

Influence of Training on Productivity of Non-Academic Staff in Nigerian Universities (A Case Study of University of Benin and Benson Idahosa University, Benin City, Nigeria)

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Abstract

The study investigated the “Influence of Training on Productivity of Non-Academic Staff in Nigerian Universities (A Case Study of University of Benin and Benson Idahosa University, Benin City, Nigeria). Five research questions were raised of which one was hypothesized and tested at 0.05 Alpha Level. The research design adopted for this study was Conclusive Research. The population of the study consisted of all non-academic staff in the Vice – Chancellor’s Office and Registrar’s Office of University of Benin, Benin City and Benson Idahosa University, Benin City. The sample size for the study was 200 non-academic staff using a multi-stage stratified random sampling technique. The instrument used was questionnaire titled “Influence of Creativity in the Training and Development on Productivity of Non-Academic Staff in Nigerian Universities”. The instrument had a reliability coefficient of 0.70. Data were analysed using frequencies and percentages and the hypothesis formulated for the study was tested with the use of t-test. It was also revealed in this study that University of Benin, Benin City, and Benson Idahosa University, Benin City non-academic staff, did not regularly organize seminars, symposia and workshops and their non-academic staff were not able to participate effectively. It was revealed in this study that non-academic staff in University of Benin, Benin City, and Benson Idahosa University, Benin City rarely had opportunities to attend international conferences. Based on the findings, and the conclusion drawn, it was recommended that both Universities should step up the training of non-academic staff for better performance.

Key words: Human Resource, Training, Productivity, Job Rotation and Coaching

Introduction

The training and development of employees is an issue that has to be faced by every organization (Cole, 2002). He went on to say that the amount, standard and quality of training carried out varies enormously from one place to another and among organizations.

Training and development was a holistic mechanism designed to influence the employees towards goal achievement. According to Falola, Osibanjo and Ojo (2014),

training and development were indispensable strategic tools for effective individual and organization performance. Thus, organizations were investing in the employee training and development with confidence that this would earn them a competitive advantage in the world of business. The importance of training and development to any organization cannot be over-emphasized. The achievement of organizational goals and objectives largely depended on the outcome of periodic training and development of human resource. Training and development led to improved profitability while cultivating more positive attitudes toward profit orientation.

Productivity was defined as the efficiency with which things were being produced. Employee productivity however was the measure of output per unit of input economically. It was the log of net sales over total employees. Ogbunbamowo(2000) and Ohinmorin (2003) saw productivity as the relationship between output generated by the production of service and input provided to increase this output.

An increase in the productivity of staff in an organization would no doubt lead to an increase in the output generated, and invariably lead to the growth of that organization. Therein lied the interest of the researchers in the study of “Influence of Training on Productivity of Non-Academic Staff in Nigerian Universities” Seeing the importance of training and development in organizations,

According to Obamwonyi (2017), it was necessary to investigate the impact of concept “Training” on the Productivity of Non-Academic Staff at the Administrative Offices of the Vice-Chancellors and Registrars at University of Benin and Benson Idahosa University, both in Benin City, Edo State, Nigeria.

Training is essential aspect of the administration of any business. The success of any organization largely depended on its employees. For any organization to achieve its stated goals and objective in this competitive world, adequate and relevant training and development of staff could not be overemphasized. Employees were the human resource which needed development. This development would greatly depend on the outcome of constant training and re – training of staff. Training and development were very expensive. But organizations continued investment in training to attain goals. Considering the high level of investment in the human resource training and development, it is important that the efforts put into these yielded fruits. Thus was a need to determine the level of productivity brought about by training and development, as well as the perception of employees on the concept of training and development. Over the years, it appears the University of Benin, Benin City and Benson Idahosa University, Benin City, Nigeria paid less attention to staff training and development of the non-academic staff.

Statement of the Problem

Studying Nigerian Universities, it was observed that the non-academic staff were socially and inter-personally brilliant, yet majority of them were academically and professionally inept. Their level of handling crucial administrative, financial and technical tasks tended to be constraint. Hence, the necessity to improve their creativity through training and development arose. Additionally, the Bursary Staff of University of Benin, Benin City did not go on Study Leave enough for improved performance and that majority of Bursary Staff of University of Benin were neither chartered nor certified in accounting and that management of the University of Benin, Benin City did not regularly organize training and development programmes to enhance employee performance, (Overhi, 2017).

