



Effect of Employee Career Development and Performance of Lecturers in State Universities in South-East, Nigeria

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Publication Process

Date

Accepted

November 19th, 2021

Published

November 30th, 2021

ABSTRACT

The study evaluated the effect of career development and performance of lecturers in state universities in South-East, Nigeria. The specific objectives were to: evaluate the effect of training on the frequency of research output of lectures in state universities in South-East, Nigeria, determine the effect of learning and development on the teaching competence of lecturers in state universities in South-East, Nigeria and examine the effect of workforce planning on the organizational skills of lecturers in state universities in South-East, Nigeria. The study was based on the effect of career development and performance of lecturers in state universities in South-East, Nigeria. The study will be limited to academic staff of five (5) state universities in the South East of Nigeria. The universities include: Enugu State University of Science and Technology, Ebonyi State University, Imo State University, Anambra State University of Science and Technology, and Abia State University Uturu, Okiogwe. The population of the study is three thousand two hundred and fifty (3250) which consists of selected lecturers both male and female of different carders in the selected universities. The study used the survey approach. The primary sources were personal interview and the administration of questionnaire. The adequate sample size of 344 was determined using Freund and William's statistic formula. 294 staff returned the questionnaire and accurately filled. That gave 86 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.7 which was also good. Data was presented and analyzed by a mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Z – test statistics tool. The findings indicated that training had positive effect on the frequency of research output of lecturers in state universities in South-East, Nigeria $Z(95, n = 294) = 7.611 < 9.652, p > 0.05$. Learning and development had positive effect on the teaching competence of lecturers in state universities in South-East, Nigeria $Z(95, n = 294) = 5.686 < 7.261, p > 0.05$ and Workforce planning had positive effect on the organizational skills of lecturers in state universities in South-East, Nigeria $Z(95, n = 294) = 7.494 < 9.652, p > 0.05$. The study concluded that Training, Learning and development, and Workforce planning had positive effect on frequency of research output, organizational skills, teaching competence of lecturers in state universities in South-East, Nigeria. The study Recommended among others that the institutions and organizations should endeavour to train their employees to enhance high level of research output and effective teaching in the schools.

Keywords: Career Development, Performance, Training, Teaching Competence, Workforce Planning

1. Introduction

Defining the organization's view of careers is essential since it influences which procedures and policies are adopted. The rules and procedures that are put in place by an organization are influenced by the company's attitude toward careers. There will be a wide range of career development activities if an organization truly believes that people matter. Career growth, on the other hand, lacks a ready-made solution. On the other hand, it depends on the organization's strategic goal; viewpoint on careers; values; and maturity of talent management procedures. Career development programs must assist individuals in developing a long-term, future-proof, and adaptive attitude to managing their professional lives. Talent management strategy and an individual's drive are intertwined in career growth. To maintain a well-trained staff and a steady stream of future leaders, an effective plan for employee advancement is essential (Edwin, 2021).

A career development plan is a methodical approach to aligning an employee's professional goals with the company's needs (Kakui and Gachunga, 2016). It consists of a variety of actions made by both the individual and the employer to attain career goals and work criteria (Mwashila, 2017). Employee career development is a company-wide effort to help employees grow and develop within the company. For both individuals and businesses, this provides a way to fill up the gaps caused by new technology and a limited skill pool. Educators are considered to be the most significant school-based element that might affect student progress. The ability to employ abilities such as communication, problem-solving, teamwork, entrepreneurship, and time management to increase students' knowledge of subjects presented by a University lecturer is referred to as a lecturer's competencies (Ereh, Okon and Umosen, 2019). Career advancement is frequently utilized to bridge the gap between present performance and predicted future performance. Many public sector workers have received training, yet their careers have stagnated and there is no sign of growth (Kakui, 2016).

Statement of Problem

A company's most valuable resource is its workforce. They play an important part in the success of the company and should not be undervalued. Effective training is essential to get the most out of these unique assets in the workplace. The result of education is academic performance, which measures how far a student, a professor, or an institution has progressed in achieving its educational objectives. It is for the goal of education and learning that the school's sway is built.

It is through employee development that employees are allowed to improve their value to the company. Most individuals in Nigeria work in higher institutions for the money, which is well-known. They pay the rent and all of the other essentials but have no sense of purpose in their work. Poor career management prevents them from taking advantage of other alternatives. People at Nigerian tertiary institutions are likely to have physical, mental, and emotional problems that make it difficult for them to perform well at work. Poor training; bad learning and development; and poor work-space design are among the issues that the study faces.

For academics, researchers, decision-makers, and human resources professionals, the subject of career advancement are one of great interest. These stakeholders in human capital development are concerned with concerns arising from career development, such as recruiting, selection, training and development, promotion, and so on. In addition, companies strive to handle challenges related to career development and the ways in which they impact the success of the organization. Consequently, research is being conducted to evaluate the career development and performance of teachers in Nigerian State Universities in the South-East.

