

Human Capacity Development and Organizational Performance in Selected Ministries in Abia State, Nigeria.

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Abstract

This study was an exploration of human capacity development for improved capacity development in Ministries of Works and Public Utilities in Abia State of Nigeria. Three research questions were raised to guide the study. The study utilized descriptive survey approach. Herzberg's two factor theory provided the theoretical backing for the study. The data were collected through a 30 item questionnaire on five point likert scale. The total population was 840 workers comprising of 309 senior workers and 513 junior workers in Ministries of Works and Utilities. The sample size of 125 was randomly selected from the population for the study. The instrument titled "Human Capacity Development and Organizational Performance Questionnaire (HCDOPOQ) was used for the validation and reliability coefficient of 0.77 was realized. Data were analyzed using mean, standard deviation. The results showed that the most specific strategies that predict an improved human capacity in organization such as ministries are training, seminars, payment of incentives and career development. It was recommended that Ministry of Works and Public Utilities should invest more resources to ensure that their workers possess the requisite skills, and competences needed to perform their tasks in this knowledge-driven world. The directors in charge of remunerations and salaries should ensure prompt paying to employees as this would increase career goals and creativity development. In this era of modernity, Directors in the State Ministry of Work and Public Utilities should provide ICT gadgets to expose workers on the knowledge of information communication and technology.

Key Words: *Human Capacity Development, Organizational Performance, Ministries of Works and Public Utilities.*

Introduction

Many scholars, practitioners and organization development experts have emphasized the need for, and the importance of human capacity in the process of developing organizations. The development of human capacity in organizations results in increased efficiency, productivity and stability in a nation economy (Iheriohanma, 2008). However, it appears that inadequate skills limited knowledge for creativity; poor motivational packages

for workers and lack of good leadership that will enhance capabilities and improvement in organizations for higher performance have been a source of worry and discomfort in Nigeria. Shippman (2012) opined that the inefficiency and low productivity recorded by organizations are traceable to poor training, motivation and incentives that enhance knowledge and the ability to manage the organizations' resources. The concept of human capacity development does not only involve productivity but planning and improvement of skills, ability, capabilities, knowledge through training, workshops and seminars in organization. Consequently, Nigeria has performed poorly in terms of leadership and in developing the creativity of its workforce (Bangura, 2010).

Human capacity development consists of skills and creativity of the people employed in organizations. Wright and McManan (2011) defined skills as the "ability to do something well, especially what someone has learnt and practiced". Skill is seen as the capability of accomplishing a job with precision of certainty, practical knowledge in combination with ability, cleverness and expertise.

Various reasons have been adduced on why some organizations face the problem of frequent low performance in Abia State. This can be traceable to lack of good welfare package that will improve workers' knowledge, abilities, intelligence and creativity. In addition, Chikendu (2015) asserted that organizational policy that generates employee's job dissatisfaction include lack of effective Information and Communication Technology and un-conducive environment. Against this backdrop, the study examines why, in spite of payment of salaries to workers; the Ministries of Work and Public Utilities in Abia State record low performance (Onyene, 2012). The study investigates the appropriate measures for improving employees' skills, knowledge, ability and the motivational structures and variables to enhance organizational performance, using some selected Ministries in Abia State Civil Service as our focus.

Theoretical Significance

The study will be theoretically significance because it highlights that organizations that invest in workers will gain the requisite skills, knowledge from training, education and workshops that will bring appreciable increase in productivity. This is realizable if ministries in Abia State invest and implement on workers' empowerment and advancement: the study

will highlight positive gains from good leadership and improve performance in the ministries. The study is significant because it will challenge management to explore and examine the immediate and remote sources of low performance of workers in the ministries as a result of work environment. The result of the study will equally provoke further research areas that are not covered in the study. The study will emphasize theoretically that creativity and skill gained from training and education will increase employee potentials and organizational performance.

Theoretical Framework

The theoretical framework of the study will be analyzed on Motivation – Hygiene Theory. The Hygiene theory was propounded by Fredrick Herzberg (1959). The survey led Herzberg to discover that two sets of different factors affect job satisfaction and employee motivation. These are intrinsic, which Herzberg refers to as motivators. They include recognition, advancement, growth, challenging work and reasonability. These factors are the motivators’ since they fulfil the individual’s needs for actualization and growth. Hygiene factors largely resulted from extrinsic such as company policies, salaries, co-worker relationship and supervisory style.

The two continuum of Herzberg’s Theory (Motivator and Hygiene) are.