University of Benin and Benson Idahosa University, Benin City, Nigeria tended to have training of non-academic staff.

Purpose of the Study

Generally, the purpose of the study was to determine Influence of Training on Productivity of Non-Academic Staff in Nigerian Universities. Specifically, the study was to:-

1. Examine whether the types of the training and development programmes needed were available for the non-academic staff of the Central Administration at the University of Benin, Benin City and Benson Idahosa University, Benin City, Nigeria.
2. Determine whether the non-academic staff at the Central Administration of the University of Benin, Benin City and Benson Idahosa University, Benin City, Nigeria, were sent to both local and international conferences by the university authorities.
3. Evaluate whether university authorities provided study leave for staff of the Central Administration at the University of Benin, Benin City and Benson Idahosa University, Benin City, Nigeria.
4. Identify the frequency of organisation of workshops, seminars and symposia for the Staff of Central Administration of the University of Benin, Benin City and Benson Idahosa University, Benin City, Nigeria.

Research Questions

The following research questions were formulated for the purpose of gaining insight into this study;

1. Are there any types of training and development programmes offered at the University of Benin, Benin City, and Benson Idahosa University, Benin City for the non-academic staff of the Central Administration?
2. Were seminars, symposia and workshops organised for the University of Benin, Benin City, and Benson Idahosa University, Benin City staff of the Central Administration of these universities?
3. Are there opportunities for Non-academic staff of the University of Benin, Benin City, and Benson Idahosa University, Benin City to attend both local and international conferences?
4. Are the staff of the Central Administration of the University of Benin, Benin City and Benson Idahosa University, Benin City granted study leave?
5. Is there any impact of training and development programmes on productivity of the University of Benin, Benin City, and Benson Idahosa University, Benin City staff in the Central Administration?

Null Hypothesis:

Training Programmes does not significantly influence the Productivity of staff of the Central Administration of the University of Benin, Benin City and Benson Idahosa University, Benin City, Nigeria.

Methodology

The study adopted for this study was Conclusive Research Design. The researcher designed questionnaire to capture data from the respondents after data analysis. This study sought to determine the impact of human resource training and development on non-academic staff at the Central Administration of the University of Benin, Benin City and Benson Idahosa University, Edo State. The population for this study comprised of all Non-academic staff of the University of Benin, Benin City and Benson Idahosa University, Benin City. By non-academic staff; it referred to staff working at both the Registrar and Vice Chancellor's Office. There were 195 staff at the Registrar's Office and 202 staff at the Vice Chancellor's Office at the University of Benin, Benin City while that of Benson Idahosa University, Benin City were 120 non-academic staff at the Registrar's Office and 145 at the Vice-Chancellor's Office respectively. The sample size of this study was two hundred non-academic staff (100 each from University of Benin, Benin City and Benson Idahosa University, Benin City).

The instrument used was questionnaire titled "Influence of Creativity in the Training and Development on Productivity of Non-Academic Staff in Nigerian Universities". The instrument had a reliability coefficient of 0.70. The instrument was divided into three sections A, B, and C. Section A sought a demographic data of respondents; Section B and C was on sought for response for Items on Training and Productivity, respectively. The instrument (the questionnaire) was given to the three experts in the Faculty of Education, University of Benin, Benin City so as to ensure face validity. Their corrections and suggestions were incorporated into the final instrument that was used for the study so as to show its consistency, a pilot testing was carried out using 20 respondents (Non-academic staff of the University of Benin, Benin City, Nigeria). These 20 respondents were not involved in the main study. The instruments were administered to these 20 respondents and the data collected were analyzed using the Cronbach Alpha Technique and a Coefficient Value of 0.70 was obtained. By this said value the instruments were adjudged to be reliable for the study. The instruments were administered with the help of the Public Relation Officers (PROs) in both institutions (i.e. the University of Benin, Benin City and Benson Idahosa University, Benin City). The researchers went to the PRO Offices in both institutions and explained the purpose of the study before handing over the instruments to the PROs. The PROs collected the instrument, administered and told the researcher to come in the interval of a week time to collect the completed questionnaire as they helped to administer the questionnaire to the non-academic staff. So, with the help of the PROs, after a week the researchers were able to get back and retrieved all the instruments that were distributed.

