



Employees' Perception Towards Manpower Training Practice in Nigerian Private University System

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ABSTRACT

Manpower training for employees is to enhance productivity and overall performance of the organizations. This is due to the recognition of the important role of manpower training in attainment of organizational goals. Consequently, this study investigated the perception of employees towards manpower training practice in the Nigerian Private University system, using Joseph Ayo Babalola University, Ikeji-Arakeji, Osun State as a case study. Collection of data for the study was effected through the use of questionnaire with a sample size of 263 drawn by stratified random sampling. The data was analyzed using descriptive and inferential statistics. The findings of the study show that the perception of 73.88% of the respondents towards manpower training is pointed towards enhancement of their efficiency and job productivity. The study recommends that management of private Universities in Nigerian must ensure that employees training form the heart of their cardinal mission.

Keywords: *Employees Perception, Manpower Training, Private, University*

Introduction

The most valuable resource in Nigeria's higher institutions is the Manpower; this Manpower serves as a major factor in the determination of success or failure in various citadels of learning. Manpower in higher institutions according to Alani (1993) comprises of the lecturers, administrators, technical and unskilled manpower. Manpower coordinates and processes other material resources to produce educational output. Training according to Ohakwe (2007) is a continuous assistance or coaching given to an employee in order to make him have the current knowledge of the job content, scope and relationship within the organisation.

Similarly, Chang (2005) defines employees' perception of manpower training as the expression of the beliefs an employee has about the manpower training practices of an organization. The difference in employees' perception of training can arise because employees observe information through various lenses; each employee experiences training practices differently. This study is being carried out to know the perception of employees towards manpower training practice in Nigerian Private University system using Joseph Ayo Babalola University, Ikeji-Arakeji as a Case Study.

Problem Statement

Despite the increasing effects of training on employees by organizations, there is still limited literature on the perception of employees towards these trainings in developing countries such as Nigeria (Debrah & Ofori, 2006). The existing studies in this relation Harvey (2002) have taken a general human resource management (HRM) focus creating a gap on issues such as the perception of employees' towards manpower training. Existing evidences suggests that research in this area is promising. Most of the previous studies were carried out outside the shores of Nigeria, while others were mostly done outside the educational/ academic sector or environment. The few studies done on education sector did not focus on the private university system. This study will contribute to minimizing this gap in the literature and thereby establish the basis to understand some aspects of employees' perception towards manpower training practice in general, and particularly in Nigerian private university system.

Objective of Study

The objective of this study is to explore the perception of employees towards manpower training practice in Nigerian Private University system.

Significance of Study

This study will be of invaluable assistance to various learning institutes, employers of labour, policy makers, administrators, human resources personnel, researchers and policy makers alike. It is expected that the study

will inform the Nigerian private universities that if they desire to increase work performance, there is the need to have and retain well-trained and motivated employees. The study will also aid management to introduce modern schemes for training and development; this will enable them to meet the future challenges of change in the Nigerian private university system. Finally, the study will offer suggestions and recommendations that will aid successful implementation of manpower training practices within the private university system.

Research Question

What are the perceptions of employees towards manpower training practice in Nigerian private University system?

Hypotheses of the Study

There is no significant difference in employees' perception towards manpower training practice in Nigerian private university system.

Literature Review

Training and development have become the most important factor in the business world today. Training increases the efficiency and the effectiveness of both the employees and the organization (Raja, Furqan & Khan, 2011). The review concentrates mainly on the theoretical orientation of the study, related literature in line with the objectives of the study and overview of the study. The purpose of this literature review is to identify the benefits of manpower training and to estimate the possible impact of manpower training on employees' productivity. Manpower training is essentially an investment in human capital. Being the intellectual property of the firm, employees proves to be a good source of gaining competitive advantage (Houger, 2006), and training is the only way of developing organisational intellectual property through building employees competencies.

Theoretical Framework

This study is based on manpower theory proposed by Schultz (1961) and developed by Becker (1994). According to the theory, manpower theory suggests that training raises the productivity of workers by imparting useful knowledge and skills, hence raising workers' future income by increasing their lifetime earnings (Becker, 1994). The manpower model suggests that an individual's decision to invest in training is based upon an examination of the net present value of the costs and benefits of such an investment. Individuals are assumed to invest in training during an initial period and receive returns to the investment in subsequent periods. In his view, manpower is similar to "physical means of production", e.g., machines: one can invest in manpower (via education, training, medical treatment) and one's outputs depend partly

on the rate of return on the manpower one owns. Thus, manpower is a means of production, into which additional investment yields additional output. Manpower is substitutable, but not transferable like land, labour, or fixed capital.

