Constraints to Proper Administrative Staff Training in Ladoke Akintola University of Technology (LAUTECH), Ogbomoso, Nigeria

Ojokuku R. M.
Department of Marketing Management, Faculty of Management Science, Ladoke Akintola University of Tech. Nigeria

Akanbi F. K.
Department of Management & Accounting, Ladoke Akintola University of Technology, P. M. B. 4000, Ogbomoso. Nigeria

Abstract
The study examined the constraints to training programmes offered to administrative staff of Ladoke Akintola University of Technology, Ogbomoso, Nigeria. The primary data were sourced from respondents with the aid of key informant interview (KII) administered on the Administrative Officers in charge of Staff Training and the officer in charge of Budget & planning section. The secondary data was generated from records obtained from the Training and Development section as well as Budget and Planning section of the Registry in the University.
It was discovered that there were constraints to proper administrative staff training and development programmes. One of the constraints is late arrival of invitation fliers from the organizers of training programmes as well as delay in obtaining funds from the Bursary department even after necessary approval. It was established that LAUTECH do sponsor training programmes only that there is always room for improvement. It is therefore suggested that more people should be allowed and encouraged to attend training programmes that is relevant to their jobs as frequently as possible to enhance better performance and reduce staff turnover.
Keywords: Constraints, Administrative staff, Training.

1. Introduction
In any organisation, there are many things that employees have to learn in order to become competent in their jobs. It is within the framework of this cluster of roles and learning process that the management states clearly responsibilities, provides the members of the organisation with resources and boundaries within which efficiency may be a reasonable expectation (Mukoro, 2004). In the attempt to accomplish these goals, the importance of human resources training and development becomes inevitable.

Training in any organisation starts with employee orientation which is a process designed to assist in making a successful transition to work life. It is a time to learn about the organisation, its culture, what it stands for, including the composition of the organisation as well as the structure. If an organisation spends considerable money recruiting, interviewing and perhaps even relocating employees, it makes good sense to go one step further and make the new employees feel they have made a good decision to come to the organisation. This however could only be done through adequate and proper training.

Technological innovations and the challenges of global competition have changed the ways by which organisations operate and the skills that their employees need. Employees not adequately trained and retrained may not be able to fit in and move with these changes and this will be a waste of resources on the part of the organisation.

Inadequate funding has been identified as one of the problems of State Universities in Nigeria and LAUTECH is not an exception (Afolabi, 2003). This problem is also compounded in the case of LAUTECH which is jointly owned by two states in Nigeria (Oyo and Osun) which may likely be shifting responsibilities. Due to inadequate fund, the management may not see the need to allocate funds for training academic and non teaching staff as at when due.

1.1 Objectives of the study
The objective of the study is to identify the constraints to proper administrative staff training and development in LAUTECH.

1.2 Research Question
What are the constraints to proper administrative staff training in LAUTECH?

1.3 Hypotheses
There is no significant relationship between level of funding of LAUTECH and administrative staff training in

the institution.

2. Literature Review

2.1 Concept of Manpower Training and Development

Organisations are purposeful with specific goals and objectives which needed human resources to achieve. Training is therefore a systematic process of altering the behaviour, knowledge and motivation of employee in order to increase their effectiveness and organisation goal attainment.

2.2 Training Needs Assessment

Training needs are basically any shortfall in employee's performance or potential performance, which can be remedy by appropriate training (Cole, 2002). The principal challenge in human resources training and development is knowing what is needed. There are many ways of overcoming deficiencies in human performance at work, and training is one of them. The purpose of training is to determine whether there is a gap between what is required for effective performance and present level of performance. If any deficiencies are revealed, training is one of a number of possible solutions though causes and remedies may be various.

Training needs arise at three levels – organisation, tasks/job and individual. These three are interdependent because the corporate performance of an organisation ultimately depends on the performance of its individual employee which also made up subgroups or groups as well as the knowledge, skills and attitudes required for the effective performance of a job or the tasks allocated to the employee. Organisational needs analysis begins with an examination of the short and long term objectives of organisation and the trends that are likely to affect these objectives should be the ultimate concern of any training and development effort.

The need of the organisation may be identified through product/services offered or whether new methods of work are introduced which may likely create a performance gap in knowledge and skills. Job needs analysis provides information on the tasks to be performed on each job, the skills necessary to perform those tasks as well as the minimum acceptable standard.

Training needs differs according to group and individuals (Asaju, 2008). The training needs of people in organisations tend to fall into two groups, which more or less blend together. First, there is the need to provide specific job training, especially, for new employees and sometimes for present employee who are deficient in job performance. Second, there is the need in most organisations to provide training of a personnel development nature that will contribute to the longer range effectiveness of the individual in question. As lack of training is dysfunction to organisational performance, adequate care should be taken to recognise when training is needed.

Training needs for individual may arise at any time during their working careers. Therefore individual training needs may be identified through the application of performance appraisal or previous training records. Employee's performance deficiencies may also be identified by comparing actual performance with the minimum acceptable standards of performance.

What is being said is that organisations should be able to identify their areas of need and training programmes are then designed in line with these needs, instead of the present situation where training bodies package their own programmes for those who are supposed to be the primary beneficiaries.

