



Evaluation of Nigerian Institute of Training and Development on Managers' Capacity in Educational Sector of South Western, Nigeria

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Abstract

The study investigates evaluation of Nigerian Institute of Training and Development (NITAD) on managers' capacity in South Western, Nigeria. Descriptive survey research design was used. The population of the study comprised, the management personnels in public and private tertiary institutions in South Western, Nigeria. The sample size of the study was fifty four respondents selected, using a purposive sampling technique. Three (3) respondents were selected from a College of Education, Polytechnic and University from each of the six states of the region (Ekiti, Oyo, Ogun, Ondo, Osun and Lagos). Two research questions were raised. Data were generated, through self-structured and developed research instruments by the researchers, entitled "Evaluation on Nigerian Institute of Training and Development on Managers' Capacity in Educational sector in South Western, Nigeria (ENITADMCESN)." It was fashioned on four likert rating scale; Strongly Agreed (SA), Agreed (A), Disagreed (D) and Strongly Disagreed (SD), rated on 4, 3, 2, and 1 points, respectively. The research instruments were validated by two experts in Measurement and Evaluation. Its reliability was determined, using test retest method at two weeks interval. 0.71 coefficient reliability was established. Data generated for the study were analyzed using descriptive statistics, such as; simple percentages, frequency counts and mean). Based on the results of the study conclusions were made that NITAD could positively influence managers' planning skills and capacity for staff's recruitment and development in educational sector in South Western, Nigeria. Recommendations were therefore made that NITAD should make the financial demand to join the professional body affordable. In addition, the management of Universities both public and private should assist their personnel financially to proceed on training and re-training programmes for effective job performance and productivity.

Keywords: Evaluation, NITAD, Managers, Capacity, Development, Productivity

Introduction

Background of the Study

There is a link between human capacity building (HCB) and effective job performance in any organization. The United Nations Development Programme (2006), stated that HCB is a way to promote sustainable development by sustaining abilities of individuals, groups, organizations, institutions and societies abilities to achieve their set objectives, perform functions, solve problems, and develop the means and conditions required to enable the process. HCB can build and develop the inherent potentials and abilities of individuals and groups which will make them functional and capable of solving occupational challenges (Erinsakin, 2014: 69) ^[6]. HCB is not only to train people, rather for human resources development by equipping individuals' and groups with understanding skills, and access to information, knowledge and training that will strength people' ability to perform, effectively. Ford Foundation (1996), defined human capacity building as a process of developing and strengthening skills, instincts, processes and resources which organizations and communities need to survive.

Upon the realization of the importance of HCB many establishments and nations have entered into agreement and partnership with some international organizations for training, technical support and assistance to train their workforce. Some of the organizations are; the United Nations development programmed (UNDD), World Bank (WB), International Monetary Fund (IMF), Food and Agricultural Organization (FAD), United Nations organizations (UNO), European Capacity Building Initiative, Asian Development Bank (ADB), In-west capacity building international, and so on. Employees' low performance and productivity have been identified as one of the major challenges besieges and militating against achieving organizations goods and objectives, optimally in Nigeria, especially, small and medium scale enterprise (Ele, Onimi, Mbam, Samuel and Ekpoto 2024.)^[5]. Low performance negatively impacts on Nigeria organization by causing financial losses and inefficiency, which show down growth and competitiveness. Dobra (2013), asserted organizations must have employees who are knowledgeable and skillful for the organization to meet their set targets. Performance, efficiency and effectiveness in any organization is a function of employees' quality training. Personnel are determinant factors of organizations to achieve their set-out objectives (Yardarm and Marwan, 2015). The realization of the importance of employees input into organization performance was a major rationale for the establishment of the Nigeria Institute of Training and Development (NITAD). It was established in 1989 from the merger of Nigeria Association of Training and Development (NATAD) and the Institute of Training and Development (ITD) UK, Nigeria branch. It is a professional body to advance human capital development by setting professional standards for training and development practioners in Nigeria. Its primary goal is to promote the science and practice of training and development of manpower. The educational sectors in Nigeria is facing with several problems. Oyekan (2004)^[10], stated the followings challenges; lack of monitoring and supervision, inconsistency in government policy, poor teachings, lack of adequate facilities, leadership problem, teacher factors, and so on. Odewale and Erinsakin (2020)^[9], identified employees factors, such as, lack of commitment and motivation on the part of teachers as critical challenges facing the sector. Managerial factor is also a problem in educational system or sector in Nigeria. It constitutes to poor planning process in individual sector of the country. Education is very vital in every human existence and nations' development. It is a bedrock of a country growth and progress. It is also, a desirable and veritable instrument to bring about the desired economic transformation. The processes to achieve the above mentioned benefits through education have been marred by several factors including, management challenges. Oyekan (2004)^[10], stated that educational sector can only achieved it set-out goals and objectives with effective and pro-active managerial system. Effective management is the heart of any organization. Resources within a system and organization need to be well harnessed, coordinated and managed toward meeting the goals of organization and these rest on the shoulder of the manager. However, management challenge is prevailing in several establishments and organization, educational sector, inclusively in Nigeria. This remains an issue of serious concern to stakeholders in the sector.