Olaniyan and Okemakinde (2008) focused on the benefits of manpower to the nation as a whole. They pointed out the relationship between training and economic growth. Manpower development is a tool that is being used by the management to create job satisfaction and boost the morale of the employees in the educational sector. Many authors have contributed to the topic manpower development which is achieved through manpower planning which consequently leads to job satisfaction, and there is always an agreement through the submission made by these authors.

Adeoye (2002) opined that Manpower planning is the supply and demand of human resources in accordance with the manpower requirements of an organisation with the aim of developing a well-tailored manpower development programmes to enhance the satisfaction of the employees. Since this is the first stage in planning for manpower development in any organisation, manpower planning is not only a question of what sort of people should be recruited today, but also what needs to be done to fit the existing employees into the future situation so as to avoid having a surplus of some skills and a shortage of others as well as reducing the intent of turnover.

The requirements for Manpower Planning are as follows:

- a. Assessing present manpower resources,
- b. Establishing future manpower requirements,
- c. Taking appropriate steps to ensure the supply of manpower that meets the future needs of the organization,
- d. Working with other departments including accounting or budgeting so that manpower costs can be determined.

Manpower training could be referred to as the acquisition of new skills, and knowledge to bring about proficiency and the potency of employees of an establishment (Okotoni & Erero, 2005). Rao and Narayana (1987) was of the view that Manpower training is an attempt to bring a change in an individual's attitude and behavior by improving their knowledge, skills and job performance so as to achieve a better fit with the system as well as accomplishing the goals of the organization and that of the individual. They contended that manpower is just an aspect of organizational development which is broader. Training is a mode of tilting or a process of altering employees' behavior and attitudes in a way that increases the probability of goal attainment. There are various types of training programmes; some last only a few hours, others last for months. Some are relatively superficial; others are extensive in coverage (Akintayo, 1996; Hodgelts &, 2000; Oguntimehin, 2001).

Melanie K. Jones, David Rosas and Yuri Soares (2008) was of the view that training is a way of impartation on organizational members how to perform

their current jobs and helping them acquire the knowledge and skills they need to be competent performers by taking up new responsibilities and adapt to changing conditions. However, before the creation of training programmes, managers should perform a needs assessment in which they will determine who among the employees needed to be trained or developed and what type of skills or knowledge they need to acquire (Jones et al., 2008).

Ivancevich and Malteson (2002) posit that training as a programme is inevitable and invaluable in the breaking-in stage. Training programmes are imperative and necessary to instruct new employees in proper techniques and to develop requisite skills and effective training programmes which will provide frequent and adequate feedback about progress in acquiring the necessary skills. In the same vein, Ajibade (1993), Adeniyi (1995), Arikewuyo, (1999) and Adeoye, (2002) submitted that training is part of the human resources manager's function. Training is the systematic process of altering the behavior and /or attitudes of employees in a direction to increase organizational goal achievement or is an effort by the employer to provide opportunities for the employee to acquire job-related skills, attitudes and knowledge. Adeoye (2002) argued that training programmes are generally geared toward educating employees above and beyond the immediate technical requirements of the job and has a main objective of improving the effective performance of employees as well as reducing succession problems.

Adeoye (2002), Okotoni and Erero (2005), and Olaniyan and Ojo, (2008) enumerated the objectives of manpower training with the view that the responsibility of every manager in an organization is to improve or increase the effectiveness of his employees. Moreover, training is an investment in employees, so it has some objectives to accomplish and these include:

- 1) to increase the performance of the employees,
- 2) to impart knowledge, skills and capabilities to both new and old employees,
- 3) to create room for team spirit and high morale in the organization,
- 4) to encourage the employees to develop their career to meet individual yearnings and aspirations,
- 5) to help in adaptability of the employees to ever changing work environment and technological changes that are occurring on a daily basis,
- 6) to help bridge the gap between existing performance ability and desired performance, and
- 7) to help in the creation of job satisfaction for the employees.

