



Human Capital Development and Service Delivery in Nigeria Public Sector: An Appraisal of Enugu Electricity Distribution Company of Nigeria Awka Business Unit

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Abstract

This research work was designed to have an overview of personnel management and service delivery in Nigeria public sector. Appraising Enugu Electricity Distribution Company of Nigeria, Business unit as a case in point, the problem necessitating this work is to find out how best the heads of personnel department in public sector shall manage the Human Resources in order to attain maximum productivity and service delivery. However, the study was undertaken with the main objectives of finding out those factors that attributes to employees inefficiency and indifferences to duty and also profer solution. Moreover, it tends to measures the impact of personnel management in the Nigerian public sector. The researcher used primary and secondary sources of data collection to obtain the information used in this study. The questionnaire distributed, and collected were analyzed using simple percentage table, putting these methodologies in place. The researcher found out that existence of unskilled workforce retard productivity in the organization also that for welfare packages account for indifference of employees to duty. Service delivery in public sector is poor and development/performance. Appraisal of personnel staff has to be taken serious to meet changing in demand of personnel management.

Keywords: Human Capital development, Service Delivery, Public Sector, Enugu Electricity Distribution Company and productivity.

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Introduction

Background of the Study

Incontrovertibly, no organization can tower beyond the quality of its workforce. In other words, every organization is a reflection of the caliber of its workforce. Hence behind any successful organization is a crop of highly skilled and globally competitive workforce. Whereas behind any impoverished organization is a crop of incompetent and ill-equipped workforce. This therefore presupposes that the survival and growth of any profit-oriented organization depends essentially on well equipped and competent employees. They generate ideas and implement them with a view to actualizing the objective of the organization. One can therefore contend that qualitative human capital is the backbone of any profit-oriented organization.

Some organizations are performing below expectation because they do not have competent and highly skilled employees to contend effectively with their competitors and the challengers of the global business environment. Regular training of the workforce is imperative for any profit-oriented organization that wants to survive, sustain its market share and excel. Based on the foregoing therefore, the researcher intends to examine the impact of training and development on the performance of employees E.E.D.C, Awka business unit.

Statement of the Problem

The problems in this study are the ineffectiveness of Human Capital Development in Nigeria public sector which has given rise to poor delivery.

Therefore, this study is geared towards verifying those factors that causes poor delivery which are; Government restriction on expertise that will operate and control the heavy duty machines in the company since it is public sector. The inability of participatory management, (not allowing the workers to take part in decision making), lack of motivation on workers to put their best in train and develop their workers.

Objective of the Study

The major objective of this study is to examine the impact of human capital development on the performance of E.E.D.C, Awka. The following are the specific objectives:

- i. To determine the factors that affects training and development programme in the organization.
- ii. To examine the impact of human capital training and development on the organization and ascertain whether the objectives are achieved.
- iii. To ascertain the effects of privatization on the training and development programme.
- iv. To identify the benefit of skilled and competent human capital to the organization.

Research Questions

- i. What are the factors that affect training and development in the organization.
- ii. What are the impact of human capital training and development in the organization.
- iii. What are the effects of privatization on the training and development programmes of the organization.
- iv. What are the benefits of skilled and competent human capital to the organization.

LITERATURE REVIEW

Conceptual Framework

The term human capital was first used by Nobel Prize winning economist Theodore W. Schultz in 1961. His thesis was that investments in human capital should be accounted for in the same manner as investment in plant and machinery.

According to Mayo (2001), human capital is the sum total of the useful knowledge of your employee and your customers with more emphasis on knowledge and competencies residing with the company's employees. It is a key element in improving a firm's assets in order to increase productivity as well as sustain competitive advantage.

Brinker (2010). Human capital is the lifeblood, innovation and improvement but it is also the hardest component to measure.

According to Backer (1993), Human capital refers to the stock of knowledge, habits, social and personality attributes, including creativity, embodied in the ability to perform labour so as to produce economic value.