Results

Research Question 1: Are there any types of training and development programmes offered at the University of Benin, Benin City, and Benson Idahosa University, Benin City for the non-academic staff of the Central Administration?

Table 1: Respondents response on the types of training and development programmes offered at the University of Benin, Benin City, and Benson Idahosa University, Benin City for the non-academic staff of the Central Administration

S/N	Are there any types of training and development programmes offered at the University of Benin, Benin City, and Benson Idahosa University, Benin City for the non-academic staff of the Central Administration?	Yes N (%)	No N (%)	Decision
1.	Is fundamental of human resource management part of the training programmes offered in your university?	70(35)	130 (65)	Disagreed
2.	Are team building and team work: Essential Principles for innovative teamwork and Corporate transformation part of the training programmes offered in your university	20(10)	180(90)	Disagreed
3	Are documents and record management part of the training programmes offered in your university	40(20)	160 (80)	Disagreed
4	Are combating risk & fraud in procurement part of the training programmes offered in your university	5(2.5)	195 (197.5)	Disagreed
	Average	33.75 (16.87)	166.25 (83.13)	Disagreed

(Cut off point)= 50%

Table 1 revealed 70 respondents which represented 35% out of 200 respondents agreed that fundamental of human management is part of training programmes organized by University of Benin, Benin City and Benson Idahosa University, Benin City, while 130 respondents (65%) disagreed. Also, 20 respondents which represented 10% of out 200 respondents were of the view that team building and team work are part of training organized by University of Benin, Benin City and Benson Idahosa University, Benin City, while 180 respondents disagreed. Also, 40 respondents which represented 20% out of 200 respondents agreed that documents and record management are parts of training programme organized by University of Benin, Benin City and Benson Idahosa University, Benin City, while 160 respondents disagreed. It was also revealed that 5 respondents which represented 2.5% out of 200 respondents agreed the combating risk and fraud in procurement as part of Training/programme organized by University of Benin, Benin City and Benson Idahosa University, Benin City while 195 respondents representing 197% of the total respondents

Research Question 2: Were seminars, symposia and workshops organised for the University of Benin, Benin City, and Benson Idahosa University, Benin City staff of the Central Administration of these universities?

Table 2: Respondents’ response on whether seminars, symposia and workshops were organized for the University of Benin, Benin City, and Benson Idahosa University, Benin City staff of the Central Administration of these universities?

S/N	Were seminars, symposia and workshops organised for the University of Benin, Benin City, and Benson Idahosa University, Benin City staff of the Central Administration of these universities?	Yes N (%)	No N (%)	Decision
1.	Were seminars organized for staff of the Central Administration in your university?	70(35)	130 (65)	Disagreed
2.	Were symposia organized for staff of the Central Administration in your university?	20(10)	180(90)	Disagreed
3	Were workshops organized for staff of the Central Administration in your university?	40(20)	160 (80)	Disagreed
	Average	43.33 (21.67)	156.67 (78.33)	Disagreed

(Cut off point)= 50%

Table 2 showed the 70 respondents (130%) of the total respondents agreed that seminars were organized for the University of Benin, Benin City, and Benson Idahosa University, Benin City staff of the Central Administration while 130 respondents disagreed. Also, 20 respondents representing 10% of the total population agreed while 180 respondents disagreed that symposia were organized for the University of Benin, Benin City, and Benson Idahosa University, Benin City staff of the Central Administration. Furthermore, 40 respondents representing 20% of the total respondent agreed that workshops were organized for the University of Benin, Benin City, and Benson Idahosa University, Benin City staff of the Central Administration.

Research Question 3 Are there opportunities for Non-academic staff of the University of Benin, Benin City, and Benson Idahosa University, Benin City to attend both local and international conferences?

Table 3: Respondents’ response to opportunities for non-academic staff of the University of Benin, Benin City, and Benson Idahosa University, Benin City to attend both local and international conferences?