The researchers observed that several studies had been carried out on Nigerian Institute of Training and

Development vis-a-vis human capital building and development in organizations. However, much have not been done on NITAD in relation with managers' ability in educational sector in South Western, Nigeria. This identified group was a motivational factor which necessitated carrying out this study by the researchers.

Statement of the Problem

Several factors are barriers to achieving the set-out goals and objectives of organizations, educational sector, inclusively. Specifically, managers' challenge has been identified by several academics and stakeholders in educational organization as one of the major challenges. The researchers therefore carried out the study on Nigerian Institute of Training and Development (NITAD), to ascertain its influence on Managers' capacity in educational sector in South Western, Nigeria.

Objectives of the Study

The broad objective of the research was on evaluation of NITAD on managers' capacity in educational sector in South Western, Nigeria. The specific objectives were to:

1. determine influence of NITAD on managers planning skills in educational sector in South Western, Nigeria; and effective ; and
2. As certain impact of NITAD on managers' staff recruitment and development capacity educational sector of South Western, Nigeria.

Research Questions

Two research question were raised for the study.

1. Does NITAD has influence on managers planning skills in educational section in south west, Nigeria
2. Can NITAD impact on manager's staff recruitment and development capacity in educational sector Western, Nigeria?

Significance of the Study

The findings of the study will be of great significance to stakeholders in educational sector in the following ways; Firstly, the finding of the study will enable the providers of educational to understand the needs and reason to allow and sponsor employees within educational especially, the managers on training and re-training programmes.

Moreover, the finding of the study will enable government and NITAD professional body to know the extent to which the programmer was been distributions to organization performance.

Lastly, the research will add to the existing literature on NITAD vis-à-vis educational sector in South Western, Nigeria. The study will be made accessible by public, though Open Educational Resource (OER).

Methodology

Descriptive survey research design was used for the study. The population of the study comprised, personnel's at management level of public and private tertiary institutions in South Western, Nigeria who was manager of NITAD. The sample size of the study was fitly four(54) respondents selected though a purposive same plans technique, three (3) respondents were selected from a course of education, polytechnic and university across the six state that constitutes south west, version in Nigeria (Ekiti, Ondo, Oyo, Osun, Ogun and Lagos).

Two research questions were raised to guide the conduct of the study. Data were generated for the study through, Self-structure and developed research instrument by the researchers, entitled, "Evaluation on Nigerian institute of training and development on managerial capacity in educational section in south west, Nigeria. It was fashioned on four like rating Scale, strongly disagree Agreed (A), Disagreed (D) and strongly agree (SA) agreed (A), Disagree (D) and strongly Disadvantage (SD) voted on 4,3,2,and 1 point, respectively

The research instrument were validation by two expert in Measurement and Evaluation, while its reliability was done through, test retest method at two weeks interval, and 0.71 coefficient at reliability was obtained. Data generated were analyzed using descriptive statistics, such as simple percentages, frequency counts and means (x).

Literature Review and Theoretical Framework

Literature Review

Human Capacity Building (HCB)

Human capacity building has a lot of explanations and definitions. Lineal (2003), relates HCB to leadership development, skills advocacy, training and improving abilities, technical skills enhancement and other areas of personal and professional development. The process results into increased productivity, better problem solving, and greater efficient within organization and at a national level fostering sustainable development and empowerment.

Erinsakin (2014) [6] assented that HCB cuts across all sectors and domain. It is a process whereby individual Development become embedded in a sustainable shift in performers and collective behavior. The process include identifying needs, building knowledge, understanding, skills and attitude that can be implemented through practice and experience of individual that lead to sustainable change in the collective

performance of institution, sector, societies, and the enabled environment. HCB has attracted intentional attentions in recent mass because it importance to human and organization development and due to the need to face challenge and opportunities brought by globalization and knowledge based economy. by and large, HCB is a key to promote sustainable in all round perspectives.

Theoretical Framework

Becker's Human Capital Theory (BHCT)

The Human capital theory (HCL) was propounded by Becker in 1993 [1]. However, the origin of the theory has been traced to Adam Smith (Wikipedia Encyclopedia dictionary). Adam Smith defined Human capital theory as the acquirer of useful abilities of all the inhabitants of the society. Adam Smith stated that these talent make increases people' ability and resourcefulness through training by imp acts useful knowledge and skills (Becker 1993 and 1999) [1]. Thus, raises workers' life-time earnings. The theory has been critiqued on the ground that worker productivity in their occupation may not be through in their formal education rapture, through life – his learning. Effective employer must be life – long learner in an increasingly globally, complete enterprise environment.