In the fast pace changing world of business and environmental uncertainty, an organization realizes its limitation of dealing with new challenges (Tai, 2006). However, Tai further states that the firms should invest in training programmes to make their employees competent enough to face uncertainties and take a practical decision in time, in order to remain competitive in the

market. Adequate training is beneficial for the firm in a variety of ways, as it plays a vital role in building and maintaining capabilities, both as individual and organisational level, and thus participates in the process of organisational change (Valleet, 2000). Moreover, it enhances the retention capacity of the talented workforce, hence decreasing the unintentional job rotation of the workers (Jones & Wright, 1992).

Employees' perceptions of organizational readiness to change can either facilitate the success of a change intervention or be a significant source of resistance to change (Eby, et al., 2000). Employees' readiness perceptions indicate the extent to which an organization is ready to make the necessary changes as well as its ability to be adaptive to changing demands and new evolutions (Elgamal, 1998). Overall, it is critical to assess employees' readiness perception prior to any change attempt. Although experts have expressed great concern about the lack of optimum utilization of manpower training and development resources, efforts are still been made in finding ways and means of improving it. According to Irene (2009), the importance of manpower training as a central role of management has long been recognized by leading writers but only few or none of the prior studies have tried to carry out studies with a view to identifying the training program in consideration of employees perception. The study conducted by Zahid (2011) reveals that the most influencing training characteristics was training method followed by training management, training objectives, training environment, and trainer. Whereas for learning, the greatest variation was also explained by training methods but followed by trainer, training management, training environment, and training material. The study conducted by Pineda (2010) concluded that only a few organizations evaluate training in depth due to the difficulty involved and the lack of valid instruments and viable models.

According to Guire and Bagher (2010), diversity training has a significant role to play in fostering greater equality, inclusion and fairness in the workplace. Finally, the study further reported that as globalization effects increase and the participation of diverse groups in the workplace grows, there is a clear need in the field of manpower training and development to commit to promoting the cause of diversity. Diversity needs to become a priority item on the manpower training agenda through embedding diversity into the curricula of manpower training programs. Similarly, according to the study of Wilson and Western (2000), majority of training and development plans were directly related to the requirements of the job and only a small proportion were involved with general personal development. Hence, it has been concluded that the new advancements in manpower training should be included in evaluating the effectiveness of training programs.

Many training and development specialists have tried to evolve different methods of assessing the effectiveness of training programs on various

employees. Therefore, training programs are very much essential for employees for further development of their career. The prior studies above have been concentrated on various aspects like training effectiveness, training evaluation, training projects, customer satisfaction, management training and development, goal orientation and training attitudes. Future researchers shall concentrate on the evaluation of training and development program with respect to employees' perception towards training, especially in the Nigerian private university system.

Methods and Materials

The area of study is Joseph Ayo Babalola University, off Ilesa-Akure Express way, Ikeji Arakeji, Osun State. Collection of data was effected through the use of questionnaire which was developed on "Employees Perception of Manpower training practice in Nigeria Private University system". This questionnaire was divided into two sections. Section A is related to the socio-economic background of the respondents while section B is related to the area of the study. In section B (that is, the research question), the questions/ test items that were used were on employees' perception and manpower training practices. Eight test items were considered under this test variable. The test questions are of the closed-ended type in which the respondents are provided with a set of alternative answers for each test items under each test variables.

Data entry was edited through Statistical Package for the Social Sciences (SPSS) software. Furthermore, the processing of the data in line with the research questions and hypothesis formulated for the study were also done using Statistical Package for Social Sciences (SPSS).

Both descriptive statistics and inferential statistics were used in the analysis of the data. The descriptive statistics were used to describe the data meaningfully, multiple linear regression analysis and T-test were used to test the hypothesis formulated for the study.

In order to have samples that were more representative, the population of study stratified into units called strata using employees' categories such as; academic staff, administrative staff, technical staff, and junior staff as stratification yardsticks. From the seven hundred and sixty-five (765) staff from the target population comprises of; 330 academic staff, 136 administrative staff, 67 technical staff and 232 junior staff, two hundred and sixty-three (263) respondents were selected using stratified random sampling technique and the instrument used were distributed accordingly. The sampling frame therefore is 765 and sample size is 263.

Furthermore, out of two hundred and sixty-three (263) copies of questionnaire distributed to the respondents in various staff categories only two hundred and thirty-three (233) copies of the questionnaire were validly returned and used for the purpose of analysis in the research data. This gives

88.59% completeness rate.