2.3 Training Objectives

This is where needs identified will be translated into measurable objectives in order to guide the training effort. Like any objectives, training objectives should be as specific as possible about performance, standard required and attendant conditions. It should also be expressed in learner-oriented terms and be as measurable as possible. According to Cynthia et al (2003) this will help to guide the design of the training programme and the selection of training techniques as well as strategies.

Asaju (2008) summarised the objectives of manpower training and development thus: "Improve efficiency and morale, introduction of new techniques, provision for succession, easy replacement of manpower, enhancing the standard of unskilled personnel thus helping to overcome labour shortages, developing supervisors and decreasing the amount of supervision needed."

Asaju (2008) also stated that desired goals sought by training are productivity maintenance and productivity enhancement. He further explained productivity maintenance as "Much of human resource training is in form of maintenance expenses. New people are constantly been lured and must be indoctrinated and trained. Experienced productive employees leave the company for many reasons, such as retirement and are replaced by those who need training and experiences."

In terms of productivity enhancement, he opined that some training and development are strategic in nature and are designed to obtain fuller utilisation of human resources and thereby increase rather than merely maintaining productivity. Nwachucku (1988) cited the following as the main objectives of training; increased productivity, lower turnover rate, higher morale, better coordination and promote goal congruency. Thus

training is mainly aimed at ensuring efficiency and effectiveness at work.

2.4 Evaluation of Training Programmes

All control processes involve evaluation and this is the same in training. Appleby (1994) defined evaluation as "Any attempt to obtain information (feedback) on the effects of a training programme, and to assess the value of the training in the light of that information". The essence of evaluation therefore is to determine the extent to which the training programme has met the objectives as well as the needs identified prior to the training. This account for what Amstrong (2005) said "evaluation is an integral feature of training. In its crudest form, it is the comparison of objectives (criterion behaviour) with outcomes (terminal behaviour) to answer the question how far the training has achieved its purpose".

Four levels of training evaluation were suggested by Cynthia et al (2003) and it seems to be the most widely used framework for the evaluation of training programmes. The levels are:

Level 1 - Evaluating reaction
Level 2 - Evaluating learning
Level 3 - Evaluating behaviour
Level 4 - Evaluating result

3. METHODOLOGY

The research is a survey type which collected the opinions of staff through Key Informant Interview (KII). The data collected were analysed using both descriptive tools such as frequency, percentages, and standard deviation

3.1 Testing of Hypothesis

Ho1 - Pearson correlation coefficient was also used to test the hypothesis that **t**here is no significant relationship between level of funding of LAUTECH and administrative staff training in the institution. The result shows that the correlation coefficient between what is perceived to be the level of funding and attendant of training is 0.083 although it is not statistically significant, the positive value of the coefficient is in line with theoretical expectation since we expect funding and participation in training to move in the same direction. The non significant of the correlation coefficient could however be due to delays in release of funds as a result of bureaucratic processes at the quarters concern. Hence, the null hypothesis that there is no significant relationship between level of funding of LAUTECH and administrative staff training in the institution is accepted while the alternative hypothesis that there is a significant relationship is rejected.

4. Discussion of findings

4.1 The constraints to proper administrative staff training

This objective was pursued by conducting a key informant interview schedule on Administrative Officers in charge of Staff Development section of the Registry.

The specific function of the Staff Development unit is mainly on the development of staff with the following objectives; (a) to keep staff abreast with recent technological development, (b) to acquire new skills, (c) to facilitate effective functioning and (d) to enhance efficiency and increased productivity.

Although the sum of N2million was said to have been earmarked for training of all categories of administrative staff in LAUTECH in the year under review and payments are effected as soon as approval is obtained, however this is only on paper as it was discovered that not even one third of the money was spent.

Other constraints to proper staff training in LAUTECH has to do with late arrival of invitation fliers from the bodies/organizers of training programmes located outside Oyo state, late approval of relevant papers as well as delay in the process of obtaining funds from the Bursary department even after necessary approval.

4.2 Summary of Findings

This study examined the effect of funding on training programme offered to administrative staff of Ladoke Akintola University of Technology, Ogbomoso and the specific objective of the study is to identify the constraints to proper administrative staff training and development

The study established that there were constraints to proper administrative staff training and development among which are late arrival of invitation fliers from the bodies/organizers of training programmes located outside Oyo State, late arrival of relevant papers as well as delay in obtaining funds from the Bursary department. Sometimes approval is even delayed.

Apart from this, lack of enough fund is a major constraint apart from mode of selection that may not allow an individual to go for training programmes more than five times throughout his/her stay on the job.

5. Conclusion

This study established that training indeed is an important factor that must be harnessed into the work schedule

of the administrative staff of any university if the desired performance will be realized.

It is worthwhile to stress that funding of LAUTECH has tremendous effect on staff training. This is true when one considers the fact that human wants are insatiable and it is whatsoever comes in that goes out. The supposed percentage that is earmarked for training development can only be obtained if fund is adequately released from the Management. Apart from this, it is how well funds are released that would determine whether or not there would be anything like training of any kind.

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