



ABSTRACT

This study examine the impediments to training and development programme in Nigerian Tertiary institutions Edo state, as a case study. It is of the view that training plays important role in the performance of worker. It is believed that when workers are properly trained, they put their skill and knowledge towards the realization of the organization objectives. Data were gathered

THE IMPEDIMENTS TO TRAINING AND DEVELOPMENT PROGRAMME IN NIGERIAN TERTIARY INSTITUTIONS DURING PANDEMIC IN EDO STATE

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Introduction

The need for training institutions in Nigeria can be traced back to 1896 when some educated persons in Lagos proposed the establishment of a training college and industrial institution. Though the idea was supported by then British government, it was not read to make financial commitment on its part and the inability of the initiators to raise the required funds led to the demise of the proposal. Later, more concrete moves were made to establish institutions of learning in the country to cater for the acute shortages of staff. The post-independence efforts to develop a training system for the Nigerian. Civil service can be traced to wolle's , C.P. survey of 1967 on the training needs of the public service. The federal government 1970 commissioned the then institute of administration, University of Ile-Ife to carry out a survey on the training needs of the public servants. The study was conducted and a report was submitted, the federal government came out with a white paper on the report in



April 1967. The document titled “statement of federal government policy on staff development on the federal public service has the following key elements:

- The appointment of department of training officers with responsibility for assessing staff development needs, preparing and implementing programmes to meet these needs.
- The reorganization of the federal ministry of establishment to give greater priority to training.
- Establishment of a standing committee on staff development
- Encouragement of every large ministry/ department to establish a training unit commensurate with its size and function

The establishment of the administrative staff college of Nigeria (ASCON). Despite the recognition of the need for training and staff utilization, the PRSRC report of 1974 noted that there was deficiency in training programmes throughout the public service. To this end a substantial section of the report was devoted to training. Amongst others, it recommended the reactivation of the standing committee on staff development and the administrative staff college of Nigeria (ASCO) and center for management development (CMD) brought within its coverage. Today there are not less than 197 universities, comprising Ninety Eighty both federal and state university and Ninety Nine private universities, beside, there are numerous polytechnics and colleges of

through questionnaire administered on respondents which were analyzed with simple percentage and chi-square method. Result showed that there is significant benefit from the training and development of workers to the organisation. The researcher therefore recommended that organization should fashion out an appropriate training programme for each categories of the employee that need to be trained. despite covid 19 pandemic

Keywords: Training, Development, Impediments, Tertiary institution, Training needs



technology/education to serve as training and development centers for man power in the country. lyoha& Oviasuyi, (2003) Most of these institutions have modified their programmes to accommodate the training needs in the public services. According to the service training document all arms of the services are strongly advised to approach the polytechnics and universities particularly those of technology, with specific requests to design course that are of special relevance and necessity for their professionals. Ogbede,(2015) In recognition of the federal government established the department of local government studies in Ahmadu Bello university (ABU), Zaria, Obafemi Awolowo University (. OAU) lie-lfe and university of Nigeria, (UNN). NSUKKA to cater for the training of the ever-increasing personnel of the local government councils in their respective catchments areas. The old institute of administration in lfe and Zaria were known to train various categories of public servants across the country. In the case of lfe, the institute metamorphosed into a faculty with four departments that are actively involved in staff training and development. These departments are public administration, international relations, management accounting and local government studies. Akpan, (2016)

Statement of the problem

Public administration in Nigeria including the tertiary institutions are plagued with inefficiency and ineffectiveness. There is generally lack of performance, incompetence, poor work ethnics, and official corruption. Most organizations lacked the required skills of management to handle these problems. This called for training of staff to ensure that there is efficiency in public service delivery. Obikeze,(2014)

However, training which is meant to correct these anomalies is without its own impediments. Onah,(2012) observed that the problems facing the training and development program of public Institution ranges from.

How to determine training needs and how can training needs be anguished from an organizational need that can be satisfied in some other ways?

How can people be motivated to increase their capability?

What are the relative utilities of various training methods and devices?



To what extent can the achievement of the objectives of the training program be determined?

An untrained member of staff is a liability to a dynamic organization as he not only applies the wrong skill but also impacts the wrong knowledge to others coming after him and those he happens to be supervising.

Ubeku,(2014) has further observed that

An untrained man in the modern world may,.. be a menace to the society. He is a quack; he knows only the laws of things; he has no idea of their why. Hence, if there is any trouble anywhere-breakdown in a machine or mistake in a ledger — all he can do is to fumble and punch up trouble anyhow, leading to a more serious breakdown or greater confusion. Really there is no place for the untrained worker or even the intelligent amateur, in these days of specialized work.

It is for this reason that Obikeze,(2015) stated that a training need existed in any organization if there is any deficiency of skill and knowledge on the part of the employee, which can be remedied through training. A training need exists when an employee lacks the knowledge or skill to perform an assigned task satisfactorily. This implies that an organization must set performance standards for job in every department or division or production unit, so that workers can check for themselves how often and how well they are performing their tasks. As lack of training is dysfunctional organizational performance, adequate care should be taken to recognize when training is needed.