Table 1: Distribution of Research Instrument to Staff of Joseph Ayo Babalola University

Category	Population	No.of Questionnaire distributed	Received Questionnaires	Completeness Rate (%)
Academics	330	113	97	85.41
Administrative	136	47	44	93.62
Technical	67	23	21	91.30
Junior	232	80	71	88.75
Total	765	263	233	88.59

Analysis and Results

Employees' perception of manpower training practice.

This section of the research deals with the presentation, analysis and discussion of indices of perception of employees towards manpower training practices in Nigeria Private University system. This is included as part of the analysis for the purpose of scientific description of the opinion of employees towards manpower training in Nigeria private University system. Therefore, this section is particularly relevant to the study in order to investigate the research objective and research question of the study.

Research question: What are the perceptions of employees towards manpower training practice in Nigerian private University?

Table 2: Perceptions of Employees towards Manpower Practice in Nigeria Private University System

TESTED ITEMS	SA (%)	A (%)	UND (%)	D (%)	SD (%)
Manpower training in the university is in line with employee's job description	35 (15.02)	120 (51.50)	45 (19.31)	15 (6.44)	18 (7.73)
Manpower training is an efficient mechanism for achieving the cardinal goals of the university.	67 (28.76)	112 (48.07)	23 (9.87)	19 (8.15)	12 (5.15)
There is a significant relationship between manpower training and employees' competency.	89 (38.20)	111 (47.64)	8 (3.43)	15 (6.44)	10 (4.29)
There is a correlation between manpower training and employees job description.	90 (38.63)	116 (49.79)	7 (3.00)	15 (6.44)	5 (2.15)

TESTED ITEMS	SA (%)	A (%)	UND (%)	D (%)	SD (%)
Human resource development unit is effective in training the university staff members.	45 (19.31)	124 (53.22)	34 (14.59)	18 (7.73)	12 (5.15)
The university manpower development unit has been able to display its expertise and ability in personnel development.	34 (14.59)	67 (28.76)	87 (37.34)	25 (10.73)	20 (8.58)
There is need for the University manpower development unit to be staffed with experts in order to measure up to future challenges.	56 (24.03)	139 (59.66)	18 (7.73)	13 (5.58)	7 (3.00)

The distribution of respondents' perception towards manpower training in Nigerian private university system is presented in Table 1. From the table, 15.02% of the respondents strongly agree that manpower training in the university was in line with employee's job description, while 51.05% of respondents agreed with the test statement. Also, 19.31%, 6.44% and 7.73% of respondents respectively were undecided, disagreed and strongly disagreed with the test item. This revealed that majority of the respondents agreed that manpower training in the university was in line with employee's job description. Many of the respondents agreed on this test statement based on the fact that whenever the University organizes training or seminar for the staff; it is usually staff on a particular job designation that will be called upon to attend. In fact, many of the respondents revealed that there has never been a time when all the staff in different lines of duty are invited together for training, this I think formed the basis why many of them agree on this test statement. According to Adegoke (2010), he concludes that employees like training that is in line with their job designation for the betterment of performance on the job assigned.

More so, 28.76% of respondents strongly agreed that manpower training was an efficient mechanism for achieving the cardinal goals of the university, while 48.07% of these respondents agreed with the test item. In addition, 9.87% of the respondents were undecided regarding the test statement while 8.15% and 5.15% of respondents disagreed and strongly disagreed respectively with the test item. This reveals that many of the respondents agreed that manpower training is an efficient mechanism for achieving the cardinal goals of the university. For this, it can be inferred that Manpower training was an efficient mechanism for achieving the cardinal goals of the University. The majority of respondents were able to support this test statement based on the fact that, it is the people that get the job done that contribute to the

achievement of organizational goals and objectives. Therefore, the prime intention of any organisation's management is to ensure that the procedures, policies and ways of getting things done in line with organisational culture are communicated effectively to the various categories of employees for the benefit of achieving the prime goals and objective of the organisation. In achieving the goals of the Private University system in Nigeria, the university management must ensure that each category of staff is well aware of the policy and strategy direction of the University in terms of the University mission and vision. For this, achieving the cardinal goals of the private University in Nigeria could only be realized if, and only if, all University staffs are carried along in the areas of policy implementation required to achieve the mission and vision of the University.