Objectives of the Study

The main objective of the study was to evaluate the Effect of career development and performance of lecturers in state universities in South-East, Nigeria. The specific objectives were to:

- I. Evaluate the effect of training on the frequency of research output of lectures in state universities in South-East, Nigeria
- II. Determine the effect of learning and development on the teaching competence of lecturers in state universities in South-East, Nigeria
- III. Examine the effect of workforce planning on the organizational skills of lecturers in state universities in South-East, Nigeria.

Research Questions

- I. What is the effect of training on the frequency of research output of lecturers in state universities in South-East, Nigeria?
- II. What is the effect of learning and development on the teaching competence of lecturers in state universities in South-East, Nigeria?
- III. What is the effect of workforce planning on the organizational skills of lecturers in state universities in South-East, Nigeria?

Statement of the Hypotheses

- I. Training has a positive effect on the frequency of research output of lecturers in state universities in South-East, Nigeria
- II. Learning and development has a positive effect on the teaching competence of lecturers in state universities in South-East, Nigeria
- III. Workforce planning has a positive effect on the organizational skills of lecturers in state universities in South-East, Nigeria.

Significance of the Study

In today's workplace, career development is essential since it aids in the alignment of individual and corporate career objectives. Human resource managers and human resource development practitioners also found the study useful since it gave guidance for implementing successful career development methods within firms. Career development 8 practices should be linked in a way that helps senior management and university administrations build human resource development strategies, according to the findings of this study.

2. Review of the Related Literature

Conceptual Framework

Employee Career

A person's career might be defined as a succession of jobs they've held throughout their lives. A person's career is defined by their ongoing growth, experience, and development within a particular line of employment. Even though a person's career is defined as the sum of all the jobs he or she has held during his or her life, it has a deeper and more expansive meaning. For individuals, a career is more than just the jobs they have; it's also the training they've received to meet their job role's expectations, as well as their aspirations and objectives. Personal and organizational objectives are intimately linked to the process of career development, which develops an accumulation of experiences from the activities, occupations, positions, or transitions such as promotions, transfers that a person through in these roles. The attributes of a person and the relationships that exist outside of them are created by a person's career. The growth and decline of a connection between a person and an organization are depicted in this process (Dialoke and Adighije, 2017).

In an endeavor to enhance and grow knowledge, talents, attitudes, and personality qualities to accept different or higher tasks inside the company, the development has a larger reach (Kim, 2018). To ensure that their employees' knowledge, talents, and skills are in line with the needs of the work they are doing, firms must engage in HR development. As a result of the company's development initiatives, personnel should be able to improve and overcome whatever shortcomings they may have while doing their duties more effectively. to assume new or more important roles in the company (Hapsari, Riyanto & Endri, 2021). There are two components to the career development process: management and planning.

Employee Career development

Employee career development is a company-wide effort to help employees grow and develop within the company. For both individuals and businesses, this provides a way to fill up the gaps caused by new technology and a limited skill pool. Career advancement has become a major factor in employee satisfaction and retention. They want to develop their skills, expand their horizons and rise the ranks to become leaders (Chiradeep, 2019). Consequently, the development of an employee's career is a significant aspect of an organization's operations and is closely linked to its business strategy. When it comes to performance, the notion of ability, opportunity and motivation are all

regarded to be linked to the success or failure of an organization through its employees' actions (Dialoke and Adighije, 2017).

Training

The existence and success of both organizations and people depend on their ability to grow and improve at the same time. Human resource development is a critical component of modern management. Human resource development has a significant subsystem in the form of employee training. In human resources management, employee training is a specialized and essential activity (Ojoh and Okoh, 2015). The level of success an organization achieves is directly related to its level of training. No matter how well-run the rest of the operations are, a poorly designed training program will yield poor results. A common issue in most businesses is that employees aren't doing their best work and aren't reaching their full potential. Workers' productivity has fallen in recent years due to a lack of training and discipline, as well as a lack of accountability and review of subordinates' performance. Adequate training is essential for the organization's survival. The importance of training cannot be overstated, as it is required to carry out several other tasks. Training is often overlooked by businesses, ignoring the fact that without it, other corporate operations would not be able to run smoothly (Ojoh and Okoh, 2015). When it comes to today's fast-paced business environment, training and development are essential functions. New hires require extra attention when it comes to education and preparation. To get new workers up to speed on the firm's operations and solve any skill shortages, this can be done by an employee of the organization. Training is essential because it helps people learn new skills, polish their existing ones, perform better, enhance productivity, and become better leaders. When it comes to a company's success, businesses should do everything they can to guarantee that their personnel performs at their highest level (Bhanu, 2015).

Learning and Development

Understanding, information, behaviours, skills, beliefs, attitudes, and preferences may all be acquired via the process of learning. The process through which a person takes in what is already known but not yet learned is called "learning and growth." A person's ability to advance in their career or job role can be enhanced by education and training. It's possible to learn in a variety of ways depending on the perspective. Learning is a process through which previously acquired knowledge is transformed (Erik, 2021). An employee's ability to perform at a higher level in the workplace can be improved through a process known as "learning and development." The acquisition of information, skills, and attitudes is the focus of learning. Learning is the process of increasing one's depth and breadth of information to meet one's development objectives. By enhancing the abilities and knowledge of both the group and the individual, learning is a component of human resources (HR). A company's people management strategy includes learning and development, also known as training and development, as a component, with the purpose of aligning group and individual performance with the overarching vision and goals of the organization (Gray, 2021). Employees are more productive when they are given the opportunity to learn. As a result, organizations benefit from self-expansion. A person's ability to quickly pick up on and adjust to changes in the environment is one of their greatest assets.