A rational way of identifying the area of training need is to analyse the entire organization (people, job, technology). This will identify the trouble spots where training may help and avoid high cost and time that may be associated with poor diagnosis of the training need. When an organization start to experiencing some of these warning signs, it should consider training. For example, an employee will not complain to management that he requires training, instead he will hide his frustration and use money for instance as a scapegoat by demanding more wages, lack of fringe benefits, etc Of the traditional personnel management



functions-recruitment, placement, wages administration, employee welfare, discipline and industrial relations. Staff training and development tend to receive far less attention than others here in mentioned. Ubeku,(2008)

The specific problem this work would address is therefore to investigate the nature of staff training during Covid 19 pandemic

“Institutions and to know how this shortcoming affects the morale of all categories of staff. The guiding questions for this research are therefore: The Covid 19 pandemic has brought a lot of changes and challenges to every organization in the world

a) There has been a shift from the traditional or classic practice of working in the office to remote working at home which no doubt has affected training of staff during the pandemic

b) The easing of physical lock down directives from the government have come with conditions which include reduced working hours and restrictions on the number of people that can be in the office at the same time. This has led to staff rotation, shifts to a large extent, this reduced working hours has strongly affected the finance of most organization training programme became a mirage as a result of shortage of funds

c) Covid 19 pandemic has also led to pay cuts in most organizations .As a direct consequence of the economic effect of the pandemic on business and the ability of employers to maintain compensation at pre-covid levels , and in some cases ,the inability of certain employees to work optimally from home , issues such pay cuts, freezing of promotions would not guaranteed an employers to discuss the issues of training of staff

d) Employees Health: more focus is been giving to employees mental and psychological health. Employers have to devise strategies to assist their employees to manage their well being so as to enable them to stay safe and healthy at home to continue to work not to bothered over training during the pandemic covid 19

The objectives of the study:

Based on the above problems of this research, the objectives of this research is therefore to investigate the nature of staff training and development policies, programmes, status, facilities for implementation



and their relationship for pre-stated objectives of the tertiary institutions in Nigeria.

Specifically, the research has the following objectives:

- a) To construct a training and development programme aimed at reducing the administrative, social, psychological, and economic problems of Nigerian tertiary institutions,
- b) To expose the inadequacies or otherwise of staff and development programmes in the Nigerian tertiary organizations.
- c) To discuss all the advantages/benefits of staff training
- d) To unravel the categories of staff that enjoyed more training to the disadvantage of others, and the reason why some staff stagnated on a particular post for a long period of time.
- e) To examine the reasons for brain drain in the Nigerian tertiary sector.

Methodology

The study is intended to investigate the impediments to training and development programmes in Nigerian tertiary institutions with goal focus on the selected tertiary institutions in Edo State, during covid 19 in Nigeria. This section covers the type of data (the use of questionnaire, Focus Group Discussion FGD) and interviews. It also evaluates the source and how to source the data. In order words, the sampling procedure adopted for the study will be discussed. How the data will be worked on, will also be discussed. In other words, data analysis methods will be discussed.

Specifically, the methodology for this research include, the population of the study, sample size and sampling technique, sources of data collections, research instruments, test of validity reliability of the research instrument and planned statistical techniques for data analysis.

SOURCES OF DATA

The data of this study will be generated from both the primary and the secondary data sources. The primary sources will include surveys, interviews and focus group discussion with academic and senior non-academic staff that served as the unit of analysis.



The interview method would elicit information from top academicians and career administrators of the selected tertiary institutions, it would elicit information from middle level management staff, junior staffers and registry staff. The purpose is to enhance flexibility and flow in the procurement of detailed and in-depth information on the matter.

SECONDARY DATA SOURCES

Secondary data would be sourced from official published documents, 'published texts such as books, journals, magazines as well as civil Service Rules and Regulations, Including public service condition of service records. Study fellowship texts of the selected institutions shall be investigated

Definition of related terms:

For the purpose of easy comprehension of this research, the common concepts used are operationalized as follows:

(a) Training, According to Nwanchukwu,(1988) implies a process that develops and improves skill related to performance. It is an organizational effort aimed at helping an employee to acquire basis skills required for efficient execution of the functions for which he was hired. it also involves the adoption or molding of a person to increase his fitness for a specific activity training is a learning process that involves the acquisition of skills and knowledge for the purpose of enhancing the performance of a task or duty.

(b) Development, Osula, (2012) refers to any learning activity, which is directed towards future needs rather than present needs and which is concerned more with career growth than immediate performance. Development deals with activities undertaken to expose an employee to perform additional duties and assume positions of importance in the organizational hierarchy. Development is concerned with preparing managerial employees so that they can move with the organization as it develops changes and grows. It is more frequently associated with education of managers in broad areas such as leadership, communication and motivation.