S/N	Are there opportunities for Non-academic staff of the University of Benin, Benin City, and Benson Idahosa University, Benin City to attend both local and international conferences?	Yes N (%)	No N (%)	Decision
1.	Are there opportunities for Non-academic staff in your university to attend local conference	169 (84.5)	31(15.5)	Agreed
2.	Are there opportunities for Non-academic staff in your university to attend international conference	20(10)	180(90)	Disagreed
	Average	94. 5 (47.25)	105.5 (52.75)	Disagreed

The above Table 3 revealed that 169 respondents (84.5%) of the total respondents agreed while 31 respondents (15.5%) of the total respondents disagreed that there opportunities for Non-academic staff in University of Benin, Benin City, and Benson Idahosa University, Benin City to attend both local conference. Furthermore, 20 respondents (10%) of the total respondents agreed that there are opportunities for non-academic staff of the University of Benin, Benin City, and Benson Idahosa University, Benin City to attend international conferences while 180 respondents (90%) disagreed.

Research Question 4:

Are the staff of the Central Administration of the University of Benin, Benin City and Benson Idahosa University, Benin City granted study leave?

Table 4: Respondents’ response whether staff of the Central Administration of the University of Benin, Benin City and Benson Idahosa University, Benin City are granted study leave?

S/N	Are the staff of the Central Administration your University granted study leave?	Yes N (%)	No N (%)	Decision
1.	Are the staff of the Central Administration of your University granted study leave?	178 (89)	22 (11)	Agreed
2.	Are the staff of the Central Administration of your University allowed to go on study leave more than a session?	30 (15)	170 (85)	Disagreed
	Average	104 (52)	96(48)	Agreed

Table 4 revealed that 178 respondents (89%) of the total respondents agreed that staff of the Central Administration of the University of Benin, Benin City and Benson Idahosa University, Benin City are granted study leave while 22 respondents (11%) disagreed. Also, 30 respondents (15%) agreed while 170 respondents disagreed that staff of the Central Administration of University of Benin, Benin City and Benson Idahosa University, Benin City are granted are allowed to go on study leave more than a session.

Research Question 5:

Is there any influence of training and development programmes on productivity of the University of Benin, Benin City, and Benson Idahosa University, Benin City staff in the Central Administration?

Table 5: Respondents’ response on influence of training and development programmes on productivity of the University of Benin, Benin City, and Benson Idahosa University, Benin City staff in the Central Administration.

S/N	Is there any influence of training and development programmes on productivity of your University staff in the Central Administration?	Yes N (%)	No N (%)	Decision
1.	Does training and development on productivity has any influence on productivity of your university staff in the Central Administration?	150 (75)	50 (25)	Agreed
2.	Does training and development on productivity has any influence on service delivery of your university staff in the Central Administration?	160 (80)	40 (20)	Agreed
3.	Does training and development on productivity has any impact on of your university staff in the Central Administration?	148 (74)	52 (26)	Agreed
	Average	152 (67)	47(33)	Agreed

Training Programmes does not significantly influence the Productivity of staff of the Central Administration of the University of Benin, Benin City and Benson Idahosa University, Benin City, Nigeria.

To test this hypothesis; with respect to null hypotheses, when the calculated is greater than or equal to the table value, the null hypothesis will be rejected, but the null hypothesis will be accepted when the t-calculated is less than the table value obtained at 0.05 level of significance.

Table 6: t-test analysis between the influence of training and productivity of staff of the Central Administration of the University of Benin, Benin City and Benson Idahosa University, Benin City, Nigeria.

Variables	N	Mean	SD	Mean Diff.	Df	t	Sig.(p)	Decision
Training	100	55.25	5.61	5.01	198	0.01	0.89	Not significant (Retain Ho)
Productivity	100	50.24	5.27					

(=0.05)

Table 6 revealed that testing at =0.05, df=198; a t-value of 0.01 which was significant at 0.89 was obtained. Since the p value of 0.89 was greater than the value of 0.05 then the observed mean difference was not significant. Therefore, the null hypothesis was retained. Thus it can be concluded in this study that Training Programmes does not significantly influence the Productivity of staff of the Central Administration of the University of Benin, Benin City and Benson Idahosa University, Benin City, Nigeria.