Furthermore, 38.20% of respondents strongly agreed that there was a significant relationship between manpower training and employees' competency, while 47.64% of respondents agreed with the test item. Also, 3.43%, 6.44% and 4.29% of respondents were undecided, disagreed and strongly disagreed respectively with the test item. This implies that many of the respondents agreed that there is a significant relationship between manpower training and employees' competency. Therefore, it could be inferred that though there is a significant relationship between manpower training and employees' competency at Nigerian private University system. According to Okoro (2009), employees' competency has never been a function of any other parameters except training. He concluded that employees' competency is a combination of training factors which are; continuous professional mandatory workshop, regular attendance at seminars, regular trainings on-and-off the job, consultation with experts on the job, regular attendance at job-related conferences and so on. He states that the persistent application of these training factors would not only enhance employees' competence on the job but would all help the employees to be the master of proficiency on the jobs assigned. For this, one could infer that training on a regular basis for the private University staff is needed to reshape their competency and birthed the staff towards the achievement of the University goals.

Also, 38.63% of the respondents strongly agreed that there is a correlation between manpower training and employees job description, while 49.79% of respondents agreed with the test statement. In continuation, 3%, 6.44% and 2.15% of respondents were undecided, disagreed and strongly disagreed respectively with the test statement. For this, it could be inferred that many of the respondents agreed that there was a correlation between manpower training and employee's job description. This assertion by the respondents is made possible because there is never a time Joseph Ayo Babalola University mixes staff of different job descriptions together with training. Therefore, in Joseph Ayo Babalola University there was never a time when all the staff in different lines of duty are invited together for training. In fact, separating

employees' training in line with their job specification should be encouraged by all organisations interested in pursuing a vision and mission that have employees as the main instrument for achieving these vision and mission (Ajayi, 2010). By doing so, employees will not only gain job fulfillment but will also gain confidence in their jobs believing that they are being trained to face the challenges (Ajayi, 2010). In addition, a correlation could only exist between employee's training and employee's job description if and only if the organisation restrains from mixing employees training together.

More so, 19.31% of respondents strongly agreed that human resource development unit is effective in training the university staff members while 53.22% of respondents agreed with this test item. Also, 14.59%, 7.73% and 5.15% of respondents were undecided, disagreed and strongly disagreed respectively with the test statement. For this, the researcher would like to agree that human resource development unit was effective in training the staff members. This assertion by respondents that the University human resource development unit is effective in training the staff of Joseph Ayo Babalola University is based on the performance of this unit in the past. For this, the study is in support of the fact that the unit is effective in conducting training for all the University staffs. More so, this unit could be made more effective through the appointment of consultant for the staff of the unit where they (staff) can receive more training on human resources and management. Moreover, adequate staff can be employed to complement the existing ones for more efficient functioning of the unit.

Also, 14.59% of the respondents strongly agreed that the University manpower development unit has been able to display its expertise and ability in personnel development while 28.76% agreed with the test item. Also, 37.34%, 10.73% and 8.58% of respondents are undecided, disagreed and strongly disagreed respectively with the test item. This shows that to some extents the university manpower development unit has been able to display its expertise and ability in personnel development. The respondents' rate of fairness to this test statement reveals that 43.35% agreed with the test statement while 37.34% are undecided for the test item. The implication of this, is that, the University Manpower Development Unit has not displayed enough expertise and ability in personnel development. This is believed to be as a result of the fact that the unit is relatively young, and majority of the staff in the unit are not well versed in the area of personnel development. Therefore, there is a need for the University management to engage in rigorous training of its personnel development staff and more so, help the unit by employing more expertise in the areas of personnel development. For this, there is a need for the University manpower development unit to be staffed with experts in order to adequately address the various challenges confronting human capital development in the university.

Meanwhile, 24.03% of the respondents strongly agreed that the university

manpower development unit needed to be staffed with expertise while 59.66% agreed with the test statement. Also, 7.73%, 5.58% and 3.00% of respondents are undecided, disagreed and strongly disagreed respectively with the test item. This reveals that many of the respondents agreed that there was a need for the University manpower development unit to be staffed with experts in order to adequately address the various challenges facing human capital development in the university. This indicates further that expertise in the field of human resource development is urgently needed in the University since many of the respondents agreed that the present staff of the unit cannot handle the challenges of personnel development in the University adequately. Therefore, employing staff who are better and competent in the field of human resource development would not only help the unit to grow, but will also help the University to improve its staffs' competency in terms of effectiveness, efficiency and proficiency on the job assigned to them.

