

## **Effect of Capacity Building on Workers' Productivity in Public Sector Organization (A Case Study of Enugu State)**

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### **Abstract**

Over the years organizations have been embarking on training and capacity building for their employees so as to enhance productivity and overall performance of the organizations. Despite the effort of the government and the organizations to improve the productivity of its workforce by engaging in training and capacity building, yet the productivity of its workforce continues to decline. This paper x-rays the extent to which capacity building enhances the quality of service delivery in public service organization and also to identify the factors that have been militating against capacity building of workers, the nexus between capacity building and workers' productivity and types of training programmes in the public service or organization. The paper is anchored on the theory of organizational development propounded by Kurt Lewin in 1950. The major findings of the study were that capacity building enhances the quality of services delivery in the public service organizations and that lack of training, inadequate fund and lack of modern technologies are the major factors militating against capacity building of workers in public sector organizations. This paper recommends amongst others that government should commit their effort to building institutional and system capacity that produces the human capital that is committed to efficient service delivery.

**Keyword:**Capacity Building, Service Delivery, Productivity, Employee, Public Sector Organizations.

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## Introduction

In most organizations whether large or small, there are three basic elements to look out for. The first is “the human element”, which comprises of employees working in the organization. Second is the “method of operation needed to enable the organization function effectively both internally and externally, while the third element is “how to enhance productivity and efficiency of employees (Ojokukuet *al.*, 2014). This is where capacity building and manpower development come into play. Capacity building, training and manpower development have over the years risen to a new discovered importance so much that numerous literatures abound on the topic both within the academic and non-academic environment. It is much more than training and includes: human resources development, which involves the process of equipping individuals with skills, understanding, access to information, knowledge and training, which enables them to perform effectively and efficiently (Barney, 2001).

Okotoni&Erero (2005) threw more light to the issue at stake when they assert that: the importance of training, capacity building and development is more obvious given the growing complexity of the work environment, the rapid change in organizations and advancement in technology, among other things. Training and development helps to ensure that organizational members possess the knowledge and skills they need to perform their jobs effectively, take on new responsibilities and adapt to changing conditions. An organization regardless of its size must provide for the need, interest and desires of its employees within the environment if it is to earn the loyalty, dedication, involvement and commitment necessary to compete effectively. Though, there are numbers of factors, such as finance, material and manpower which collectively contribute to the production of goods and services in the organization, human resources has been the most significant factor among these factors. With the provision of finance, material and even machine without experience and trained manpower nothing can be done. Human resource therefore, is the most valuable resource and ultimate basis of an organization’s manpower which if intellectually and emotionally trained, in turn develops all other segments of the organization to its predetermined goal. Most organizations tend to perceive training as the solution or correct therapy for many of the observed personnel and organizational low performance and productivity problem.

Capacity building has its origin in the United Nations (UN) and its quest to develop people and entities. The lead with the UN system for action and thinking in this area was given to United Nations Development Programme(UNDP) and has offered guidance to its staff and governments on what was then called institution building. This involves building up abilities of basic national organizations, in areas such as Civil Aviation, Meteorology, Health, Education, Nutrition, etc. to do their task well (Fy, 2012).

UNDP recognizes that capacity building is a long-term process in which all stakeholders participate (ministries, local authorities, non-governmental organizations, professional associations, etc.). This creates enabling environment with appropriate policy and legal frameworks, institutional development, including community participation (of women), human resources development and strengthening of managerial systems. In every organization manpower represents key decision areas and as such occupies an ever increasing significance in modern day organizations. This is primarily due to the fact that manpower is an extremely valuable asset in any organization. This importance can be exemplified in the crucial role it plays in attainment of any organizational goal as organization activities revolve around it for their success (Akinusi, 1983).

It is noteworthy to mention that the single advantage that any organization may have over any competition sometimes consists of the number and quality of people employed to manage organizational activities. For workers to be able to improve their productivity; they need to acquire necessary knowledge and skills, which will help in no small measure to improve the productivity of the organization. This is made possible by the provision of adequate training and capacity building programme by the organization.