Workforce Planning

Today's staff is likely the most essential physical asset of most firms in the talent-based economy we live in. These assets are frequently neglected although they are critical. Because of this, many companies are unaware of the existing and future personnel shortfalls that will impede their ability to carry out their company plan effectively. Employee planning should migrate from the realm of "futurists," where a small group resides, to the realm of operational effectiveness, where management is used to investing its time and resources (Peter, 2014). To ensure that an organization has the right people, with the right skills, in the right places at the right time to carry out its mandate and achieve its strategic objectives, workforce planning analyzes, forecasts, and plans supply and demand for workers, evaluates gaps, and determines target talent management interventions (NIH, 2021). When it comes to ensuring an organization has the human capital it needs to function at its best, workforce planning is a key component. Organizational development includes not just figuring out what employees are needed now, but also figuring out how to keep them once they have been hired. Keeping an eye on the effectiveness of the personnel and putting in place the required measures, such as training and development programs, are other important considerations. An organization's long-term vision and overall business objectives must be taken into consideration while organizing its staff. Consequently, strategic workforce planning may emphasize succession planning as a strategy to guarantee that senior employees always have the essential expertise and knowledge (Gray, 2021).

Performance of Lecturers

Plays, concerts, and other types of entertainment can all be staged or presented in this way. Carrying out or completing a task or function is another definition of this term. The achievement of quantifiable goals can be used as a measure of performance. It's not just about what individuals achieve when it comes to performance; it's about how they go about it as well. Appropriate conduct and the successful application of needed knowledge, skills, and abilities are the keys to excellent performance (Tutorialspoint, 2021). There are many linked parts of the teaching process that may be measured by a teacher's capacity to communicate, instruct, and attend to their students, such as their understanding of the topic, their attendance, and their attitude. The skill of a lecturer is directly judged by students' academic performance, hence it is vital that the aforementioned unique components of lecturer competence be consistently evaluated (Muzenda, 2013).

Frequency of Research Output

High-quality research yields evidence that is reliable and can be utilized to make policy decisions. Professionalism, openness, accountability, and auditability are all required. Prior to publishing (public dissemination, presentation, performance, or exhibition), any research output that has passed a rigorous quality-assurance process is considered a quality-assured research output. By "subjected to formal, independent assessment, individuals with the required experience and/skills to judge its quality (including, when relevant, its rigor, logic, clarity, originality and intellectual importance" (DVC, 2016). However, academics and academic institutions alike place a high value on research output. It has remained a useful yardstick for assessing academic staff productivity, allowing academic staff members to share insight, display academic scholarship, get recognition for innovative thinking, and lastly to build a reputation for knowledge in a certain area of expertise. For the sake of development, progress, and a better society, research in any discipline is essential. In the light of a thorough assessment of one's interests, with the goal of expanding one's knowledge and/or finding practical answers to current problems or difficulties that may be published or unpublished (Orji and Anunobi, 2019).

Teaching Competence

Competence is a set of skills that a company's hiring managers believe are important for new hires to have (WikiJob Team, 2021). Individuals who want to do work well need to have a certain set of skills and knowledge to be able to carry it out effectively. A fascinating part of this word is that it focuses not on what one can do but on what one can learn from one's own experiences (Prachi, 2021). Many organizations already have or plan to implement a competence framework. Skills and knowledge that enable a teacher to be effective are known as competencies. With hundreds of essential decisions being made every day, instructors need to have a wide range of competencies to enhance student development. There are several ways in which teachers may improve their knowledge and abilities in the classroom. A teacher's or lecturer's competencies are the abilities and knowledge that enable them to succeed. With hundreds of essential decisions to make each day, instructors must have a wide range of competencies to ensure that students are learning as much as possible (Jackson, 2014).

Workforce Planning

An organization's workforce planning entails a thorough analysis of its workforce supply and demand, as well as an assessment of any gaps and a strategy for how to fill those gaps to guarantee that it has the appropriate people at the right time. Companies utilize workforce planning as a method for anticipating and deploying their workforce most efficiently, often using modern human resources technology. Software-based human resources and enterprise resource planning solutions often include workforce planning as a subset of workforce management. Good operational workforce planning may assist ensure that talent is well-distributed throughout divisions and departments, and it can also identify organizational needs and the number of personnel needed to do those tasks. As a result, it may help identify staffing gaps, whether job activities and procedures are no longer required, and if people should be reallocated to other positions. To ensure that people are happy with their occupations, workforce planning entails designing and implementing rules (Shaun, 2018). The essential business process of aligning shifting organizational demands with people strategy is called "workforce planning." The most beneficial thing a company can do is engage in this activity. It doesn't have to be difficult and can be tailored to any organization's size and maturity level. This is doable if HR departments have a strong workforce planning approach that allows them to prepare for their future capabilities (Punya, 2021).