Drucker (1954) the business sage regarded human capital as knowledge workers because human capital is built by enhancing various vital competencies / capabilities in employees. Incontrovertibly, human capital is an all embracing all multi-dimensional concept that cannot be fully captured by mere definition (Odimegwu, 2005).

According to Mayo (2001), the term human capital is a key element in improving a firm's assets in order to increase productivity as well as sustain competitive advantage.

(Rastogi 2006; and Marimuthu et al, 2009). Human capital refers to the knowledge, expertise and skills one accumulates through education and training.

Becker (1993) distinguishes firm's specific human capital from general-purpose human capital. Human capital is knowledge gained through education and training in areas of value to a variety of firms such as generic skills in human resource development.

Human capital refers to the value of knowledge, skills and experience held by individual employees in a firm (Edvinsson and Malone, 1997).

(Word Bank, 2002) Human capital may be defined as the total stock of knowledge, skills, competencies and innovative abilities possessed by the population.

Boxall and Steunveld (1999), conceptualize human capital as consisting of education, experience and skill of a given point in time.

Training and Development

Training and development are quite crucial for a firm's survival and growth especially in the face of challenges and highly competitive dynamic business environment.

The conceptual framework will be discussed under the following subheadings:

1. Definition of training and development
2. Types of training
3. Employee/operative training methods
4. Management development programs
5. Purpose/benefits of training and development.

Definition of Training and Development

Training according to Ifeanchio and Egbu (1997) is a process by which employees systematically acquire basic skill, knowledge and attitude for efficient performance of duties. The opined that training enables employees to unlearn undesirable job performance. This training is a learning experience in that, it seeks a relatively permanent exchange in individual that will improve his or her ability to perform on the job. Training involves the changing of skills, knowledge, attitudes or social behavior. It may mean changing what employees knows how the work or their interaction with their co-workers and superior. They therefore maintained that training is any process that aims at inculcating into the employees the desired behavior or attitude to accomplish certain objectives for an organization.

Cole (2002) opined that training is any learning activity which is directed towards the acquisition of knowledge and skill for the purpose of an occupation or task. He maintained that the focus of training is the job or task.

Erinma et al (2002) defined training as organized efforts aimed at helping an employee to acquire basic skills required for the efficient execution of the function for which he was hired. The further maintain that certain conditions serve as pointers for training and such condition include lack of interest in ones job, negative attitude to work, low productivity, tardiness, excessive absenteeism rate, excessive complaint, hish incident of accidents, insubordination and many others, Griffin (1997) in his conceptual analysis defined training in terms of teaching operational or technical employees how to do the job for which they were hired. Cole (1993) equally referred to training as a learning activity which is directed towards the acquisition of specific knowledge and skill for the purpose of an occupation or task.

Development on the other hand, according to Nwadukwe and Chuke (2003) is any learning activity that is directed towards future needs rather than present needs, which is concerned more with career growth than immediate performance. They postulated that development focuses on building organizational members' knowledge and skills so that they will be prepared to take on new responsibilities and challenges. The focus of development tends to be primarily on an organizations' future manpower requirements and secondly on the growth needs of individuals in the organization. Cole, (2002) suggested that the examples of such development might be the needs for managers to be able to utilize the facilities offered by micro computers in the operation of the business; the need for replacing senior staff with potential candidates from within the organization and the need for preparing employees to accept change.

In the same vein, Erinma et al (2003) in their opinion agreed that development deals with the activities undertaken to expose an employee to perform additional duties and assume position of importance in the organizational hierarchy.

From the foregoing training & development, involves all attempts to improve productivity by increase on employee's ability to perform.

Nwadukwe et al (2003) contended that, training is short term oriented where as development is long term oriented. However, both of them according to Obikezie and Obi (2004) are geared towards increasing or improving the skills of workers.