Training and development helps to ensure that organizational members possess the knowledge and skills they need to perform their job effectively, take on new responsibilities and adapt to changing conditions (Jones & George, 2008). It is further argued that training helps to improve product/service quality, customer satisfaction, productivity, morale, business development and profitability. Nwachukwu (1988), emphasizes that placing attention by any organization on training and development of its employees determines the productivity of the organization. Technology and innovation which occurs everyday renders today's skills and methods ineffective for tomorrow's activities. Thus, one crucial function

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of management is to ensure that employees without necessary skills are helped to acquire them, while those who do not are helped to update their skills and knowledge. Furthermore, to emphasize the importance of capacity building in employees, The International Labor Office (2000) affirmed that development and training improve their trainees “prospect of finding and retaining jobs, while also improving their productivity at work, their income earning capacity and as a result their living standard. It also effectively widens their career choices and opportunities. Shield (2007) conceptualized performance as a “manageable human resource phenomenon” to achieve prescribed outcomes using insights from open systems thinking in cybernetics. Three main elements are placed in a linear arrangement; inputs, throughinputs, and outputs, and understood in terms such as the application of knowledge and skills to transform the input factors into tangible outcomes, managerially desired behaviours and goal attainment. Locating the definition organizationally, Shields (2007) explained that each of the systemic factorsthat may be subject to performance management interventions may be extended to include collective and, in turn, organization-wide dimensions, where managers take active steps to align people with processes and forming a technical system from which to deliver, desired levels of service delivery in cost effective ways.

In view of the dynamics in the modern day business environment, capacity building and workers’ productivity cum manpower development is one of the key activities that any organization must engage in, if it hopes to survive. A capacity building, and workers’ productivity/manpower development unit (training) is created in any organization to coordinate all training activities of the organization. It has the responsibility of determining training and development need by deciding when and what kind of training, for whom, where, under what conditions, at what cost and when the training will be implemented. All these activities are necessary to enable the organization derive the utmost benefits from its capacity building activities. However, many organizations fall short of focusing adequate attention on building adequate capacity among their workforce, thereby, inhibiting the productivity, efficiency, effectiveness and growth of the organization. The focus of this study therefore, is to x-ray the extent to which capacity building enhances the quality of service delivery, to identify the factors militating against capacity building and workers’

productivity, examine the nexus between capacity building and workers' productivity and type of training programmes adopted by organizations.

### **Conceptual Framework**

The conceptual framework of this research is geared toward having a proper understanding of the concept “capacity building” and its enhancement to the quality of service delivery and also relates it to the concept of manpower development. Although both concepts could be used inter-changeably, it is important to accentuate that the concept “capacity building” could be defined as “the existence of unskilled or skilled humans that need capacity building or re-capacity building to perform specific task in society” (Ekpo, 2009).

According to Danjumaet *al.* (2019), capacity building could be seen as organization specific. This is because it is largely a function of organizational manpower needs or job specification. That is, it could be viewed as the adaptation of the human resources available in the country to the needs, objectives and orientation of a given organization. Conversely, the concept development of manpower could be viewed as a concept which is generic because of its focus on turning out human resources that is needed for the development of the state. As a result, development of manpower views man as the most important asset in the society (Chalofsky&Reinhart, 2008; Ekpo 2009; Drucker, 2009; Muchinsky,2004).

### **Tools for Capacity Building in Organizations**

Tools and method for capacity building in organizations differs, and it is largely determined by the objectives of organizations, the idiosyncrasy of management staff or the Chief Executive, the organizational policy, as well as the organizational environment to mention but a few. Thus, it is a common feature to see methods for capacity building which vary from one organization to the other, just as a given item can be tailored at adopting different methods at different times or a combination of techniques at the same time. Capacity building and development improves employees' ability to perform the tasks required by an organization. It, according to (Graham, 2005), has the important dual function of utilization and motivation. Organization, have a stake in developing the careers of their employees so that the employees can be retained while their performance becomes more effective and efficient (Walker,2006).

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Walker further opined that “in the early 2004s and beyond, organizations will invest more, not less in efforts to retain, train and develop talents”. Capacity building and development are tools employed by organization to equip their workforce for the accomplishment of set goals and objectives. The internal structure of an organization is made up of socio-technical arrangements which are deliberately designed to achieve the objectives of that organization by doing the right thing at the right time and in the right measure.