Organizational Skills

Organizational skills are a collection of practices used by an individual to enhance future-oriented learning, problem-solving, and job completion. Integration of many components is necessary to achieve an agreed-upon aim in an

organization (Hartford, 2013). Employees that possess strong organizational abilities have an advantage over those who lack them. You will be able to meet deadlines, reduce stress, and perform your jobs more effectively if you are well-organized. When you have organizational abilities, you can make the most of your resources. Having a well-organized workplace implies that you can effectively manage your time, energy, and workspace to complete all of your duties. Maintaining a clean office, completing deadlines, and communicating effectively with your coworkers are all examples of good organizational abilities, regardless of your workplace or job title (Indeed Editorial Team, 2021).

Theoretical Review

Both the Reinforcement Theory and Vroom's theory of expectation led this research project. Since individuals dislike being proven wrong and frequently feel uncomfortable when their views are questioned, the study relied heavily on reinforcement theory as its theoretical underpinning.

Reinforcement Theory

American social philosopher, psychologist, and behaviorist Burrhus Frederic Skinner published Reinforcement Theory in 1957. Understanding that an employee's conduct is controlled by their compensation is at the heart of this notion. Learning happens when students demonstrate the required reinforcement of a link between a certain response and stimuli according to the reinforcement hypothesis (Smith & Ragan, 2005). To increase employee performance, Mckenna and Beech (2006) note that reinforcement of learning is necessary. Providing feedback to trainees regarding their progress and successes throughout training may be done in a variety of ways. For workers to learn new abilities and change their attitudes, the trainer has to know what outcomes the learner deems favorable or unpleasant. Reinforcement theory proposes this (Banaji, 2011). Behavioral responses to environmental cues are linked together in a theory known as reinforcement theory. For example, it highlights the relevance of behaviors that can be observed and measured (Luthans and Kreitner, 1975).

Vroom's Theory of Expectancy

Motivation is defined by Victor H. Vroom (1964) as a mechanism that governs the selection of voluntary activities, a process that is controlled by the individual. Each decision is guided by an individual's expectations of how well a certain action will match or eventually lead to the desired outcomes. valence, or the value an individual place on attaining a certain outcome, is a key component of motivation. Valence is the degree to which individual values reach a particular outcome over other possibilities. According to this idea, conduct is the outcome of deliberate decisions made to balance the need for pleasure with the desire to avoid suffering. It illustrates how a person's decision-making process works. People are driven to act in certain ways by what they believe the outcomes of their actions are likely to be, according to the idea of expectation (Oliver, 1974). In a nutshell, the choice of conduct is motivated by the desire for the desired outcome. Rather, the idea focuses on an individual's cognitive process for processing various sources of motivation. Before making a final decision, this is done (Montana and Charnov, 2008).

Empirical Review

The Effect of Training on the Frequency of Research Output of Lectures in State Universities in South-East, Nigeria

Empirical research of chosen firms in Warri, Delta State, was carried out by Ojoh and Okoh (2015) to examine the influence of training on employee job performance. The study's goals were to determine whether or not training has an impact on workers' productivity; whether or not there is a link between training and organizational goals; whether or not there is a link between training and organizational performance; and whether or not there are various constraints preventing effective training in organizations. The 60 workers of the commercial banks studied were administered a set of structured questionnaires based on Yaro Yarmen's formula. At a 95 percent confidence level, the sample size is 60 responders from a population of 70. Simple percentage tables and the chi-square statistic were used to test hypotheses. The study found that training had a beneficial influence on the firms studied; training is an organizational method of enhancing employee performance. The research found that workers' productivity is reduced when they aren't properly educated. One of many recommendations made by this research was that management should conduct an in-depth assessment of each employee's individual training needs, conduct a proper job evaluation before allowing him to go on training, involve the employee in administering certain training programs, and inform the employee about the cost of training.

An investigation on the research productivity and publishing patterns of faculty at Nigerian private universities was undertaken by Okpe, Ahmed, and Otuza (2018). Library and Information Science Professionals' Education Babcock University in Nigeria faculty members' patterns of research output publications were the subject of this

investigation. The study's population of 154 academic members at Babcock University was chosen for the survey design. Analyses were conducted utilizing descriptive statistics such as frequency counts, simple percentages, Product Moment Correlation, and chi-square. The study found a substantial correlation between the position of faculty and the publishing patterns of their research output, as well as a significant correlation between the qualifications of faculty and the publication patterns of their research output. Faculty members should be mentored and encouraged to collaborate with international colleagues in research and publication; male lecturers should write more journal articles, while female faculty members should be encouraged to appear at seminars and create textbooks.

Nathaniel (2020) did a study on the perceived challenges of university lecturers in the southwest of Nigeria in using digital technologies for research. The study's goal was to look at the apparent obstacles instructors in Nigerian universities experience when using digital mobile technology to do research. A pre-designed questionnaire was used to collect the data for this investigation. Purposive sampling of 13 federal and state colleges in the Southwest of Nigeria included 742 participants. Cronbach Alpha was used to assess the reliability of the data. Researchers found that employing mobile technology posed no particular problems for lecturers or the institution that housed them, regardless of gender or ownership. According to the findings of the research, improved digital technologies make it easier to get instant access to information at any time or place. Using mobile devices to do research effectively was advised in the study for university teachers. The use of digital mobile technology by female teachers at state universities should also be promoted and incentivized.