Therefore, to the question, "What are the perceptions of employees towards manpower training practice in Nigerian private University?"

The summary of the findings of respondents' perception towards human capital development are as follows:

- Manpower training in the university must be in line with employee's job description.
- Manpower training should be an efficient mechanism for achieving the cardinal goals of the university.
- Manpower training should be used to enhance employees' competency in their areas of assignment.
- Human resource development unit of the University should be made effective in training the university staff.
- The University manpower development unit had been able to display its expertise and ability in personnel development to some extent and
- There was the need for the University manpower development unit to be staffed with additional experts in order to measure up to future challenges.

Test of Hypotheses

Hypothesis (H₀): There is no significant difference between employees' perceptions towards manpower training practice in Nigerian private university system.

Model Specification

$$y = \alpha_0 + \alpha_1 X + e \text{ ----- (1)}$$

Here, y is the dependent variable, that is, Manpower training practice in Nigerian private University (MPT). This is measured using changes in responses of agreed and disagreed respondents assuming the influence of

undecided responses to be insignificant. Also, α_0 and α_1 are the regression parameters while X is the independent variable, i.e. employees' perception towards manpower training in Nigerian Private University (EP). This is measured using number of test items under employees' perceptions of manpower training in Nigeria private University system.

By substituting, EPMT and MPTNPU into equation one, we have:

$$y(MPTNPU) = \alpha_0 + \alpha_1 EPMT + e \text{ ----- (2)}$$

This hypothesis is tested using the information in Table 2

Table 3: Data on Employees' Perceptions and Manpower Practices

Test items (X) EPMT	Agreed respondents(A)	Disagreed respondents(D)	Y=A-D
1	137	33	104
2	178	31	147
3	200	25	175
4	206	20	186
5	169	30	139
6	101	45	56
7	195	20	175

Source: Field work, 2015

T- calculated for perceptions of employees on manpower training in Nigerians private University

Ho: $\alpha = 0$ (There is no significant difference in employees' perception towards manpower training in Nigerian private university system)

Vs

H1: $\alpha \neq 0$ (There is a significant difference in employees' perception towards manpower training in Nigerian private university system)

This table is relevant to study for the purpose of knowing the t-value obtained for testing the model.

Table 4: Showing T-calculated for regression of MPTNPU (Y) ONEPMT(X)

Model	Unstandardized coefficients B std.error		Standardized coefficient Beta	T-calculated	Sig
Employees' perception (EPMT)	-0.179	9.624	-0.008	-0.019	0.986

Constant	141.000	43.039	-	3.276	0.022
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Source: Field Work, 2015

Therefore, by substituting the value of parameters of the regression into equation two, we have:

$$y = 141.000 - 0.179EPMT - \text{-----} \quad (3)$$

Interpretation

The result of regression analysis for the hypothesis is presented in Table 3. From the table, the regression coefficient of employees perceptions of manpower training (EPMT) in Nigerian private university system of (-0.179) is negative. This implies that there is no difference in the perception of employees towards manpower training in Nigeria private university. Statistically put, it could be inferred that a unit increase in perception of respondents concerning manpower training practices in the university system would lead to 17.9% decrease in implementation and funding of manpower training in the university system. This further implies that perception of respondents concerning manpower training practices in the university system has never been considered as an integral part of the policy making of the private university system in Nigerians. Moreover, the value of the intercept of 141.00 is positive. This indicates that whether or not employees of the university system air their view or not, manpower training practices of the university would still continue in line with the founding vision of the university concerning manpower practices.

Also, the p-value of the t-calculated for employees perceptions of (EPMT) manpower training practices in Nigerian private university system of 0.986 is greater than the critical value of 5%(12.675>-0.019).This implies that the null hypothesis which states that there is no significant difference in employees' perception towards manpower training in Nigerian private university system is accepted. This further indicates that the way employees of Nigerian private university systems perceive human capital development is the same.

