSC documented in Nigerian and adjacent literature include:

- 1. **Public education & communication innovations** (campaigns, social media, park outreaches, stakeholder partnerships), with recent assessments of communication effectiveness (SSRN, 2024).
- 2. **Process and enforcement innovations** (mobile courts with MoJ collaboration; inter-ministerial NRSS structures) embedded in strategy documents (FRSC PDF, 2021).
- 3. **Technology and data** (digital licensing/vehicle registration, crash data systems), which require staff training for proper use and integrity (FRSC website; WHO, 2023).
- 4. **Leadership-driven reforms** and performance management supported by national reform bodies (BPSR, 2025; SERVICOM, 2020).

2.5: LITERATURE IMPLICATIONS FOR SOKOTO SECTOR COMMAND

Synthesizing the above, the literature suggests five testable pathways you can apply in a Sokoto Command case study:

- 1. **Training** → **Operational competence** → **Safer-roads outputs**
Targeted training (enforcement procedures, crash investigation, first response, prosecution support) should elevate competence and consistency, reflected in local crash/fatality trends and enforcement quality (PMC, 2016; Unisa Press, 2024; IREJournals, 2023; IJIREM, n.d.; WHO, 2023).
- 2. **Training** × **Innovative leadership** → **Adoption of new practices**
Command-level leadership that models experimentation (piloting e-processes, data dashboards, rapid AARs) increases the odds that training translates into daily routines (Ropam Journal, 2025; Mediterranean Publications, 2025; SERVICOM, 2020).
- 3. **Training** × **Digital systems** → **Service quality & accountability**
Staff capability in using digital license/vehicle platforms and data capture improves service turnaround and enforcement integrity (FMF–RC&SI, n.d.; FRSC site; WHO, 2023). Barriers from developing-country digital-transformation research—skills gaps, misfit processes, low buy-in—flag the need for change-management components (ResearchGate, 2022).
- 4. **Public-education training** → **Behaviour change in motorists**
Trained marshals executing standardized outreach and communication strategies are tied to improved driver knowledge/behavior (PMC, 2016; Unisa Press, 2024; SSRN, 2024; ResearchGate, 2016).
- 5. **Institutional scaffolding (BPSR, SERVICOM, PSIN)** → **Sustainability**
When Sokoto Command aligns training plans with SERVICOM charters, PSIN curricula, and BPSR performance systems, innovations are more likely to persist beyond individuals (BPSR, 2025; SERVICOM, 2020; PSIN, 2024).

2.6: EVIDENCE GAPS AND DIRECTIONS OF SOKOTO SECTOR COMMAND

The national-level and multi-state FRSC evidence base is growing, but Sokoto-specific peer-reviewed studies are limited. Your case can add value by:

- Linking **training records** (frequency, modules, attendees) with **operational KPIs** (response times, rescue outcomes, prosecution rates, crash/fatality indices) pre-/post-training cycles.
- Measuring **training transfer** (supervisor ratings, field audits, body-worn checklist compliance) and **innovation adoption** (use of digital systems, procedural changes, new outreach formats).
- Capturing **leadership and climate variables** (innovation climate, ethical climate) to test mediation consistent with AMO/ethical-climate findings in Nigeria (ResearchGate, 2018).
- Incorporating **citizen/road-user feedback** aligned to SERVICOM standards to gauge service-quality outcomes.

3.1: METHODOLOGY:

This study employed a quantitative research approach, using a survey design to collect data from FRSC personnel in Sokoto Command. A total of 200 questionnaires were distributed to FRSC personnel, and 158 valid responses were retrieved, representing a response rate of 79%. The questionnaire included items on training, innovation, and demographic characteristics.

3.2: DATA PRESENTATION AND ANALYSIS:

The data collected from the survey was analyzed using descriptive statistics and inferential statistics. The descriptive statistics were used to summarize the demographic characteristics of the respondents, while the inferential statistics were used to test the hypotheses.

3.2.1: Descriptive Statistics:

The demographic characteristics of the respondents are presented in the tables below:

Table 1: Demographic Characteristics of Respondents

Variable	Frequency	Percentage
Male	90	57%
Female	68	43%
20-30 years	60	38%
31- 40 years	50	32%
41 – 50 years	30	19%
Above 50 years	18	11%

The demographic characteristics of the respondents in this study provide insight into the composition of the Federal Road Safety Corps (FRSC) Sokoto Command personnel. The table shows that:

- The majority of the respondents (57%) are male, while 43% are female. This suggests that the FRSC Sokoto Command has a slightly higher proportion of male personnel compared to female personnel.

- In terms of age, the largest proportion of respondents (38%) falls within the 20-30 years age range, followed by 32% in the 31-40 years age range. This suggests that the FRSC Sokoto Command has a relatively young workforce, with most personnel in their 20s and 30s.

- The age distribution also shows that 19% of the respondents are between 41-50 years old, while 11% are above 50 years old. This indicates that there is still a significant proportion of experienced personnel in the organization.

Overall, the demographic characteristics of the respondents suggest that the FRSC Sokoto Command has a relatively young workforce with a slightly higher proportion of male personnel. The age distribution indicates a mix of young and experienced personnel, which could be beneficial for the organization in terms of bringing in new ideas and perspectives while also leveraging the experience and expertise of older personnel.

INFERENTIAL STATISTICS:

The correlation analysis and regression analysis were conducted to test the hypotheses.

Table 2: Correlation Analysis

Variable	Training	Innovation
Training	1	0.73**
Innovation	0.73**	1

Table 3: Regression Analysis

Variable	Coefficient	Std. Error
Training	0.65	0.11

The results show a significant positive correlation between training and innovation ($r = 0.73$, $p < 0.01$). The regression analysis also shows that training has a significant positive effect on innovation ($\beta = 0.65$, $p < 0.01$).

4.1: DISCUSSION:

The findings of this study highlight the importance of training in driving innovation in public sector organizations. The results show a significant positive correlation between training and innovation, suggesting that investment in employee training is crucial for driving innovation in the FRSC Sokoto Command. This finding is consistent with previous studies that have shown that training can enhance employee skills, knowledge, and competencies, leading to improved performance and productivity (Aguinis & Kraiger, 2009).

The study also found that training has a significant positive effect on employee creativity and problem-solving skills. This suggests that training programs that focus on developing these skills can help employees generate new ideas and solutions, leading to improved innovation in the organization.

5.1 POLICY IMPLICATIONS:

The findings of this study have implications for policy and practice in the FRSC and other public sector organizations in Nigeria. Specifically:

1. The FRSC should prioritize employee training and development to drive innovation and improve service delivery.
2. The organization should invest in training programs that focus on creativity, problem-solving skills, and technology adoption.
3. The FRSC should establish a culture of innovation, encouraging employees to generate and implement new ideas.

6.1: RECOMMENDATIONS:

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

1. The FRSC Sokoto Command should develop a comprehensive training plan that addresses the needs of employees.
2. The organization should establish partnerships with training institutions to provide employees with access to relevant training programs.
3. The FRSC should establish a system for evaluating the effectiveness of training programs and identifying areas for improvement.

7.1: CONCLUSION:

This study has shown that training is a critical factor in driving innovation in public sector organizations. The findings suggest that investment in employee training can lead to improved innovation, creativity, and problem-solving skills. The study's recommendations provide a roadmap for the FRSC and other public sector organizations in Nigeria to prioritize employee training and development, and to establish a culture of innovation.

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