* Motivators	* Hygiene/Maintenance
Achievement,	Relation with co-worker and
Work itself,	Supervision, peers,
Advancement,	Company policy
Responsibility,	working condition
Recognition,	Salary/compensation
	Personal file

The research methodology of Fredick Herzberg has been strongly criticized and the underpinning assumption that everyone has the same needs is invalid. In spite of these criticisms, the Herzberg two-factor theory continues to thrived, partly because it is easy to understand and seems to be based on “real-life” rather than academic abstractions, and partly because it convincingly emphasized the positive value of intrinsic motivating factors.

Exploration and application of the tenants of this theory by management therefore, would form better instruments in the formulation of contemporary sustainable strategic human capacity development packages in organization.

Statement of the Problem

Lack of critical skills and knowledge has been identified in some organizations in Nigeria especially Abia State. This limits organizational performance. These have been interpreted to constitute a cog in Nigeria development programmes. The study is necessitated by the observed increase in inefficiency and low productivity recorded in most organizations in Nigeria (Sadip, 2007). Government policy on training, workshops, seminars, manpower development and in service-training provided in the civil service for the development of workers' efficiency has not recorded the desired and expected results/irregular payment of salaries and workers' mass retrenchment, policy on retirement of directors' and permanent secretaries on attainment to eight years in the office in Abia State Nigeria. Ceiling on advancement, promotion and recognition of workers in the ministers add to inefficiency, and low productivity. Therefore, renew of the various packages for human capacity development and for improved performance in organization is expected because of the competitive trend in worker's capacity development and knowledge economy. The realization of this objective will assist management in identifying appropriate strategy that can effectively regenerate critical works' efficiency and minimize the rate of employees' low results in organizations. This is expected to enhance performance in the organizations and ministries, especially in Abia State, Nigeria. This research hopes to draw lessons from the ministries of works and public utilities in Abia State. It investigates the challenges in Abia State civil service.

Purpose of the Study

The main purpose of this study was to determine human capacity development and organizational performance in the Ministries of Works and Public Utilities in Abia State, Nigeria. Specifically, the study sought to:

1. Examine educational training and worker's capacity development in the Ministries of Works and Public Utilities in Abia State, Nigeria.
2. Examine employer's compensation and worker's creativity development in the Ministries of Works and Public Utilities in Abia State, Nigeria.

3. Examine ICT provision and worker’s performance in the Ministries of Works and Public Utilities in Abia State, Nigeria.

Research Questions

The study is guided by the following research questions .

1. Educational training does not influence worker’s capacity development in the Ministries of Works and Public Utilities in Abia State, Nigeria.
2. Employer’s compensation does not influence worker’s creativity development in the Ministries of Works and Public Utilities in Abia State, Nigeria.
3. ICT provision does not influence worker’s performance in the Ministries of Works and Public Utilities in Abia State, Nigeria.

Methodology

The descriptive survey method was used for the study. The population for the study was 840 directors and civil servants. The sample size (n) 125 was determined using the Yaro Yawani formule.

The Yaro Yawani formular is

$$n = \frac{N}{1 + Ne} \quad 2$$

Where N = Population size = 840

n = sample size = 125

e = sampling error

$$\text{Using the formula above} = \frac{840}{1 + 840 \times 125} = 125.15$$

The simple random sampling method was used to ensure that the sample size n = 125 of the population of the Ministries is selected for the study. The ministries have 9 directors while the civil servants for the two ministries were 831. A 30- item questionnaire derived from literature titled “Human Capacity Development and Organizational Performance in selected ministries in Abia State was used in the study. Respondents were asked to rate each of the items on a five point Likert scale as follows: Strongly Agree (SA)-5, Agree (A)-4, Disagree (D)-3), strongly disagree (SD). 1 The instrument was validated by three experienced research scholars in the field of Social Sciences from Abia State University, Uturu. Their

suggestions and corrections were reflected in the final data used for this study. A trial test was done on 30 civil servants who were not part of the main study. (Cronbach Alpha instrument was used to correlate the data generated. The reliability index of .77 was obtained. The instrument was administered by the researcher. On the whole work, the return rate of questionnaire 99% and that was used for data analysis. The data generated were analyzed using the mean and standard deviation. The midpoint of the five point scale was taken as the criterion mean score which was derived by adding the exact upper limit of the scale (4.5) to the exact lower limit (0.5) and dividing by 2, and this is considered to be the hypothetical acceptable level. The means of 2.5 was taken as the critical value for decision such that a mean response that falls below 2.5 was regarded as “Disagree” while a mean response on the above 2.5 was regarded as “Agree”.

Data Presentation and Analysis

Research Question 1: Educational training does not influence worker’s capacity development in the Ministries of Works and Public Utilities in Abia State, Nigeria.