The relevance of human capital development to the university system in Nigeria, in general, cannot be underestimated. Employees need continuous development in terms of training on and off the job. The training must be tailored towards employees jobs designation. Necessary sanctions must be meted out to those employees who failed to attend such training, Employees perceive these as some of the needed manpower practices that would enable their employees to face the challenges ahead. Therefore, on a final note, the perception of employees concerning manpower development in Nigerian private university system is not significantly different.

Summary of Findings

The perception of employees towards manpower training in Nigerian private

University system is the main objective of the study. The research study area is Joseph Ayo Babalola University, Ikeji-Arakeji, Osun State. The data obtained from the field through the administration of questionnaire were presented, analyzed and interpreted based on the research questions and hypothesis formulated for investigation and testing respectively.

The result from the findings revealed that respondents have perceived manpower practices in Nigeria private university as necessary parameter needed to improve the human capital facility in the system. In fact, many of the respondents believed that manpower practices that are in line with the respondents' job designation will go a long way in helping the University to have employees that are competent on the job assigned to them. Since a correlation existed between manpower practices and employees' competence as perceived by the respondents, the private university system will benefit immensely from continuous training of its employees on and off the job. Also, the research hypothesis on respondents perception towards manpower practices in the private university system indicates the acceptance of the null hypothesis based on the p-value of t-test of 0.986 which is greater than the critical value at a level of significance of 5% (that is, $0.986 > 0.05$). This implies that the perceptions of respondents towards manpower practices in Nigerian University system are not significantly different. This further implies that the perceptions of respondents towards manpower practices are similar.

Conclusion

The perception of respondents concerning human resources development in private university in Nigeria was examined in this research work. Majority of the respondents agreed that employees need continuous training on-and-off-the-job. Employees need to be trained and need to consult with expertise in their area. Those were agreed to by the respondents, for employees of the Nigerian private university to be effective on their jobs. It shows that employees, no matter their job designation, all need similar things as far as development on the job is concerned. Therefore, the perceptions of employees towards manpower training in Nigeria private university are the same.

Recommendations

The management of Nigerian universities must ensure that their employees are adequately trained on the job. Adequate training for employees of an organization will not only enhance their productivity but also aid the organization's growth and development. Thus, employees must be trained properly in order to get the best from them.

Also, management must ensure that adequate funding is provided for employees' training in their budgets. Employees' trainings require adequate funding. There is a need for the management of Nigeria universities to find

means of sourcing for the fund for employees training. These means can be achieved by soliciting for funds through the university research funding from organizations that are ready to utilize the research findings. Funding can also be obtained through internally generated revenue of organizing training for organizations and companies on different mandatory continuous courses/seminars.

Management should ensure all needed facilities required to make employees' training conducive are provided in time. Also, since employees are required to achieve the goals of the university system, the management of the Nigerian private universities will do well if their employees can be trained through on the job training.

More so, consultation with experts in the field of human resource training and development concerning staff development in the private university should be paramount in the heart of the private universities managements.

Management of the private university could assist individuals interested in embarking on personal training through education, short courses, seminar and conferences by making free interest loan available/grant available for such individuals.

The employees of Nigerian private Universities should ensure that training and development on their jobs should be taken seriously through prompt attendance. Employees should ensure that all materials relating to particular training are properly and adequately kept for future referencing. They also should ensure that everything they learn in the training are put into practice. By doing these, the gain from the training would have been realized.

The stakeholders, that is, the owners, of Nigerian private universities also have roles to play in ensuring that staffs are adequately trained. For this, the stakeholders can assist the university in training of employees by providing financial assistance to the university for Human Capital Development. They can also provide and partner with the university on issues relating to human capital development. They can help in providing any other assistance that could help the university human resources unit to develop. Stakeholders may help in providing support for the University in the areas of logistic for human capital development. They could also help in the development of a framework that could help the University to develop its human capital development programmes.

The human resource development unit must ensure that the human resource programmes and training concerning human resources development tends towards employees' job specification. The Unit should help in the formulation of framework and policies needed for the development of human capital in the Nigerian private Universities system. Since the unit is in charge of human capital development, there is a need for the University management to staff the unit with appropriate experts in the field of human resources management and training. Adequate funding of the Unit by the University

management is also necessary.

Contribution to Knowledge

There have been many studies that have focused on economics of training while there have been little on perception of employees towards the trainings. This study is one of the few studies that have examined the perceptions of employees towards manpower training in Nigeria, especially in the private University system.

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