According to Nwadukwe et al (2003) training and development programs involves three steps:

1. Assessing the needs of the organization and development needs. These needs could be as a result of new legislation in business, lacks of basic skills, poor performance, new technology, customer request, new product, higher performance standards and new jobs.
2. Designing training and development activities to meet the identified cum individual needs.
3. Evaluating the effectiveness of training and development programmes.

In the same vein, this training need according to Obikezie and Obi (2004), refer to any deficiency of skills and knowledge on the part of the employee which can be remedied through training, the argued that when worker are performing poorly or below standards, means of improving their performance like motivation and simplifying the workers procedures are not the answers, then a training need has arisen. According to them, when an organization adopts a new system of operation or buys machines which are quite different from former ones, then training need is clearly identified.

Turrel (1980) in his own view of training needs maintained that training need arises from:

1. Those caused by changes in technology, market, legislation.
2. Those derived from work problems, such as manpower utilization, machine utilization, disputes, wastage associated with poor recruitment, induction, training and the like.

Cole (1993) differed sharply from this she sees it as arising from two sources such as demand of the organization.

According to Larurence (1992) in his personal management. The basic aim of training is to provide knowledge and skill which added to basic abilities which will equip someone to undergo a particular role, training and develop activities which are not present.

Types of Training

Training according to Ifeanacho and Egbu (2008) are categorized into:

- i. Employee / operative training.
- ii. Management development programme.

The under listed methods can be used in training employee operative in formal organization.

They are as follows:

On the job training and off the job training: On the job training is most widely used method of training and is ideal where job related activities can be learnt in relatively short period of time. Simply put, on the job training is learning on the job. The training who is being instructed by his immediate supervisors or an experience worker learns the basic skills, as he performs his normal job. The training process therefore takes place on the productive floor and not in an artificial setting (e.g. classroom set up) as is the case with other formal training technique. Examples of on the job training method are:

1. **Job Rotation:** This is a training technique which requires employees to move from one department to another to acquire experience in the various facets of organizational activities. This system of training is widely utilized by banking establishment in grooming their personnel in the various banking functions.
2. **Coach:** This is a situation an employee is attached to a supervisor who coaches and instructs him in specific concepts. The related activities through advice, criticism and suggestions in an attempt to enhance his performance and aid his growth and advancement.

Advantages

According to Ifeanacho and Egbue (2008), the following advantages are required to organization that adopts this system of training.

- i. It is less costly than off the job training because it utilizes the existing equipment and facilities.
- ii. Learning takes places in the actual work setting which means that the trainee is using some equipment, machines, materials and other facilities he will use to offer the training exercise.
- iii. On the job training also has advantage of simplicity because there is no division of responsibility between a training department and line supervision.

Disadvantages

- i. The instructor who is usually the trainee's supervisor or co-workers may not be able to impact the skill even though he knows the job.
- ii. Impatience on the part of the supervisor, or time constraints may deprive the trainee from acquiring the requisite skills for operational efficiency. At times, the supervisor may not be willing to impact the required skills thoroughly for fear of rivalry or because of bureaucratic politics.

Management Development Programme

Management development is a training technique designed to help executives, develop and utilize their potentials optimally. The development of executives is one of the most crucial and complex task of Human Capital Management. Executive development is aimed at helping managers acquire and/or enhance their decision making and interpersonal skills for efficient execution of their managerial duties. It is a process of developing executive's knowledge, skills, competences, attitudes, through predetermined lectures, instructions, demonstrations, practical work assignments, and case study analysis to get them well equipped to contend with the challenges of the harmless environment.

Method of Management Development

Programmes are as follows:

- i. **On the job training:** It is comprise of understudying assignment trainee learns the way of the supervisor.
- ii. Coaching (teaching by example)
- iii. Special project

- iv. Position rotation
- v. Committee assignment

Special Project Assignment: The trainees are given opportunity to serve in a particular committee. The membership enables them to participate in vital but often controversial issues in an organization. The fact that they are obliged to critically analyze one another's view points and jointly make recommendations to the authority that constituted them, helps them to acquire the requisite skills and knowledge for thorough performance of managerial functions.