The relevance and appropriateness of beakers human capital theory to the study rest on the fact that the study is evaluate resumer in non-formal training thus aligns with the NITAD objective of training employees in organization in a non-formal educational way.

Presentation of Findings and Discussion of Results

Presentation of Findings

Research question One:

Does NITAD training has influence on managers' planning capacity in educational sector of South Western, Nigeria.

Table 1: Showing simple percentages, frequency counts and mean (x) On Does NITAD They Has Influence Sector of South Western, Nigeria

N = 54

C = 2.5

S/N	ITEMS	SA %	A %	D %	SD %	N %	MEAN (x)	Decision
1.	NITAD training equips me ability to spend my time on job effectively.	39 72.22	12 22.22	1 1.85	2 3.70	54	3.64	Accepted
2.	NITAD training does not enable me to plan my time on job effectively	3 5.55	1 1.85	16 29.62	34 61.11	54	1.5	Rejected
3.	Through NITAD training I can successful set-out job objectives	34 62.96	9 16.66	6 11.11	5 9.25	54	3.33	Accepted
4.	NITAD training does not enhance my competency in set tins out job objectively	6 11.11	1 1.85	14 25.92	33 61.11	54	1.62	Rejected
5.	NITAD training gives me skills to set priorities and timelines on staff activities	41 75.92	8 14.81	3 5.55	2 3.70	54	3.62	Accepted
6.	Without NITAD training I can still set-out priorities and timelines on staff activities	3 5.55	2 3.70	9 16.66	40 74.07	54	1.40	Rejected
7.	NITAD training enable me to develop strategies to set my job, well	45 83.33	5 9.25	3 5.55	1 1.85	54	3.74	Accepted
8.	NITAD training does not offer skills to get my job, well	1 1.85	1 1.85	2 3.70	50 92.59	54	1.12	Rejected
	Total Weight	172 39.81	39 9.02	54 12.5	167 38.65		2.5	Accepted

Source: Field Survey, 2025

Keys:

N = Total number of Respondents, C = Out off Point

X = Mean, SA = strongly Agreed, A = Agreed

D = Disagreed, SD = Strongly Disagreed

Table 1 above, present finding on research question due as follows: on item (1), responses got were, 39(72.22), 12(22.22), 1(1.85) and 2(3.70) for strongly (11), agreed, disagreed and strongly disagreed, respectively on

item (2), responded obtained indicated, 3(5.55), 1(1.85), 16(19.62) and 35 (62.96) for strongly agreed, agreed and disagreed on item (3), the following were obtained as responses,34(62.96), 9(16.66), 6(11.11) and 5(9.25) for strongly agreed, agreed, disagreed and strongly disagreed. On item (4),responses got showed, 6(11.11), 1(1.85), 14(25.92) and 33(61.11) for strongly agreed, agreed, disagreed and strongly disagreed.

On item (5), the following reasoned were got, 41(75.92), 8(14.81), 3(5.55) and 2(3.70) for strongly agreed, agreed, disagreed and strongly disagreed, respectively. On item (6) responses got were, 3(5.55), 2(3.70),9(16.99) and 40(74.07) for strongly agreed, agreed, disagreed and strongly agreed, as well.on item (7), yhe following were obtained as responses, 45(83.33), 5(9.25), 3(5.55) and 1(1.85) for strongly agreed, agreed, disagreed and strongly disagreed

Finally, on item (8) responses got indicated the following,1(1.85), 1(1.85), 2(3.70) and 50(92.59) for strongly agreed, agreed, disagreed and strongly disagreed, respectively.

The total weight of the finding indicated that the average vating scale of four (\bar{x} =2.5) was not greater nor lesser than the mean (\bar{x}) of average vesting scale of four (\bar{x} =2.5) thus, projected that NITAD training has positive influence on managerial planning skills in educational sector in south west, Nigeria.

Research Question Two: Can NITAD impact on managers staff recruitment and development capacity in educational sector in South West, Nigeria

Table 2: Showing simple percentages, frequency count and mean (\bar{x}) on can NITAD impact on manager staff recruitment and (12) development capacity in educational sector in South West, Nigeria

