

# Academic Staff Training and Lecturers' Performance in Distance Learning Institute University of Ibadan, Nigeria

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**Abstract:** *Training is an important activity of human resource department which helps in improving the competency of employees. Training gives a lot of benefits to the employees such as improvement in efficiency and effectiveness, development of self-confidence and assists everyone in self-management. This study investigates academic staff training and lecturer's performance in Distance Learning Institute University of Ibadan. Findings from this study revealed that there is a significant relationship between academic staff training and lecturer's Performance in Distance Learning Institute University of Ibadan, that there is a significant relationship between academic staff training and job satisfaction in Distance Learning Institute University of Ibadan and absence of training on administration capability, teaching capability and research capability were identified as the core challenges of staff training needs in distance learning institute University of Ibadan. This study adopted descriptive survey designed. In analyzing the data simple percentage and chi-square with the aid of Statistical Package for Social Sciences (SPSS) were used. The study recommends customized training that can address administration, teaching and research training needs in Distance Learning Institute University of Ibadan.*

**Keywords:** Distance Learning Institute, Lecturers' Performance, Academic Staff Training University of Ibadan, Nigeria

## Introduction

Training is an important activity of human resource department which helps in improving the competency of employees. Training gives a lot of benefits to the employees such as improvement in efficiency and effectiveness, development of self-confidence and assists everyone in self-management. Training may be defined as an organized and coordinated development of knowledge skills and attitudes needed by an individual to master a given situation or perform a certain task within an organizational setting. There are different ways of defining the term training. It may be defined as a systematic development of the knowledge, skills and behaviour required by employees to do adequately on confirmed task or job (Shaheen, Naqvi & Khan, 2013). It is simply described as learning that is provided in order to improve performance on the present job (Amin et al., 2013). Elnaga and Imra (2013) define employee training as programs that provide workers with information, new skills, or professional development opportunities. It can take place in numerous ways, on the job or off the job; in the organization or outside organization. Regardless of the view, the term training draws elements of acquiring new knowledge to help manage both current and future situations.

Education is an integral aspect of training. It is vital for personal development and society development. This explains why the governments of developing countries provide education for their citizens. Staff are one of the

most important components of any educational system, they contribute to the attitudes of the society, thereby shaping the nation (Nkpodia, 2001). The quality of any education system depends on the way the skills of the staff in the system are developed.

The purpose of staff training is to further improve job performance, enhance the quality of work environment and foster personal growth and development. Through staff training activities staff acquire knowledge about educational issues and problems, develop and utilize new or improved skills or work ethics and methods, clarify work-related attitudes and values, derive greater satisfaction from work with students, and develop more stimulation and supportive relationships with their colleagues. Therefore, this paper is aimed at investigating academic staff training and lecturers' performance in distance learning Institute University of Ibadan.

## Statement of Problem

It has been observed that most state-owned universities are not adequately productive due to inadequate staff training and development programmes (Agah, 2002). Academic staff have not lived up to their expectations due to inability of the state government and university administration to expose them to in-service training, conferences, research, community service and current practices in their fields. This has resulted in reduction of quality manpower. Thus, qualified manpower which would have emanated from staff development has decreased tremendously (Okebukola, 2005). The purpose of this study is to examine academic

staff training and lecturer's performance in Distance Learning Institute University of Ibadan.

### Objectives of the Study

This study is aimed at investigating academic staff training and lecturers' performance in Distance Learning Institute University of Ibadan. Specific objectives are to;

- i. find out whether there is a significant relationship between academic staff training and lecturers' performance in Distance Learning Institute University of Ibadan; and
- ii. examine whether there is a significant relationship between academic staff training and job satisfaction in Distance Learning Institute university of Ibadan.

### Research Questions

The following research questions were formulated to address the problems of the study.

- i. Will academic staff training help improve lecturer's performance in Distance Learning Institute University of Ibadan?
- ii. Is there a significant relationship between academic staff training and job satisfaction in Distance Learning Institute University of Ibadan?

### Research Hypotheses

The following hypotheses were formulated for testing.

H<sub>0</sub>: Academic staff training will not help improve lecturer's performance in Distance Learning Institute University of Ibadan.