Position Rotation: The position rotation technique requires the trainees to rotate from one job to another periodically in order to acquire skills in different jobs performed in an organization. The primary objectives of this technique therefore is that of broadening the background of the trainee in the business.

Case Study

This is situation where the trainees acquire knowledge, experience and skills by critically studying and analyzing practical life cases of a number of firms, or simulated case of non-existing firms to identify the factors they contended with; how they contained them and how they tapped the opportunities at their disposal.

Role Playing: This is a training technique that requires trainees to behave in the way they think is characteristic not of themselves but of the individuals whose roles they are playing.

The training exercise therefore is geared towards providing the trainees with:

- (i) Increased awareness of their own behavior and what others think of them;
- (ii) Increased tolerance for individual indifferences;
- (iii) Greater concern for others and
- (iv) Improved social skills.

Reasons for Training

According to Erinma et al (2002) define training as organizational effort aimed at helping an employee acquire basic skills required for the efficient execution of the functions for which he was hired.

According to Armstrong (1984) defines training as a systematic developing of knowledge, skills, and attitude required by an individual to perform adequately on a specific task or job.

According to Ifeanacho (2008), sometimes training is a routine for some organizations e.g. banking institutions usually require that their newly recruited executive trainees be sent to training programme to acquire the basic skills to enable them execute their functions efficiently. More often, however, training becomes necessary as a result of changes in organizational activities and observed undesirable behavior of some employees, for example:

- (i) The installation of computers or other sophisticated equipment may require new or improved skills;
- (ii) Negative attitude to work;
- (iii) A change in work methods;

- (iv) A change in the product line which may require acquisition of new skills not only in the production methods but also in the marketing functions of the organization;
- (v) Low productivity;
- (vi) High incidence of accidents;
- (vii) Excessive absenteeism rate;
- (viii) Labour shortage necessitating upgrading of some employees; and
- (ix) Excessive complaints and insubordination;

Purpose of Training and Development

According to Ifeanacho and Egbue (2008), the following are benefits to organization that programmes for their labour force.

1. Improved Performance: When employees acquire requisite skills and knowledge, it enables them improve their performance on their job related activities.

2. Motivation: Acquisition of the required skills and knowledge makes employee have confidence in his ability to perform. He believes that he has control of his environment and is well equipped to meet the challenges consequent on the business environment. A trained employee therefore derives intrinsic satisfaction from his job.

3. Management Succession: A systematic training programme helps to ensure that an organization has a reservoir of well-equipped personnel to take over wastages such as retirements, death, redundancy resignation, and dismissal.

4. Attitude Formation: The attitudes of employees to work, organization's policies, their superiors, or even their colleagues is very likely to affect their performance. Training helps them to acquire desirable attitudes and to unlearn undesirable ones.

5. Reduced Supervision: Acquisition of the relevant skills consequent on training programme helps employees to discharge their functions with unblemished efficiencies. Trained personnel therefore is likely to require less supervision in his areas of operation.

6. Reduced Industrial Accidents: Industrial accidents more often than not are as a result of employee's inadequacies rather than deficiencies in equipment and working conditions. Proper training in both job skills and safety attitudes contribute tremendously to the reduction of accident rate in organizations.

7. Reduction in Labour Turnover: An employee who cannot perform is usually frustrated by his failure and is more likely to abandon his job than those who are performing up to the expected standard. Proper training helps to equip employees with the necessary job skills and attitudes that enable them derive psychological satisfaction from their jobs and ultimately reduce the possibility of incessant labour turnover.

8. Better Co-ordination: Training facilitates co-ordination of men and materials. It enables employees understand the expectations and objectives of the organization. Training makes them appreciate that they can only attain their individual objectives by working collectively to achieve the corporate goal. This will give rise to goal congruency, and consequently, everyone pulls in the same direction.