The Effect of Learning and Development on the Teaching Competence of Lecturers in State Universities in South-East, Nigeria

According to Akanwa and Eluwa (2014), instructors at Nigeria's southern universities need to improve their skill sets to provide students with high-quality instruction. The study's goal was to assess the requirements of professors in Nigeria's South-East institutions for better teaching and learning. 372 academic staff members from six institutions were randomly selected for the study, which used a survey approach. In light of this discovery, the researchers tried to identify possible inputs that may improve and ensure excellent instruction in our universities and other higher institutions, both in our institutions and those of other countries. Researchers found that both male and female professors need a variety of inputs to help them improve their skills, such as regular training workshops and conferences (both locally and internationally), computer labs that can be used by both staff and students, and opportunities for inter-and intra-institutional teaching collaborations to help spread ideas and skills throughout the country and abroad. The research concluded that tertiary education should be funded in a more proactive manner.

Research by Udoh-Uwah and Effanga (2018) examined how well lecturers at Nigeria's universities in the South-South Geo-Political Zone are being trained and supported in their work. In the South-South Geopolitical Zone of Nigeria, the study intended to determine the impact of professional development on the efficacy of federal government-owned colleges teachers. Studying 180 people (45 professors and 135 students) from six federal universities in Nigeria's South-South Geo-Political Zone, a survey research approach was used. Teachers' professional growth in terms of retraining, research publishing, and ICT use substantially improved their work performance in terms of instructional delivery, communication skills, and student assessment. Professors may have their work effectiveness increased and strengthened by professional development, including retraining, intensive research, and encouragement to produce research articles as well as the usage of ICT devices, according to the findings of the study. For teachers to be effective in the university system, it was advised that the institution's management pay close attention to their professional growth.

Teachers' Competencies and University Students' Skills Acquired for Employment in South-South Nigeria were investigated by Ereh, Okon, and Umosen (2019). Researchers in Nigeria's South-South Zone set out to evaluate the link between the competence of university lecturers and the development of employability skills among students. A hypothesis-testing strategy has been devised, along with a set of study questions. According to the researchers, 5817 final-year education-school students were eligible to participate in this study. It is being tested in the Federal Universities in Nigeria's South-South Zone. The investigation was conducted using a survey method. Reliability Coefficient instruments and Pearson's Product Moment Correlation Statistic was used to analyze the data gathered. According to the findings, a teacher's ability in key teaching and publication-related fields has a significant impact on a student's ability to land a job. There is a direct correlation between lecturer competence and student employability skills, according to the study. Based on the findings that lecturers' competencies in respect to knowledge, creativity, discipline, communication, and lesson preparation are maintained, the study recommends that students build their knowledge, ideas, values, and attitudes essential for effective employment skills.

The Effect of Workforce Planning on the Organizational Skills of Lecturers in State Universities in South-East, Nigeria

An empirical assessment of the education sector in Jalalabad, Afghanistan, was undertaken by Mohammad (2017). In Jalalabad, Afghanistan, researchers set out to examine the impact of cultural diversity on educational institution workers' job performance. Questionnaires were used in this investigation. Employers and students at 260 colleges and universities were asked to fill out a questionnaire. SPSS and Microsoft Excel were used to conduct the statistical analysis of the dataset. The study found that diversity in the workplace has a considerable impact on the performance of employees. The researchers concluded that linear regression, correlation, and reliability tests were important tools for analyzing the obtained data. According to the findings, organizations should train their employees on how to deal with and manage diversity for a successful conclusion.

Nigerian researchers studied the impact of workforce planning and organizational performance in Lagos's manufacturing sector. For the purpose of this research, two private manufacturing enterprises in Lagos State's Apapa region were surveyed to see how workforce planning affected their performance. Only 55% of the 300 copies of the questionnaire were recovered and utilized for data analysis in this survey research design, which employed a sample size determination table to choose the 300 copies of the questionnaire delivered. Both Pearson's moment correlation and regression analysis were employed to assess the hypothesized hypotheses based on the data gathered. The results suggest that a company's success may be impacted by its approach to personnel planning. Governments should have an economic blueprint that will help to improve the manufacturing sector's current performance, as well as to avoid undesirable costs associated with high staff turnover, poor performance, and dissatisfied workers regardless of the economic contraction or recession the manufacturing sector is experiencing. Samwel (2018) did a study on Human Resource Planning, as an important practice to anticipate the future human resource requirements of the organization - literature review. The study's goal was to analyze the value of human resource planning to the business by analyzing several studies on human resource planning. The questionnaire method was used in the investigation. According to the findings, there is a strong link between human resource planning and organizational manpower needs and between human resource planning and organizational success. According to the findings of the study, the importance of human resource planning cannot be overstated, as the core of any successful business is based on excellent human resource planning. Human resource planning is an essential part of attaining the goals of a business and should continue to be practiced and maintained.