H<sub>1</sub>: Academic staff training will help improve lecturer's performance in Distance Learning Institute University of Ibadan.

H<sub>0</sub>: There is no significant relationship between academic staff training and job satisfaction in Distance Learning Institute University of Ibadan.

H<sub>1</sub>: There is a significant relationship between academic staff training and job satisfaction in Distance Learning Institute University of Ibadan.

### Review of Related Literature

According to Onasanya (2011) Training is a form of specialized education aimed at giving trainee a particular or

specialized knowledge, skill and attitude which he must possess to effectively perform in a given position. To Aroge (2012) Training involves the acquisition and changing of specific skills, knowledge, attitude and social behavior for the purpose of an occupation or work. Training is the preparation for an occupation or for specific skills which is job or task oriented rather than personal. Training means to help employees apply compliance concepts to their jobs.

Training refers to the acquisition of the skills, knowledge and competencies required to perform a task, by means of teaching. Noe *et al.* (2003) defines training as "a planned effort to facilitate the learning of job-related knowledge, skills, and behaviour by employees". Although the list of reasons for conducting training sessions is exhaustive, Rothwell and Kazanas (2006:212) categorise them into two sets: 1) to fill a "performance gap" as identified during the performance management process; and 2) to fill up a "growth gap", that is, to be promoted or to be able to fill another open position in the organisation.

Elnaga and Imra (2013) argues that in order to prepare their workers to do their job as desired, organizations provides training so as to optimize their employee's potential. They note that most of the firms, by applying long term planning, invest in building new skills by their workforce, enabling them to cope with the uncertain conditions that they may face in future, thus, improving the employee performance through superior level of motivation and commitment and when employees recognizes their organization interest in them through offering training programs, they in turn apply their best efforts to achieve organizational goals and show high performance on the job. Hence training is therefore critical in achieving an elastic workforce which is motivated and committed (Amin *et al.*, 2013).

Despite these positive outcomes of training, some scholars have argued differently. For example Brum (2007) while acknowledging that training has been used extensively by organizations as a competitive strategy, notes that there is significant varying debates among professionals and scholars as to the effect that training has on both employee and organizational goals. He posits that one school of thought argues that training leads to an increase in turnover while the other states that training is a tool that can lead to higher levels of employee retention but regardless of the school of thought, most professionals agree that employee training is a complex human resource practice that can significantly impact a company's success.

The effect of training on employee and organizational performance may be both direct and indirect. Sahinidis and Bouris (2008) notes that directly the role of training programs is seen as a measure of improving employee capabilities and organizational capabilities i.e. when the organization invests in improving the knowledge and skills of its employees, the investment is returned in the form of

more productive and effective employees. While indirectly they highlight that as companies train their employees so as to enable them to handle both current and future issues, the training can lead to high levels of motivation and commitment by the employees, who actually see the opportunity they are given hence the appreciation of the investment their organization is making in them and is shown in their hard work and their contentment in being a member of such an organization.

## Methodology

### Research Design

The design used for the study was a survey method which involved administering copies of questionnaire to the respondents and retrieving same after completion.

### Population

This study population consisted of academic staff members of Distance Learning Institute University of Ibadan.

### Sample Size and Sampling Technique

The study population of 100 was considered useful and was therefore adopted as the study sample. In view of this a sampling technique was therefore not necessary.

### Instrument for Data Collection

### Analysis Based on Research Questions and Hypotheses

*Will academic staff training help improve lecturer's performance in Distance Learning Institute University of Ibadan?*

**Table 4.1: A table showing chi-square result of the relationship between staff training and lecturer's performance in Distance Learning Institute University of Ibadan**

Academic Staff Training and Lecturer's Performance			
Chi-Square (a)	366.889a	288.667a	38.000a
DF	3	3	3
Asymp. Significance	0.000	0.000	0.000

The table 4.1 showed that the cal-value of 693.556 is significance at 0.05 level of significance. Since the 0.000 is less than 0.05 significant level, this showed that there is significant relationship between academic staff training and lecturer's performance in Distance learning Institute University of Ibadan. Therefore the null hypothesis is hereby rejected. While the alternate hypothesis accepted which states that there is significant relationship between academic staff training and lecturer's performance in Distance learning Institute University of Ibadan. Findings above is consistent with Sahinidis and Bouris (2008) assertion that directly the role of training programs is seen as a measure of improving employee capabilities and organizational capabilities i.e. when the organization invests in improving the knowledge and skills of its