N = 54		C = 2.5						
S/N	ITEMS	SA %	A %	D %	SD %	N	MEAN (\bar{x})	Decision
9.	NITAD training enable me to carry out strategies staff selection.	39 72.22	12 22.22	2 3.85	1 1.85	54	3.20	Accepted
10.	NITAD training does contribute to my skills in carrying out strategies staff selection	2 3.70	8 14.81	32 59.25	12 22.2	54	2	Accepted
11.	NITAD training enable me to know criteria for staff recruitment	37 68.51	13 24.07	3 5.55	1 1.85	54	3.59	Accepted
12.	NITAD training does not enable me to know criteria for staff recruitment through	6 11.11	8 14.81	9 16.66	31 57.40	54	1.79	Rejected
13.	NITAD training I can successfully carry out job analysis	44 86.27	6 11.11	3 5.55	1 1.85	54	3.62	Accepted
14.	NITAD training offer me nothing to carry out job analysis	2 3.70	5 9.25	6 11.11	41 75.92	54	1.40	Rejected
15.	NITAD training make to know the relevance of staff trainings and re-tarry to organization performance	36 66.66	12 22.22	4 7.40	2 3.70	54	3.74	Accepted
16.	NITAD training does not make me to know importance of staff training and re-trany and re-tranny to organization performance	10 18.51	2 3.70	9 16.66	33 61.11	54	1.79	Rejected
	Total Weight	176 39.81	66 9.02	68 12.5	122 38.65		2.62	Accepted
		40.74	15.27	15.74	28.24			

Source: Field survey, 2025

KEYS :

N = Total Number of Respondents, C = Cut-off point

\bar{x} = Mean, SA = Strongly agreed, A= Agreed

D = Disagreed, SD=Strongly disagreed.

Table 2 above, presents on the findings on research question two on item (9), the following response were got 39(72.22), 12(22.22),2(3.70) and 1 (1.85) for strongly disagreed, respectively on item (10),responses obtained revealed,2(3.70),8(14.81), 32(59.25) and 12(22.22) for strongly usual, agreed, disagreed and strongly disagreed, respectively.On item (11) also, 37(68.81),13(24.07), 3(5.55)and 1(1.85) responses were got for strongly agreed,agreed disagreed and strongly disagreed, respectively. On item (12),responses got indicated, 6(11.1),8(14.81), 9(16.66) and 31(57.40) for strongly agreed, agreed, disagreed and strongly disagreed. On item (13) the following response were got, 44(86.27), 6(11.11), 3(5.55) and 1(1.85) for strongly agreed, agreed, disagreed and strongly disagreed, respectively. On item (14), responses got also

showed,2(3.70), 5(9.25), 6(11.11) and 41(75.92) also, for strongly agreed, agreed, disagreed and strongly disagreed, alike.On the (15), responses got were, 36(66.65), 12(22.22), 4(7.40) and 2(3.70) for strongly agreed, agreed, disagreed and strongly agreed.

Finally,on item (16), 10(18.51), 2(3.70), 9(16.66) and 33(61.11) responses were obtained for strongly agreed, agreed, disagreed and strongly disagreed, also.

Generally speaking, the total weight shoes that the average rating scale of four (\bar{x} = 2.5) was not greater than the mean (\bar{x}) of average rating scale of four (\bar{x} =2.62). Therefore, NITAD rating has positive impact on managers staff recruitment and development capacity in educational section in South West, Nigeria.

Discussion of Results

The result on research question one which states that NITAD could positively impact on managers’ planning skills education sector in south west, Nigeria was corroborated by the view of (igbaya 2022) [7], that NITAD impacts on

managers' skills by promoting human capital development through training and sharing, which also improve strategic thinking, resource management and Decision making (NITAD 2023) [11]. Also buttressed the result that NITAD helps managers in improve their managerial capacity which In turn help them to develop proactive strategy on planning for organization performance and sustainability

In the same light, the result on research question two, which also showed that NITAD would enhance and improve positivity managers, staff recruitment and development capacity aligns with the opinion of NITAD 2023), that NITAD is a professional body that aims of improve managers skills in staff selection through it focus on human capacity development, capacity building, and trainings, promoting professional standard and facilitating the exchange of knowledge in training and development, NITAD equips managers with the skill needed for effective staff selection and human resources development

By and large, it can be development from the result that result NITAD is an avenue or opportunity for managers in respect of their organization or section to improve their memorial skills, capacity and officially for their organization performance.

Conclusion

Based on the result of the research on study conclusion ware made that Nigeria Institution of training and development (NITAD) could positively influence managerial planning skill and staff' recruitment and development in educational sector's in south west, Nigeria.

Recommendations

Premised on the conclusion of the study the following recommendation ware;

1. The management personnel of educational sector should be encouraged to process on training and retraining programme for effective job performance and productivity
2. Government and other provided of education in Nigeria should ensecivour to support personnel, especially, these at management level to be participation in NITAD, and other allied programmes for capacity building toward organization for maximally or optionally.
3. Since, NITAD programmes is very vital for organization, performance, the professional body should partner with mission and vision on strengthening individual and group talent, skills and potentials
4. NITAD should make the body to be easily joined by interested personnel from different organization and sectors in Nigeria.
5. NITAD should make the financial demand for interested people for the programme affordable, and so on

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