Discussion of Findings

The study revealed from Table 1 that the types of training often given to non-academic staff of University of Benin, Benin City, and Benson Idahosa University such as fundamentals of human management, team building and team work, documents and record management, combating risk and fraud in procurement.

The findings were in agreement with Gambo (2015) where his findings revealed that coaching, lectures and seminars were the major methods by which staff in organizations were being trained. There is the need for non-academic staff to be exposed to other forms of training especially in the 21st Century as the types of training staff were being exposed to in this study is not adequate enough as other types of the training programme, can also enhance non-academic staff productivities at the University of Benin, Benin City, and Benson Idahosa University, Benin City.

It was also revealed in this study that University of Benin, Benin City, and Benson Idahosa University, Benin City did not regularly organize seminars, symposia and workshops and their non-academic staff were not able to participate effectively. The findings corroborate the opinion of Ngu (2006) where he stated that most institutions in Nigeria (universities inclusive) tended to feel less concern about the training and development of their staff. There is, therefore, the need University of Benin, Benin City, and Benson Idahosa University, Benin City to regularly organize training programmes for their non-academic staff so that productivity can be improved upon by staff in their offices and also to be at par with their counterparts all over the world.

It was revealed in this study that non-academic staff in University of Benin, Benin City, and Benson Idahosa University, Benin City rarely had opportunities to attend international conferences. This could be so because as argued earlier according to Ngu (2006) that most institutions in Nigeria felt less concern about training and development of their staff. However the reason for the University of Benin, Benin City, and Benson Idahosa University, Benin City not providing opportunities non-academic staff to attend international conferences could be the shortage of funds to meet the cost of the programmes, lack of co-operation from top management among others.

Table 5 in this study revealed that majority of non-academic staff were not on study leave and even the few on study leave; argued by McNamara (2010) which revealed shortage of personnel; thus granting of study leave could affect the staff strength. Besides, most top management were not willing to allow their staff to proceed on study leave. According to Ngu (2006) most top management showed less concern about staff training.

The study further revealed that training and development programmes had a high influence on the productivity of non-academic staff at the University of Benin, Benin City as well as Benson Idahosa University, Benin City. This finding was not surprising as literatures had already written on the benefits and importance of training of staff. This finding was in supports of earlier findings by Gambo (2015), Adams (2012) and McNamara (2010) whose findings also all revealed that training had positive impact on staff inputs in organizations. Thus the need for training and development programmes for non-academic staff should be encouraged since previous studies and literature had affirmed that it had a positive impact on the personnel as well as the organization. Training of personnel according to Adams (2002) made employees felt that they were part of the organization. It also created professional development and enhanced employees skills and knowledge. Also Namara (2010) added that training increased job satisfaction and employee morality, enhanced the employee

motivation, improved their efficiency and expose non-academic staff to new technologies and developed knowledgeable workfare.

Finally; this study revealed that there was no significant difference of the impact of training and development programmes on the productivity of staff of the central administration in University of Benin, Benin City and Benson Idahosa University, Benin City. This finding confirmed the argument by Adams (2002) that when staff have been trained and were involved in developmental programmes, no matter where they were, they would be able to contribute their quota effectively in such organization.

Conclusion

Based on the findings of the study, it was concluded that the non- staff of the Central Administration were not adequately exposed to training and development programmes which could enhance productivity, high performance and organizational competitiveness. There was a significant difference of the impact of training and development programmes on the productivity of non –academic staff of the Central Administration of University of Benin, Benin City and Benson Idahosa University, Benin City.

Recommendations

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

1. The University of Benin, Benin City (BENIN) and Benson Idahosa University, Benin City (BIU) should step up the training of non academic staff for better performance.
2. BENIN and BIU should encourage the non-academic staff to attend Workshops, Seminars, Symposia and Conferences to acquire more knowledge for the execution of their duties effectively and efficiently.
3. The non academic staff of University of Benin, Benin City, and Benson Idahosa University, Benin City should be encouraged to attend both local and international conferences to update their knowledge in modern management.

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