3. Methodology

The study was based on the effect of career development and performance of lecturers in state universities in South-East, Nigeria. The study will be limited to the academic staff of five (5) state universities in the South East of Nigeria. The universities include Enugu State University of Science and Technology, Ebonyi State University, Imo State University, Anambra State University of Science and Technology, and Abia State University Uturu, Okigwe. The population of the study is three thousand two hundred and fifty (3250) which consists of selected lecturers both male and female of different carders in the selected universities. The study used the survey approach. The primary sources were personal interviews and the administration of the questionnaire. An adequate sample size of 344 was determined using Freund and William's statistic formula. 294 staff returned the questionnaire and accurately filled it. That gave a 94 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability coefficient of 0.7 which was also good. Data were presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Z – test statistics tool.

4. Data Presentation and Analysis

Research Question One

the effect of training on the frequency of research output of lectures in state universities in the South-east, Nigeria

Table 4.1: Responses to Research Question One

	5 SA	4 A	3 N	2 DA	1 SD	ΣFX	- X	SD	Decision

1	Training fills the gaps created by a shallow talent pool in the institutions	265 53 18.0	56 14 4.8	45 15 5.1	198 99 33.7	113 113 38.4	677 294 100%	2.30	1.471	Agree
2	The level of training becomes a significant driver of research in the institutions	265 53 18.0	72 18 6.1	57 19 6.5	192 96 32.7	108 108 36.7	694 294 100%	2.36	1.475	Agree
3	Lecturers' training wants more opportunities to hone existing skills sets.	240 48 16.3	56 14 4.8	57 19 6.5	272 136 46.3	77 77 26.2	702 294 100%	2.39	1.357	Agree
4	New disciplines are explored by the lecturers' training	240 48 16.3	80 20 6.8	72 24 8.2	88 44 15.0	158 158 53.7	638 294 100%	2.17	1.530	Agree
5	Lecturers' training improves the institution's mutual goals and their ability to research work	160 32 10.9	44 11 3.7	36 12 4.1	292 146 49.7	93 93 31.6	625 294 100%	2.13	1.215	Agree
	Total grand mean and standard deviation							2.270	1.410	

Source: Field Survey, 2021

Table 4.1, indicates that 67 respondents out of 294 representing 22.8 percent agreed that our products have high sales value in the market with a mean score of 2.30 and standard deviation of 1.471. The level of training becomes a significant driver of research in the institutions 71 respondents representing 24.1 percent agreed with a mean score of 2.36 and standard deviation of 1.475. Lecturers' training wants more opportunities to hone existing skills sets. 62 respondents representing 21.1 percent agreed with a mean score of 2.39 and standard deviation of 1.357. New disciplines are explored by the lecturers training 68 respondents representing 23.1 percent agreed with a mean score of 2.17 and a standard deviation of 1.530. Lecturers' training improves the institution's mutual goals and their ability to research work 43 respondents representing 14.6 percent agreed with a mean score of 2.13 and standard deviation of 1.215.

Research Question Two

The effect of learning and development on the teaching competence of lecturers in state universities in the South-east, Nigeria

Table 4.2: Responses to Research Question Two

		5 SA	4 A	3 N	2 DA	1 SD	ΣFX	- X	SD	Decision
1	The acquisition of new skills enhances the teaching performance of lecturers	135 27 9.2	232 58 19.7	33 11 3.7	258 129 43.9	69 69 23.5	727 294 100%	2.47	1.292	Agree
2	The knowledge possessed in learning improves the efficiency of the lecturers	135 27 9.2	268 67 22.8	45 15 5.1	198 99 33.7	86 86 29.3	732 294 100%	2.49	1.359	Agree
3	There is behaviour improvement of the lecturers on the teaching specialization	175 35 11.9	264 66 22.4	110 22 7.5	208 104 35.4	67 67 22.8	824 294 100%	2.80	1.361	Agree

4	The value contribution of lecturers are impressed through teaching	195 39 13.3	240 60 20.4	15 5 1.7	278 139 47.3	51 51 17.3	779 294 100%	2.65	1.336	Agree
5	The new attitudes of the lecturers deepen their knowledge of teaching students	230 46 15.6	240 60 20.4	27 9 3.1	214 107 36.4	72 72 24.5	783 294 100%	2.66	1.438	Agree
Total grand mean and standard deviation								2.614	1.357	

Source: Field Survey, 2021

Table 4.2, indicates that 85 respondents out of 294 representing 28.9 percent agreed that our products have high sales value in the market with a mean score of 2.47 and standard deviation of 1.292. The knowledge possessed in learning improves the efficiency of the lecturers 94 respondents representing 32.0 percent agreed with a mean score of 2.49 and standard deviation of 1.359. There is behaviour improvement of the lecturer on the teaching specialization 101 respondents representing 34.3 percent agreed with a mean score of 2.80 and standard deviation of 1.361. The value contribution of lecturers are impressed through teaching 99 respondents representing 33.7 percent agreed with a mean score of 2.65 and standard deviation of 1.336. The new attitudes of the lecturers deepen their knowledge of teaching students 106 respondents representing 36.0 percent agreed with a mean score of 2.66 and standard deviation of 1.438.