Table 1: Mean and standard deviation of Educational training and workers’ workers capacity development

S/NO	Educational training and workers capacity development	\bar{X}	SD	RMK
1	Training is crucial for organizational development as it less supervision and increases productivity	2.77	0.95	Agree
2	Taking initiatives to assess skills that match needs of the workers boost worker capacity development.	3.06	0.80	Agree
3	Training create a "Win" for the employee to increased productivity in meeting departmental objectives	2.94	0.86	Agree
4	Employees with upgraded skills, are equipped to deal with the changing demands of the workplace	2.98	0.75	Agree
5	Improve skills and knowledge from training improve workers’ performance	2.86	0.81	Agree
6	Sending employees on seminar to achieve their personal goals increases worker capacity development	3.29	0.74	Agree
7	Using coaching to encourage growth and career development of employees increase worker capacity development	2.70	0.80	Agree

Source: Field Survey, 2016

The result from the Table 1, above indicated that the means of the respondents for items (1, 2, 3, 4, 5, 6, 7) is between 2.70 and 3.29. This shows that the respondents agree to the fact that giving educational training to workers increase workers capacity development with less supervision. The standard deviation of scores (1,2,3,4,5,6,7) ranges from 0.74 to 0.95 as could be observed the deviation were clustered as they were closer to the mean.

Research Question 2: *Employer’s compensation does not influence worker’s creativity development in the ministries of works and public utilities in Abia State, Nigeria.*

Table 2: Mean and Standard Deviation on Employer’s compensation and workers capacity development

S/NO	Employer’s compensation and workers creativity development	\bar{X}	SD	REMARK
1	The salary package in the Ministries are competitive compared to other counterpart in the public sector	2.95	0.87	Agree
2	Rewards for compensation has effect on employees’ work performance in the Ministries	3.16	0.98	Agree
3	The Ministries provide rewards on overtime to increase workers’ creativity development	3.25	0.77	Agree
4	The Ministries spelt out prompt retirement benefits package to boost workers’ creativity development.	2.83	0.96	Agree
5	Employees in the ministries are provided with welfare scheme to increase their creativity development	2.75	1.08	Disagrees
6	The Ministries provide rewards on integrity to boost worker’s creativity development	2.66	0.98	Agree
7	The Ministries provide rewards on recognition for punctuality to increase worker’s productivity.	3.08	0.95	Agree
8	Paying employee’s salaries on time develop realistic career goals that increase their creativity development.	2.59	1.17	Disagree

The findings of the result on Table 2 showed that the mean score of the opinion of workers for all the eight items ranged from 2.59 to 3.25, this result indicated that employees’ compensation increase workers’ creativity development in the Ministries of Works and Public Utilities. The standard deviation in the entire item ranged from 0.77 to 1.17, the deviation scores were closed to each other as they were not too far away from the mean.

Research Question 3: *ICT provision on influence of worker's performance in the Ministries of Works and Public Utilities in Abia State, Nigeria.*

Table 3 Mean and Standard Deviation on Information and Communication Technology provision and workers capacity development.

S/NO	Information and Communication Technology are provided in the following areas to boost workers' capacity development:	\bar{X}	SD	RMK
1	provision of desk tops to every worker increases their capacity in ICT	2.52	0.97	Agree
2	Provision of server installs increase workers capacity development I ICT	3.12	0.92	Agree
3	Provision of desktop rollouts increase workers capacity development in ICT	3.27	0.86	Agree
4	Provision of office network setup increase workers capacity development in ICT	3.00	0.76	Agree
5	Provision of networking implementation services - open mesh project increase workers capacity development	2.57	0.87	Agree
6	Provision of ad hoc support services increase workers capacity development in ICT	3.12	0.98	Agree
7	Provision of INTERCOM services increase workers capacity development in ICT	3.20	0.78	Agree
8	Provision of ad hoc computer repairs increase workers capacity development	2.68	0.95	Agree
9	Provision of e-mail services increase workers capacity development	3.03	0.80	Agree
10	Provision of Information and Communication Technology contributes positively to workers' creativity.	2.57	0.82	Agree
11	Provision of ICT software packages on operating systems increases worker productivity.	2.59	0.86	Agree
12	Provision of ICT services is essential to the mechanics of the ministries for effective service delivery.	3.97	0.92	Agree
13	Installation on all aspects of computer networking in the ministries quickly and easily share resources to increase worker's capacity development	3.33	0.69	Agree
14	Provision of ICT ensures effective deployment of IT infrastructure that assist Ministries to run efficiently.	3.20	0.95	Agree
15	Provision of ICT Infrastructure offers a range of technologies to assist the ministries in running efficiently	2.90	0.99	Agree

The findings of the result on Table 3 showed that the mean score of the opinion of workers for all the 16 items ranged from 2.52 to 3.97, this result indicated that provision of ICT to employees increase workers' performance in the Ministries of Works and Public Utilities.