Capacity building and development is essential to the existence and survival of organization. Olowu (2005) supports this school of thought as he points that human resources capacity building and development enables civil servants (employees) to acquire the relevant professional skills and knowledge for effective performance. It was (Drucker, 2004), who said that a good organizational structure itself does not guarantee good performance. It is human resources capacity and development that equips civil servants with the relevant professional skills and knowledge that brings about effective and efficient performance. This position is further supported by (Pye, 2008) when she opined that “when steps are to be taken to improve the quality of employees and overall organizational performance, attention naturally turns to the process of capacity building, education and development of employees”. According to Foot and Hook (2009), human capacity building and development is a planned process to modify attitude, knowledge and skills or behaviors through learning experience to achieve effective performance in an activity or range of activities. Its purpose in a work situation is to develop the activities of the individual and to satisfy the current and future needs of the organization.

Human resources, capacity building and development according to Walker (2006), is specifically about providing a range of learning experience in a work situation. Critically speaking, human resource, capacity building and development seem to have never been the priority of the civil service in Nigeria. Omale (2006) observed that in almost all senior positions, if one is recruited with required educational qualification, no capacity building and development is carried out on him, thereafter, experience on the job now becomes the only criteria for the worker to reach the top of his career ladder. Yet, the jobs an officer does from one grade level to the other according to (Omale, 2006); are sufficiently different to warrant not only vocational knowledge which he get via experience, but also theoretical knowledge and attitudinal re-orientation in order to successfully cope with the demands of

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such higher jobs. Such theoretical knowledge and attitudinal re-orientation can only best be acquired through formal capacity building institutions. Mekinde (2006) on his own, is of the opinion that human resource capacity building is a “short term process of learning specific skills by both junior and immediate staff” while development entails a “long-term learning process designed to develop senior officers in order to acquaint them with changes in technology and management method. Capacity building and development helps to ensure that organization members possess the knowledge and skills they need to perform their jobs effectively, take on new responsibilities and adapt to changing conditions despite the recognition of the importance of capacity building by management experts and government as expressed in white papers on various reforms in Nigeria. The experience of capacity building and development in the Nigeria public sector has been more of a ruse and waste.

### **Theoretical Framework**

This paper is anchored on organizational development (OD) theory by Kurt Lewin(1950). Lewin and his followers are interested in expanding the knowledge and effectiveness of people to accomplish more successful organizational change and performance. Organizational development focuses on continuous diagnosis, action, planning, implementation and evaluation, with the goal of transferring knowledge and skills to organizations to improve their capacity for solving problems and managing future.

### **Relevance of the Theory to the Study**

In essence, the theory explains the balance point between capacity building and employee’s productivity in an organization. It is useful to management in the civil service for thinking about the dynamics of changing situations. The civil service can focus on aligning its employees with rapidly changing and complex environment through knowledge management and transformation of organizational norms and values. Finally, because the theory aptly fits the study, the researcher adopted it as a plan in which to establish a relationship between capacity building and employee’s productivity in the organization.

### **Theoretical Issues on Capacity Building**

Until recently, there has been a general resistance to investment of capacity building in the public service because of the belief that “employees hired under a system must be presumed

to be qualified, that they were already trained for their job and that if this was not so, it was evidence that initial selection of personnel was at fault” (Stahl, 1976). This assumption has been jettisoned as the need for capacity building became obvious both in the private and public sectors. Capacity building has become more obvious given the growing complexity of the work environment, the rapid change in organization and technological advancement which further necessitate the need for capacity building and development of personnel to meet the challenges. Many organizations have come to recognize that capacity building offers a way of “developing skills, enhancing productivity and quality of work and building workers loyalty to the organization”. Capacity building and development is essential to the existence and survival of organization. It is common for people to see capacity building and development as the same thing, however, though, they are similar, they are not the same thing.

Capacity building is any learning activity which is directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task (Cole, 2007). Ivancevich *et al.* (2004) see capacity building as the systematic process altering employees’ behavior to further achieve organization goals.

According to Hellriegel & Slocum (2006), capacity building is improving an employee’s skills to the point where he/she can do the current job. Capacity building is the processing by which members of organizations are thought to acquire knowledge, skills and abilities they need to perform effectively the job at hand in order to improve the productivity of the organization. Capacity building is directed at the present.