Theoretical Framework on Human Capital Development

The concept of human capital refers to knowledge, abilities and skills of the individuals that can be used in the activities that stimulate economic growth and development (Coleman, 1988). To further enlarge the concept, Florin and Schultze (2000) pointed out the existence of different types of human capital. Firm-specific human capital refers to skills and knowledge that are valuable only within a certain firm. They are directly correlated with tradition, culture and its practice and they can be applied only within that company. Although they can represent a competitive advantage for the firm that have them, due to the fact that they cannot be transferred to other companies (Grant, 1996).

Industry-specific human capital regards the knowledge resulted from experience specific to an industry. The level in which this experience contributes to obtaining economic performances and social development was analyzed both by Siegel and MacMillan (1993), and also by Kenney and Von Burg (1999). Further researches demonstrated that this type of human capital may play an important role in generation of innovative activities only if it takes place a knowledge, personnel and technology exchange within that industry. An important correlation is represented by different types of public-private or private-private partnership: large research programs imply sometimes substantial costs which cannot be sustained only by one firm.

The third type of human capital is the individual specific human capital. This refers to knowledge that is required in firms and industries. This can include managerial and entrepreneurial experience (Pennings, Lee, Van Witteloostuijn, 1998), a certain level of education and vocational training (Hinz, Jungbauer, 1999) and the total households' income (Kilkenny, Nalbarte, Besser, 1999). It is considered that a certain level of human capital of one human being may influence the economic success at the micro and macroeconomic level. In another development, Kilkenny, Nalbarte, Besser (1999), in reference to the success of human capital model, suggests the fact that the economic performance is positively correlated with the experience, level of training and total income.

Experience, adaptation and specialization on a certain field is a prerequisite in achieving the best results in our chosen field and these can consequently increase the quality of human capital. Considering the presumption that human beings possess skills and abilities that can be improved and so they can change the way they act (Becker, 1964), human capital is seen as an important source of competitive advantage of the employees, companies and even of societies (Gimeno, Folta, Cooper, Woo, 1997). It was proved that there is a positive correlation between the general level of human capital, measured by level of education, quality of life (health) and work experience, and the economic performance, both at the individual's level and at the firm's level (Pennings, Kyungmook, Van Witteloostuijn, 1998).

Maskell and Malmberg (1999) argue that the overall stock of knowledge and skills of a society or region may increase its global competition. So, if the investment in human capital, through professional trainings, may raise the competition of a firm (Black, Lynch, 1996), in the same way human capital may increase the global productivity at the societal level, improving the physical and intellectual effort of all the individuals (Cannon, 2000).

Public Service Delivery in Nigeria

There is an obvious public discontent over public services delivery in Nigeria. The impacts of government policies and programmes are essentially measured by the benefits members of the public from ministries, departments and agencies. It is apparent that the present administration must have noticed public displeasure over its services to the people.

It was therefore, not surprising that at the weekly federal executive held on 28 February, 2012, the council set up a committee to ensure quality public service delivery system in the country.

The public customers in the Nigerian public services not a concept that has gain much ground in the design and delivery of goods and services being provided by public institutions in Nigeria. For example, most people have had direct experiences with the officials of Nigeria police force, PHCN, the custom services, airline ticketing, offices, public relations officers, etc in the course of daily routines. The impatience and discourtesy often exhibited by almost all these front line interfacing with the public are sometimes disquieting.

Methodology

The research uses a descriptive method.

The area of study is Awka local Government in Anambra State. The state Anambra has 21 Local Government Area and Awka is the capital. The Enugu Electricity Distribution Company is located in Awka South.

The population under study is made up of staff ranging from the top, to the middle level. The total number of the population is 600 staff of Enugu Electricity Distribution Company.