Research Question Three

The effect of workforce planning on the organizational skills of lecturers in state universities in South-East, Nigeria.

Table 4.3: Responses to Research Question Three

		5 SA	4 A	3 N	2 DA	1 SD	ΣFX	- X	SD	Decision
1	The level of analyzing in the institution has reduced working under pressure	265 53 18.0	56 14 4.8	45 15 5.1	198 99 33.7	113 113 38.4	677 294 100%	2.30	1.471	Agree
2	Forecasting ensures filling of gaps on time	265 53 18.0	72 18 6.1	57 19 6.5	192 96 32.7	108 108 36.7	694 294 100%	2.36	1.475	Agree
3	The institution targets are met with proper time management	240 48 16.3	56 14 4.8	57 19 6.5	272 136 46.3	77 77 26.2	702 294 100%	2.39	1.357	Agree
4	The right skills are placed in the right places at the right time in my institution	240 48 16.3	80 20 6.8	72 24 8.2	88 44 15.0	158 158 53.7	638 316 100%	2.17	1.530	Agree
5	The workforce remains efficient and the development of initiatives	160 32 10.9	44 11 3.7	36 12 4.1	292 146 49.7	93 93 31.6	625 294 100%	2.13	1.215	Agree
Total grand mean and standard deviation								2.270	1.410	

Source: Field Survey, 2021

Table 4.3, indicates that 67 respondents out of 294 representing 22.8 percent agreed that our products have high sales value in the market with a mean score of 2.30 and standard deviation of 1.471. Forecasting ensures the filling of gaps on time 71 respondents representing 24.1 percent agreed with a mean score of 2.36 and standard deviation of 1.475. The institution's targets are met with proper time management 62 respondents representing 21.1 percent agreed with a mean score of 2.39 and standard deviation of 1.357. The right skills are placed in the right places at the right time in my institution 68 respondents representing 23.1 percent agreed with a mean score of 2.17 and standard deviation of 1.530. The workforce remains efficient and the development of initiatives 43 respondents representing 14.6 percent agreed with a mean score of 2.13 and standard deviation of 1.215.

Test of Hypotheses

Hypothesis One

Training has a positive effect on the frequency of research output of lecturers in state universities in South-East, Nigeria.

Table 4.4: One-Sample Kolmogorov-Smirnov Test

		Training fills the gaps created by a shallow talent pool in the institutions	The level of training becomes a significant driver of research in the institutions	Lecturers' training wants more opportunities to hone existing skills sets.	New disciplines are explored by the lecturers' training	Lecturers' training improves the institution's mutual goals and their ability to research work
N		294	294	294	294	294
Uniform Parameters ^{a,b}	Minimum	1	1	1	1	1
	Maximum	5	5	5	5	5
Most Extreme Differences	Absolute	.471	.444	.474	.537	.563
	Positive	.180	.180	.163	.163	.109
	Negative	-.471	-.444	-.474	-.537	-.563
Kolmogorov-Smirnov Z		8.077	7.611	8.136	9.215	9.652
Asymp. Sig. (2-tailed)		.000	.000	.000	.000	.000
a. Test distribution is Uniform.						
b. Calculated from data.						

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnov Z –value ranges from $7.611 < 9.652$ and on Asymp. Significance of 0.000, the responses from the respondents as displayed in the table are normally distributed. This affirms the assertion of most of the respondents that training had a positive effect on the frequency of research output of lecturers in state universities in South-East, Nigeria

Decision

Furthermore, comparing the calculated Z- value ranges from $7.611 < 9.652$ against the critical Z-value of .000(2-tailed test at 97percent level of confidence) the null hypothesis was rejected. Thus the alternative hypothesis was

accepted which states that training had positive effect on the frequency of research output of lecturers in state universities in South-East, Nigeria

Hypothesis Two

Learning and development has a positive effect on the teaching competence of lecturers in state universities in South-East, Nigeria

Table 4.5: One-Sample Kolmogorov-Smirnov Test

		The acquisition of new skills enhances the teaching performance of lecturers	The knowledge possessed in learning improves the efficiency of the lecturers	There is behaviour improvement of the lecturers' on the teaching specialization	The value contribution of lecturers are impressed through teaching	The new attitudes of the lecturers deepen their knowledge of teaching students
N		294	294	294	294	294
Uniform Parameters ^{a,b}	Minimum	1	1	1	1	1
	Maximum	5	5	5	5	5
Most Extreme Differences	Absolute	.423	.379	.332	.396	.359
	Positive	.092	.092	.119	.133	.156
	Negative	-.423	-.379	-.332	-.396	-.359
Kolmogorov-Smirnov Z		7.261	6.503	5.686	6.794	6.153
Asymp. Sig. (2-tailed)		.000	.000	.000	.000	.000
a. Test distribution is Uniform.						
b. Calculated from data.						

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value ranges from $5.686 < 7.261$ and on Asymp. Significance of 0.000, the responses from the respondents as displayed in the table are normally distributed. This affirms the assertion of most of the respondents that learning and development had a positive effect on the teaching competence of lecturers in state universities in South-East, Nigeria.