In a more comprehensive manner, capacity building can be defined as a short-term process that utilizes a systematic and organized activities by which non-managerial staff acquires the technical knowledge, skills and abilities for specific purpose. Capacity building is an “organized procedure by which people learn knowledge and or skills for a definite purpose, it is a process for equipping the employees particularly the non-managerial employees with specific skills for example, technical skills like plumbing, electrical wiring, repairing, artistic skills, clerical and typing skills that would enable them, to improve on their performance and overall efficiency. The objective of job capacity building is to enable an



employee to perform his job in such a way as to meet the standard of output, quality, waste control, safety and other operational requirement(Gardner, 2008).

Thomas (2008) defines capacity building as a process through which experience are deliberately offered to trainees to enable them to absorb some new prospectives, understanding, value, attitude, techniques and skills or modify the attitudes and social behavior of its members in the ways that are consistent with the goals of the organization and the requirement of the job. The overall aim is to increase or improve productivity or a person's contribution to the achievement of the organizational goals.

Jones, George & Hill(2004) believe that capacity building primarily focuses on teaching organizational members how to perform their current jobs and helping them acquire the knowledge and skills they need to be effective performers. According to Carrel&Kurnlin (2006), capacity building is the systematic process by which employees learn skills, information or attitude to further achieve organizational and personal goals. They also stated that "every capacity building system operates with a philosophy set of beliefs concerning people, productivity and profit. In the view of Chruden&Sherman Jnr. (2004), capacity building is any organizationally-oriented procedure, which intended to foster learning among organizational members.

Capacity building according to Davar (1950), is to "induce a suitable change in the individual concerned". It is "to bridge the gap between existing performance ability and desired performance". Development on the other hand, focuses on the building the knowledge and skills of organizational members so that they will be prepared to take on new responsibilities and challenges.

Development is used in relation to the process of helping managerial employees who perform non-routine jobs to improve their managerial, administrative and decision-making abilities and competence. In the view of Adamolekun (2017), staff development involving capacity building, education and career development has been identified to include:

- Creating a pool of readily available and adequate replacements for personnel who may leave or move up in the organization.

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- Enhancing the company's ability to adopt and use advances in technology because of a sufficiently knowledgeable staff.
- Building a more efficient, effective and highly motivated team which enhances the company's competitive position and
- Ensuring adequate human resources for expansion into new programmes.

Drucker(1977) in highlighting the work of managers submits that one contribution a manager is uniquely expected to make is to develop people. If any organization must continue to survive, it must provide opportunities for career development into specialist and managerial positions. Development is the process of building the knowledge and skills of organizational members so that they will be prepared to take a new responsibility and challenges (Jones, George & Hills,2004).

Wertherland&Davis(2006) define development to mean helping individual worker to handle future responsibilities with little concern for current duties. Development can also be defined as a deliberate programme of an organization to mould into desirable shape its future leaders who are expected to perpetuate the business of the organization most efficiently and effectively (Fagbohunge,2009). Development can be referred to as any learning activity which is directed towards future needs rather than present needs and which is concerned more with career growth than immediate performance (Cole, 2007). The intent of development programme is to improve an employee's conceptual and human skills in preparation for future jobs. From the above, it is now clear that there is a major difference between capacity building and development. Though, both of them are geared towards increasing or improving the skills of workers, capacity building is concerned with teaching the workers specific skills that will assist them in their immediate task while development on the other hand is concerned with teaching the workers more general skills that will assist them in career growth thereby equipping them for the future (Mullins,2009). Capacity building and development as Stokes (1966) puts it, rest on the fact that a "person learns through experience which may be actual hearing or reading about the experience of others".

Capacity building and development can also be viewed as formal and non-formal activities which bring about changes in the skills, knowledge and attitude of employees for the fulfillment of their individual career and organizational goals.