Sample of the Study

The sample size was determined using yaro yamane's formula (1964) as shown below:

$$\text{Thus } n = \frac{N}{1+(ne)^2}$$

$$\begin{aligned} \text{Where } n &= \text{sample size} \\ N &= \text{population: 600} \\ e &= \text{Tolerable error (5\% or 0.05)} \\ I &= \text{constant} \end{aligned}$$

$$\text{Where } n = \frac{600}{1+600(0.05)^2}$$

$$n = \frac{600}{1+600(0.0025)}$$

$$n = \frac{600}{1+1.5}$$

$$n = \underline{600}$$

$$= \frac{240}{2.5}$$

The sample size of the study is 240 and 240 questionnaire were distributed to respondents. Questionnaire and personnel interview were the major instruments used by the researcher in the collection of data. Closed ended questionnaire were more extensively used so as to restrict the respondents to the range of possible answers and eliminate boredom.

Data obtained from the study were presented and analyze using frequency table and sample percentages shown below:

$$\text{Formula} = \frac{\text{No of respondents}}{\text{Research Population}} \times 100$$

Presentation of Data and Analysis

This chapter concentrates on the presentation and analysis of the responses to the dispensed questionnaire that were administered. Also information was gathered from oral interview on some junior staffs, which were unable to fill the questionnaire.

This research project has gone far into identifying the ideals of human capital development and service delivery in the Nigeria, public sector appraising Enugu Electricity Distribution Company of Nigeria Awka zonal office, facts so far done for inefficient and ineffectiveness in human capital development and services delivery with qualitative figures collected from the dispensed questionnaire to the respondents.

Selected questions were analyzed in this section taking only the most important questions related to the subject matter as contained in the research questions.

Questionnaire Distribution and Retrieval

Options	Responses	Percentage
Duly Returned	180	75%
Not Returned	60	25%
Total	240	100%

The table above shows that 180 respondents representing 75% are questionnaire duly returned while 60 respondent representing 25% are questionnaire not returned.

Question 1: To what extent has shortage of skilled vitiated the services and performance of EEDC?

Options	Senior Staff	Junior Staff	Respondents	Percentages
Very high	20	40	60	33.3%
High	40	30	70	38.9%
Low	12	20	32	17.8%
Undecided	8	10	18	10%

Total	80	100	180	100%
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Source: Researcher's field survey, 2016.

From the above table 38.9% and 33.3% were of the opinion that shortage of skilled manager has vitiated the services and performance of EEDC 32 respondents (17.8%) indicated low while 18 respondents representing (10%) were indifferent.

Question 2

Does inefficiency and indifference to duty exist in EEDC Ziks Avenue Zonal Office?

Options	Senior Staff	Junior Staff	Respondents	Percentages
Yes	80	100	180	100%
No	-	-	-	-
Total	80	100	180	100%

Source: Researcher's field survey, 2016.

The respondents on answering these questions opted for the first option "yes". This is to show that the mentioned problem exists in the organization and staff are quite aware of this.

Question 3

At what rate does the management of EEDC organize training for staff?

Options	Senior Staff	Junior Staff	Respondents	Percentages
Regularly	10	5	15	8.3%
Seldom	30	45	75	41.67%
Not at all	40	50	90	50%
Total	80	100	180	100%

Source: Researcher's field survey, 2016.

From the above table 50% of the sample size mentioned their position that management does not organize any training program for staff while 41.67% says that they do it but not always and 8.3% says that the hardy, therefore, EEDC Awka need to send their staffs for training regularly for effectiveness and efficiency in service delivery.

Question 4

Does the management of EEDC allows staff to apply their personnel initiatives in their job related activities?

Options	Senior Staff	Junior Staff	Respondents	Percentages
Yes	50	20	70	39%
No	30	80	110	61%
Total	80	100	180	100%

Source: Researcher's field survey, 2016.

61% of the respondents agree that the management of EEDC does not allow staffs to apply their human capital initiative thereby bringing about lack of creativity and application of skill, while 70 respondents representing (39%) agree that the management of EEDC staffs to apply their human capital initiative.

Question 5

Are there present reforms in Nigeria public sector that will enhance service delivery as regards to energy supply?