The data is collected through a questionnaire consists of 15 questions. All questions are close ended questions with the use of a five point Likert scale consisted of strongly disagree, disagree, neutral, agree and strongly agree. All questionnaires were distributed and collected by hand from the lecturers. Ninety five questionnaires were collected after one week. 95 of them gave the response to our questionnaire. After checking them 79 were found correct and the respond rate was 83%. These 79 questionnaires were included in the study. The analysis of the questionnaire was undertaken using Statistical Package for Social Sciences (SPSS). In analyzing the data, the researcher adopted simple percentage and chi-square with the aid of Statistical Package for Social Sciences (SPSS). The hypotheses formulated were tested at 0.5 level of significance.

## Result and Data Analysis

The total number of lecturers who participated on this study was one hundred respondents. But only seventy nine returned questionnaires were found useful for analysis. Results of the statistical analysis of the data are presented in the following tables:

employees, the investment is returned in the form of more productive and effective employees. While indirectly they highlight that as companies train their employees so as to enable them to handle both current and future issues, the training can lead to high levels of motivation and commitment by the employees, who actually see the opportunity they are given hence the appreciation of the investment their organization is making in them and is shown in their hard work and their contentment in being a member of such an organization.

*Is there a significant relationship between academic staff training and job satisfaction in Distance Learning Institute University of Ibadan?*

**Table 4.2: A table showing chi-square result of the relationship between academic staff training and job satisfaction in Distance Learning Institute University of Ibadan**

Academic Staff Training and Job Satisfaction			
Chi-Square (a)	180.222a	71.778a	303.636b
DF	3	3	3
Asymp. Significance	0.000	0.000	0.000

The table 4.2 showed that the cal-value of 555.636 is significance at 0.05 level of significance. Since the 0.000 is less than 0.05 significant level, this showed that there is significant relationship between academic staff training and job satisfaction in Distance learning Institute University of Ibadan. Therefore the null hypothesis is hereby rejected. While the alternate hypothesis accepted which states that there is significant relationship between academic staff training and job satisfaction in Distance learning Institute University of Ibadan. Findings above is in agreement with Siebern-Thomas (2005) who after analysing 13 countries in the European Community Household Panel (ECHP) 1994-2001, found that job satisfaction tended to be higher where there was access to workplace training.

## Conclusion and Recommendation

This study examined academic staff training and lecturers' performance in Distance Learning Institute University of Ibadan. The findings of this study revealed that there is a significant relationship between academic staff training and lecturer's Performance in Distance Learning Institute University of Ibadan, that there is a significant relationship between academic staff training and job satisfaction in Distance Learning Institute University of Ibadan and absence of training on administration capability, teaching capability and research capability were identified as the core challenges of staff training needs in distance learning institute University of Ibadan.

This paper has given rise to the following recommendations.

### Academic Staff Training and Performance

Since the study has revealed that training positively influences lecturers' performance by having a positive influence on lecturer's teaching capability, training should be conducted time to time to ensure that employees have the necessary engagement to change processes, innovation; better performance and job enthusiasm for enhanced employee and organizational performance.

### Academic Staff Training and Job Satisfaction

The study has shown that training enhances employee performance by influencing job satisfaction. The study indicated that training positively influences job satisfaction by enhancing academic staff relationships at work; the respondents' ability to use their own initiatives and skills at work; opportunities for pay and promotion; and by influencing the work activities. Despite the findings the study has also shown that there is declining trend in the level of conviction that training enhances employee performance by influencing job satisfaction from the top level management to the non-management staff members. Distance Learning Institute University of Ibadan therefore needs to evaluate its training strategies with respect to job satisfaction to ensure that the effects are uniformly attained across the organization.

### Academic Staff Training Needs

The study identified administration, teaching and research as the core training needs in Distance Learning Institute. Therefore training programs that are tailored to address administration, teaching and research capability should be prioritized by the management of distance learning programmes.

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