### **Types of Development/Training Programmes Adopted by Public Sector Organizations**

The strategies for manpower development across the country take different forms, and it is largely determined by the objectives of the organizations and the idiosyncrasy of the management staff of the organizations. The following are the strategies adopted according to Agunyai(2015):

#### **a) On-the-Job Method of Manpower Development:**

This strategy is basically different from the orientation strategy in that while orientation is at the point of entry into the organization or a new assignment; on-the-job method include processes through which knowledge and experience are acquired over a period of time either formally or informally. This process involves the following:

- **Coaching:** This is a strategy of on-the-job training and development in which a junior staff is attached to a senior staff with the purpose of acquiring knowledge and experience needed for the performance of efficient service delivery.
- **Job rotation:** This strategy either involves the movement of a staff from one official assignment or department to the other in order for that staff to be acquainted with the different aspect of the work process or through job enlargement. That is given additional responsibility to a staff who has been uplifted as a result of the acquisition of additional skill or knowledge (Yalokwu, 2000; Lawal, 2006).
- **In-housing training:** This involves a formal strategy on-the-job training in which skills and knowledge are acquired by staff through internally organized seminars and workshop, geared toward updating the workers with new techniques or skills associated with the performance of their job (Lawal, 2006). This is commonly used in all the public sector organizations to update staff on new trends of their job.
- **In-service training:** This strategy involves training outside the organization in higher institutions of learning or vocational centers under the sponsorship of the organization or on terms that may be agreed upon between the organization and the workers (Lawal,

2006). For instance, almost all the local government areas in Enugu State have some of their staff sponsored for training and diploma programme in local government administration in the Department of Local Government, University of Nigeria Nsukka. It is a two years diploma programme that is specifically designed to train local government staff for improved service delivery in their respective local government areas.

**b) Committee/work group method:**

This strategy entails manpower development through the involvement of staff in meetings, committees and work group discussion geared towards injecting inputs in form of decision making as regard solving the organization's problem. This strategy is quite indispensable, especially in the aspect of training employees for managerial functions or heading departmental units.

**c) Orientation:**

This strategy entails that manpower development could be an integral part of the recruitment exercise in that once an employee has been found appointable, it is expected that such an employee need to be positively oriented in line with the vision and aspiration of the organization for effective discharge of function. And since staff function in the organization is basically affected by his perception of the organization vis-à-vis the rules and principles that exist in the organization; it therefore follows that an employee undergoes formal and informal orientation in a place of work, (while the formal orientation focuses on job specification and occupational demands placed on the employee, the informal orientation involves the social interaction that takes place in the place of work which could either boost productivity or be detrimental to it) (Koontz *et al.*, 1980). Orientation therefore as a method of manpower development, is quite indispensable, because it helps in boosting the productivity and efficient service delivery of workers.

**d) Vestibule training method:**

This is a strategy of manpower development through the acquisition of skills in a related working environment (Nongo, 2005). Under this method, the trainee practices his skills with identical equipment that he uses or he is expected to use in actual place of work. This method is most suitable for sensitive operations where maximal perfection is expected. The

purpose is therefore, to enable perfection at work place. This is mostly for the training of the staff in the department of works, community development and finance, for example where department of Account staff is being trained on how to make use of computer and laptops and accounting software to transact the organization business on funds (Nongo, 2005).

- **Apprenticeship:**

Apprenticeship capacity building is usually required for job that requires complex and diverse range of skills and knowledge. It runs with the cooperation between the employees, the government and educational institutions (technical or vocational school) and labour unions.

- **Internship:**

This offers an excellent opportunity for the learner or trainee to help gain insights into the relationship between theory and practice, i.e. the trainee attends classroom session to acquire the theoretical aspect of the job and later, proceed to the work settings to practicalize what he has been taught in the classroom.

- **Understudy assignment:**

The trainee or even an experienced manager who is being groomed for higher responsibilities is often made to assume part of his manager job, thus enabling him to learn or perform as much as possible, some of his supervisor's job. The efficacy of this method however, depends on how much responsibility he is willing to allow the subordinate to assume.

- **Instructional guidance:**

This is capacity building situation in which the trainees are given step-by-step instruction after which they are left to perform the task activities of the job. The trainer appraises the learning ability of the trainees by measuring their ability to follow instruction.

### **Factor Militating against Capacity Building and Workers Productivity**

Some of the problems facing capacity building and workers' productivity/development include but not limited to the following:

- **Low morale:** When an employee undergo capacity building programme, his/her experiences, skills, and attitude will be increased but if they are not adequately compensated, this might result in low morale, thereby reducing their performances.