Options	Senior Staff	Junior Staff	Respondents	Percentages
Yes	80	100	180	100%
No	-	-	-	-
Total	80	100	180	100%

Source: Researcher's field survey, 2016.

All the respondents agreed that the government is presently embarking on reforms that will enhance service delivery of EEDC.

Question 6

What impact has the issue of privatization on EEDC human capital and service delivery?

Options	Senior Staff	Junior Staff	Respondents	Percentages
Positive	40	50	90	50%
Negative	35	40	75	41.67%
Undecided	5	10	15	8.3%
Total	80	100	180	100%

Source: Researcher's field survey, 2016.

From the above field survey of the subject, 50% of the respondents are in full support of the privatization issue while about 41.67% of the staff see it as having a negative effect on their human capital and service delivery. Hence, government should make the policy more appealing to the employees of EEDC.

Summary of Findings

The study shows that Enugu Electricity Distribution Company, Awka has a functional human capital department and their duty is clearly known to all the staff.

Furthermore, the study shows that only few of the employees are skilled. This trend has to be looked into since skill acquisition is very important if the organization should improve on its level of performance. Also it was observed that the existence of unskilled workforce in the establishment retarded productivity in the organization, about 67% of the respondents attested to this in their response.

The researcher discovered that inefficiency and indifference to duty by the staff of Enugu Electricity Distribution Company are some of the factors that have led to poor service delivery.

Finally, managers at the front line have little discretion to reorder what resources they do have in the interest of better service delivery. They have no influence over the numbers and quality of staff assigned to them. Little attention is given to training, particularly in customer care and there are few real incentives to improve performance.

Conclusion

The findings of this study point to the fact that,

Majority of the staff of EEDC are unskilled and as a result productivity is retarded as few of the skilled staff cannot perform alone put in a single sentence the problem of human capital development in public sector are shortages of skilled manpower.

Also, inefficiency and inability to duty by the human capital of EEDC Plc Awka is Business Unit another problem standing on the face of the establishment.

Again, poor compensation and remuneration has accounted for workers indifference and inefficiency to performance of duties hence human beings are involved there are bound to be problem of human resources management, which entails satisfaction of individual needs of the workforce as well as the general objective of the organization.

Lack of training and development: Hence it has been obviously proven that most employees in public service are unskilled, there is need that regular training should be organized for employees in lower positions while development programmes organized for managers in senior supervisory position in the organization to enable them meet up with the ever changing dynamics of technology in the sector.

Finally adequate performance appraisal programmes should be carried on by the managers on the staff to evaluate and assess their character, attitude, potentials etc in order to obtain needed information on the promotion, demotion, pay increase training and development, discharge and disengagement.

Recommendations

A study of this nature will be incomplete and baseless if no attempt is made at suggesting the ways of improving human capital development and service delivery in Nigeria public sector with EEDC Awka zonal office as a case in points, human capital development in public sector. The job of human capital managers should be clearly defined to avoid the interference of

People who are not involved in personnel matters.

Only qualified people should be appointed or employed as human capital managers for effectiveness of the human capital department.

Human capital development should be made a full fledged discipline in institutions of higher learning.

Compensation package of staff has to be reviewed to meet the current realities in the industry and economy in general.

5.4 Limitations of the Study

In carrying out this research work, the researcher encountered many problems. The research in an attempt to collect data encountered many problems.

- i. **Financial Constraint:** As the cost of transportation is too high, it was not easy for the researcher to distribute the questionnaire and collect data effectively in order to produce a good work.
- ii. **Time Constraint:** This is one of the problems encountered by the researcher, the time within which to collect data was limited.

5.5 Suggestions for Further Study

The researcher is of the opinion that further studies should be carried out on the following areas:

- i. Investigation into why workers in private sectors are more productive and committed than those in public sector.
- ii. The relationship between effective human capital development and staff level of performance.
- iii. The current reform program of the Nigerian government.
- iv. Appraising the performance of public service project committees.

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