Decision

Furthermore, comparing the calculated Z- value ranges from $5.686 < 7.261$ against the critical Z-value of .000(2-tailed test at 97percent level of confidence) the null hypothesis was rejected. Thus the alternative hypothesis was accepted which states that learning and development had a positive effect on the teaching competence of lecturers in state universities in South-East, Nigeria

Hypothesis Three

Workforce planning has a positive effect on the organizational skills of lecturers in state universities in South-East, Nigeria.

Table 4.6: One-Sample Kolmogorov-Smirnov Test

		The level of analyzing in the institution has reduced working under pressure	Forecasting ensures filling of gaps on time	The institution targets are met with proper time management	The right skills are placed in the right places at the right time in my institution	The workforce remains efficient and the development of initiatives
N		294	294	294	294	294
Uniform Parameter Statistics^{a,b}	Minimum	1	1	1	1	1
	Maximum	5	5	5	5	5
Most Extreme Differences	Absolute	.471	.444	.474	.537	.563
	Positive	.180	.180	.163	.163	.109
	Negative	-.471	-.444	-.474	-.537	-.563
Kolmogorov-Smirnov Z		8.077	7.611	8.136	8.215	8.511
Asymp. Sig. (2-tailed)		.000	.000	.000	.000	.000
a. Test distribution is Uniform.						
b. Calculated from data.						

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value ranges from $7.611 < 8.511$ and on Asymp. Significance of 0.000, the responses from the respondents as displayed in the table are normally distributed. This affirms the assertion of most of the respondents that workforce planning had a positive effect on the organizational skills of lecturers in state universities in South-East, Nigeria.

Decision

Furthermore, comparing the calculated Z- value ranges from $7.494 < 9.652$ against the critical Z-value of .000(2-tailed test at 97percent level of confidence) the null hypothesis was rejected. Thus the alternative hypothesis was accepted which states that workforce planning had a positive effect on the organizational skills of lecturers in state universities in South-East, Nigeria.

Discussion of Findings

Training had a beneficial influence on lecturers' research production in state institutions in the South-East, Nigeria, according to hypothesis one, which found that the computed Z-value ranged from 7.611 to 9.652 vs the crucial Z-

value of 0.000 (two-tailed test with 97 percent level of confidence). In support of the findings, Ojoh and Okoh (2015) performed empirical research of chosen firms in Warri, Delta State, to determine the influence of training on employee job performance. The study found that training had a beneficial influence on the firms studied; training is an organizational method of enhancing employee performance.

After calculating Z-values between 5.686 and 7.261, researchers found that learning and development had an impact on lecturers' teaching competencies at Nigerian state institutions in the South-East region, based on the threshold Z-value of 0.000 (two-tailed test, 97 percent confidence level). Researchers Udoh-Uwah and Effanga (2018) studied the effectiveness of lecturers' jobs in the South-South Geopolitical Zone of Nigerian universities in support of their findings. Teachers' professional growth in terms of retraining, research publishing, and ICT use substantially improved their work performance in terms of instructional delivery, communication skills, and student assessment. Teachers' Competencies and University Students' Skills Acquired for Employment in South-South Nigeria were investigated by Ereh, Okon, and Umosen (2019). There is a direct correlation between lecturer competency and student employability abilities, according to the study.

A two-tailed test with a 97% level of confidence found that hypothesis three's computed Z-value ranged from 7.611 to 8.511, and the study concluded that workforce planning had a favorable influence on lecturers' organizational abilities in South-East Nigerian state institutions. With this conclusion in mind and support of it, research on the influence of workforce planning on organizational performance in Lagos, Nigeria was undertaken by Obisi, Remo, and Ayodeji (2018). The results suggest that a company's success may be impacted by its approach to personnel planning.

5. Summary of Findings

1. Training had a positive effect on the frequency of research output of lecturers in state universities in South-East, Nigeria $Z(95, n = 294) = 7.611 < 9.652, p > 0.05$
2. Learning and development had a positive effect on the teaching competence of lecturers in state universities in South-East, Nigeria $Z(95, n = 294) = 5.686 < 7.261, p > 0.05$
3. Workforce planning had a positive effect on the organizational skills of lecturers in state universities in South-East, Nigeria $Z(95, n = 294) = 7.494 < 9.652, p > 0.05$

6. Conclusion

Learning and development and workforce planning had a favorable impact on the frequency of research outputs, organizational skills, and teaching competency of professors in state institutions located in Nigeria's South-East region. Knowledge, skills, and capacities are critical to the success of institutions. To foster growth and development, institutions must consider the individual needs of the individuals they serve. In and of itself, this is a positive thing, but it will also make the Institutions a better place to work. Learning is the process of increasing one's depth and breadth of information to meet one's development objectives. Scholars, academics, decision-makers, and human resources specialists all take career development very seriously.

7. Recommendations

Schools and organizations should work to improve the quality of research and instruction by providing personnel with the necessary training.

In particular, universities should support and send their academics to conferences and seminars, where they may gain information by organizing or attending. This will enhance their ability to think creatively, stay on task, communicate effectively, and plan lessons.

Universities should implement Workforce planning to reduce unnecessary expenses related to high turnover, poor performance, and unsatisfied workers, according to the report.

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