(d) Training needs, Anikeze,(2007) refers to any deficiency of skill and knowledge on the part of the employee, which can be remedied through training. A training need exists when an employee lacks the knowledge or skill to perform in assigned task satisfactorily. For this to be achieved, organization must set performance standards in each section or department and ensures that workers can check for themselves how often and how well they are performing their assigned tasks, as a lack of training is dysfunctional to the organization, adequate care should be taken to recognize when training needed. The following are the conditions and therefore indications that employees in any organization require training:

- Lack of interest on the job,
- Negative attitude to work,
- Low productivity
- Tardiness
- Excessive absenteeism
- High reject or low quality
- High incidence of accidents
- Insubordination

A rational way of identifying the area of training need is to analyze the entire organization (people, job, technology, etc.). This will identify the trouble spots where training may help to avoid the high cost and time that may be associated with poor diagnosis of the training needs. When an organization starts to experience some of the above warning signs, it should consider training. For example an employee will not complain to management that he require training instead he would hide his frustration and use money for example as a scapegoats by demanding more wages, lack of fringe benefits.

(e) Tertiary Institutions refers to institutions of learning after the secondary level education. They include institutions such as the polytechnics, universities, college of education, etc.

Theoretical framework: inducement- contribution theory:

The theoretical framework for this study is inducement- contribution theory by Bernard Simon. According to Simon, cited in Ogbozor, (2015)



participant-contribution concept implies a balance between participant's contribution and organization's inducement. He said that an organization is an inter-related social behaviour of a number of persons whom he called the participants in the organization. Each participant and each group of participants receives from the organization inducement in return for which he makes to the organization his contribution. He maintain that an organization is solvent and will continue in existence 'only so long as the contribution are sufficient to provide inducement in large enough measure to draw forth those contributions. An organization can induce its members, in several ways including the following: good working environment, financial rewards, promotions, skill acquisition through trainings and appointment for self-development etc.

Relating inducement contribution theory to impact of staff training and utilization in Nigeria tertiary sector, it is obvious that staff training serves as an inducement which an organization must offer to the members in order to equip them with the necessary skills that will help them contribute effectively towards the attainment of organizational goals.

REVIEW OF RELATED LITERATURE:

THE CONCEPT OF TRAINING AND MANAGEMENT DEVELOPMENT

Management training is any attempt to improve managerial effectiveness through a planned and deliberate learning process (manpower service commission 1978). Management or executive development is the company's effort at rising through training managerial ability in order to improve the effectiveness of management actions. According to Obikoya,(2015) it is a known fact that the need for development of the individual manager must come from his own goals and capabilities. Therefore, it is essential that each person recognize the areas in which he needs improvements and changes in order to do his job better, now and in future.

The training and development of staff in the public sector is focused essentially on the officer, there cadre. In consequence, unlike in the private sector, there are no discernible systematic training programmes for clerks and other grades of workers. In his own view obikoya,(2018)



stated that the secretaries, artisans, senior clerks, and other individuals occupying operative positions contribute heavily towards the attainment of organization's objectives. Organization relies upon them for their complementary roles. Therefore, training and development for operative employees must also be given high priority by firms.

Ubeku,(2014) commented on the need for training and development efforts as follows:

An employee should be helped to grow into more responsibility by systematic training and development. It is only then that will feel confident to carry out the responsibilities of the job. Because he believes he can do it, his enthusiasm on the job increases. It is a person in that position who can think and originate ideas as to how best to carry out the task of the job. People who are not retained tend to stick to what they were taught the first time they took over the job. They are frightened of doing the job in a different way, because something might go wrong that risk they cannot take.

Also, in reasoning in the same direction, Akpan,(2016) stated thus:

An untrained man in the modern world may be a menace to the society. He is a quack; he knows only the laws of things; he has no idea of why. Hence if there is any trouble anywhere- breakdown in a machine or mistake in a ledger-all he can do is to fumble and punch up trouble anyhow, leading to a more serious breakdown or greater confusion. Really there is no place for the untrained work or even the intelligent amateur, in these days of specialized work.

Management development

Management development aims to ensure that the organization has the effective managers it requires to meet its present and future needs. The major emphasis of management development is improving the performance of existing managers, giving them opportunities to grow and develop and ensuring as far as possible that management succession within the organization is provided for. In short, management development is a management strategy that assesses present and future organization performance, and ensure effective match between the expected performance and managerial competency or skill, needed to realize them.Yusuf, (2018)



Management development have the objectives of increasing the effectiveness of the organization by:

- a) Ensuring that managers understand what is expected of them agreeing with the objectives against which their performance will be measured and areas where competence levels need to be improved.
- b) Identifying managers with potential, encouraging them to prepare and implement personnel development plans and ensuring that they receive the required development, training and experience to equip them for more demanding responsibilities organization.

Generally, management development is a business-led process, even though it is concerned with the development of individual performance potentials. The business has to decide what kind/categories of managers it need to achieve its strategic goals and how it can best obtain and develop those managers.

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