The standard deviation in the entire item ranged from 0.69 to 0.99 the deviation scores were closed to each other as they were not too far away from the mean.

Discussion of Findings

In response to Research Question 1, in Table 1 the result indicates that overall measures to improve performance in Ministries of Work and Public Utilities are above 2.50. This will base on training, education, work environment and seminars provided for the workers. The implication of this is that majority of workers' do have correct perception of what will improve the human capacity and performance in organization. The findings of the study is in line with the works of Agung, (2013) who noted that driving performance and retention to employee engagement revealed insights into the improving efficiency and performance as in the ministries through improved workers' skills, and knowledge. All these geared towards achieving the organizational target. The most specific strategies that predict reasons for capacity development in ministries more than any other items in the study are the contributions of training, attendance to workshops, work environment to the skills, knowledge, abilities and efficiency to capacity development in organizations.

The findings of the study in Table 2, reveals that compensation, rewards and incentives, have the capacity to influence the workers dexterity towards achieving organizational target. The study further revealed that the success of every organization is rooted to effective planning and implementation of the measures to improve human capacity. The end point of every business process is result and performance. This confirms the position of Noe, Hollenbeck, Gerhart, and Wright (2012) that compensation instrument such as wages or salary, pay incentives and benefits attracts and influences employees to increase their capabilities and creativity with the organization. The study is in line with the study of Hom, and Gaevtner (2000) who posited that pay and pay-related variables have a modest effect on performance. Their analysis also includes studies that examined the relationship between pay, a person's performance and improved organizational results. They concluded that when high performers who are sufficiently rewarded, are motivated to increase capacity development. They suggested that if a job provides adequate financial and competitive incentives, the more likely employee exercise his creativity with the organization. This assertion emphasized the

need for organizations to adopt a personalized compensation plan for their critical employees as a panacea to the talent challenge facing organizations globally and improve performance.

The finding of the study on Table 3 reveals that information and communication technology provision is a veritable tool to improve human capacity and effective performance in organization. From the findings of the study it is observed, that to enhance effective communication in organization ICT provisions should be made a hallmark to enhances overall performance as a vital part of any change in management programme. The finding of the study is in line with the work of Azuka (2012) who noted that provision of Information and Communication Technology contribute positively to workers' creativity and capacity building. Azuka (2012) posited that computer with word processing software can easily edit, re-edit, save and archive documents a print. The provision of ICT is designed to enable workers understand the impact of information and communication technology in the work place, develop their skills to work effectively and efficiently on any window environment using word processing packages.

Okoro (2013) remarks that with MS Word, a clean and quality typed document is obtained. The ability of this software goes beyond keying in of text alone. With it, users can create classic write-ups that include pictures embedding, special chaps and customize type fonts to mention but a few. Therefore, provision of ICT software packages by the Ministries of Work and Public Utilities on operating systems is necessary to increases worker productivity.

Conclusion

The study revealed that educational training is a propelling factor that will improve skills, knowledge, creativity, capabilities and abilities towards organizational results. Management shall intensify its sustainability. The level of satisfaction induced through appropriate rewards and incentives by the management can determine the staff performance in an organization.

The interconnected and globalized work environment has made today's new generation workers to place priority on certain work environment characteristics such as participation in decision making, sense of community and quality of issues for improve performance in the organization. The study proves that major reasons why workers' in ministry of works records low performance comes as a result of poor capacity development,

education and training of the personnel, poor salary packages and the problems of work environment. The highest predictors for human capacity development and organizational performance in ministry of public utilities are in equality in compensation system of the ministry and poor salary package.

Recommendations

Based on the findings of the study the following recommendations were made:

1. Ministry of Works and Public Utilities should invest more resources to ensure that their workers' possess the requisite skills competencies and expertise they need to perform their tasks in this world of work that is knowledge-driven.
2. Directors in the state Ministry of Work and Public Utilities should create humane work environment that the employees be trained to increase the productivity and meeting the departmental objectives
3. Directors in the state Ministry of Work and Public Utilities should compensate employees with appropriate incentives for improved human capacity and performance.
4. The directors in charge of remunerations and salaries should ensure prompt paying to employee's as this would increase career goals and creativity development
4. Abia State Government through the directors in the Ministries of Works and Public Utilities should create conducive social work environment that is reminiscent of a family.
5. Directors in the state ministry of work and public utility should provide ICT gadgets to expose workers on the knowledge of information communication and technology in this era of modernity.

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