- **Insufficient information:** If the wrong person who is almost due for retirement was sent on a capacity building courses or does not need capacity building is sent on capacity building course, the organization will gain little or nothing from such employee.
- **Transfer of learning:** Some of the concepts and principles taught are too academic and very difficult to apply in real life situation.
- **Non-evaluation of the outcome of capacity building:** The organization/company does not evaluate the outcome of the programmes. There are in many instances, no examination either written, oral or feedback from the employee.
- **Colonial experience:** There have been several arguments regarding the distortions in capacity building of national growth in Nigeria as a result of colonialism which was fashioned towards economic exploitation (Ekpo,2009; Ake, 2005; Dauda, 2007). It could be recalled that the advent of colonialism led to integration of the economy into the world capitalist system, thereby placing minimum premium on labour when compared to other factors of production. This poor performance of indigenous labour by the colonial government no doubt has persisted in the post-colonial Nigerian state. As a result, the problem account for the lack of adequate attention given to labour as a critical part of the production process in Nigeria.
- **Poor political leadership:** Closely related to the problem of colonial experience as a problem of capacity building in Nigeria is poor political leadership which is further deepening the problem of capacity building in Nigeria. This factors has manifested itself in poor funding of education over the years (Barkie, 2006), disparity or class in capacity building between children of the rich and he poor (Omodia, 2006).
- **Poor manpower planning:** This problem is associated with poor database that is needed for manpower planning in Nigeria both in the rural and urban centers. This problem no doubt constitutes a major hindrance on effective capacity building in Nigeria (Barkie, 2006; Oku, 2007).
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### **Options for Effective Capacity Building in Nigeria**

The options for effective capacity building in Nigeria could be viewed from the following perspectives:

- a) **The option of an enhanced regulatory capability on the part of government for effective enforcement of manpower policies:** This is quite indispensable based on the need to ensure quality capacity building irrespective of sex, class, and ethnic affiliation, to mention but a few. This point could best be appreciated considering the liberal nature of most government policies which tend to snowball into elitist benefits in terms of policy outcome.
- b) **The need for government to be persuasive in making organizations embrace well designed policies at improving the development of manpower in Nigeria:** This could be done both internally and externally. Internally, organizations should be made to see reasons why a careful capacity building plan should form part of their plans and objectives for the financial year.
- c) As a matter of fact, the success of organizations should not only be measured in terms of the magnitude of profit through the adoption of outdated personnel, administration techniques, etc., but basically on the contribution of the organization in enlarging the confidence of its workers through capacity building.

### **The Nexus between Capacity Building and Workers' Productivity/Development**

Capacity building is an organization's capacity to re-assess, re-examine and change according to what is mostly effective (Hyman, 1975). At organization level, productivity and growth is important because, it means organizations can meet their obligations to workers and still remain competitive and also achieve improvement that moves it to sustainable, high value, high skills and high wage economy.

In fact, there is an increasing awareness in organizations that the investment in capacity building could improve employee productivity, enhance quality, reduce finances, absence of conflict within the organization. Chapman (1993) argued that capacity building raises a worker's future productivity not only in other firms in the labour market.

Therefore, organizations are sensitized to develop and sustain high levels of capacity building and employee productivity to achieve maximum output in performance. This can be done by providing comprehensive training on-the-job, adequate motivation and every other development activities. Employee productivity depends on the amount of time an individual is physically present at a job and also the degree to which he/she is "mentally

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present”or efficiently functioning while present at a job. Organization must address both of these issues in order to maintain higher worker productivity and this may occur through a variety of strategies that focus on employee satisfaction, health and morale (Ron & Ronald, 2002).

Organizations with the strongest finance performance often have employee populations reporting high levels of employee satisfaction (Bruce & Kay, 2002). With the current expansion of the global economy and the fast changing evolution of technology and innovation, organizations are facing an on-going need for employee training and development (Swanson & Holton, 2001). The resource-base approach contends that the organization can develop a sustained competitive advantage only if its activities create value in a unique way, in that, competitors cannot easily copy. The human capital cannot easily be copied once they acquire the expertise and the necessary skills and knowledge in their work place.

Professionals and academics have long asserted that the way in which an organization manages people can influence its performance (Delaney & Huseld, 1996). In particular, employee’s participation and empowerment, job redesign including technology-based production systems, extensive employee training at workplace and performance contingent incentive compensation are widely believed to improve organization’s performance (Pfeffer, 1994). Moreover, a developing body of research has reported positive associations between employees’ participation and organizational performance (Huseld, Becker & Ulrich, 2001).

Employee participation system (Waner, 1994) internal labor market that provide an opportunity for employees to advance within a firm, and technology-based production system (Lynda, 1998) are all forms of work organization that have been argued to positively affect firm performance. In addition, it has been argued that the provision of job security encourages employees. Kozlowski and Salas (1997) noted that, “workers will only expend extra efforts if they expect a lower probability of future lay-offs”. Organizations can adopt various human resources management (HRM) practices to enhance employee skills. Firstly, efforts are on improving the quality of the individuals hired, or on raising the skills and abilities of current employee, or both. This can be done by providing comprehensive



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training on-the-job and development activities after selections that investment in training produce beneficial organizational outcomes. The organization must therefore, be concerned about inadequacies of their employees and be committed to educating and training employees at their workplace to enhance their skills, perspectives, and competencies (Conger & Benjamin, 1999).

Capacity building and development must be based on a need analysis derived from a comparison of “actual performance” and behavior with “required performance” and behavior. Capacity building and development is one of the major ways organizations invest in their workplace for greater organizational investments in the foreseeable future (Williams, 2007). Organizational effectiveness rests on the efficient and effective performance of the workforce that makes up the organization. The efficient and effective performance of the workforce in return rest on the richness of the knowledge, skills and abilities possessed by the workforce. Capacity building and development in most organization is a continuous act/exercise. The inexorable march of time and the ceaseless glamour for social change combine to make adaptability and continuing preparation of the workforce as inevitable as the initial acquisition of knowledge and skills. This cannot happen if employee’s capacity building and development do not occur in an enterprise. In order to maximize the productivity and efficiency of the organization, every executive manager or supervisor in a public or private organization, has the responsibility and indeed the binding duty to ensure the development of their employees who have requisite knowledge and expertise (Dauda, 2004).

Capacity building is like sharpening existing skills in order to reflect the trends in technology and other socio-cultural and environmental changes of an organization. Productivity is the goal of today’s competitive business world and capacity building can be a springboard to enhance productivity. The aim is to enable them contribute their full measure to the welfare, health and development of the organization (Onah, 2007). The principal intention of capacity building according to Akinola (2007), is to equip people with the knowledge required to qualify them for a particular position of employment, or to improve their skills and efficiency in the position they already hold.

## **Conclusion**

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The employees in any organization remain the most invaluable asset for growth and development. Training and re-training are essential components of manpower development. Manpower development and training play a major, if not decisive role in promoting efficient service delivery at the grassroots as service will be rendered by competent and skillful personnel; these manpower and capacity building benefits individuals, organizations and the economy and the state at large.

In fact, there is an increasing awareness in organizations that the investment in capacity building could improve employee productivity, enhance quality and reduce finances.

### **Suggestion**

The study raised pertinent policy issues, which should be accorded priority attention for development. However, in drawing up these policy issues, we should be guided by the critical success factors of capacity building/training and workers' productivity in Nigeria in particular:

1. The sum allocated to the education sector has always fallen short of the UNESCO recommendation of 26%. If government has any interest in developing manpower and capacity building, government must make deliberate effort to continually increase budgetary allocation to education to meet this recommendation. Head of civil service should formulate policy programme where government agencies and parastatals forward their annual report on training programmes undertaken, as well as proposals for the incoming year(s).
2. Government agencies and private sectors through their human resources department should map-out long-term education and training programmes that are in line with the objectives of the organization and those that match employees' ability and skills that will enhance effective performance.
3. Also government should make it compulsory for civil servants being promoted to the next level, to undergo capacity building programs with a bit of compensation.
4. Government policies have been found to act as catalyst in the adoption of information and communication technology in Nigeria. Therefore, this should be encouraged.

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