



**HUMAN CAPITAL DEVELOPMENT AND EMPLOYEE PERFORMANCE:
EVIDENCE FROM OSUN STATE MINISTRY OF HUMAN RESOURCE AND
CAPACITY BUILDING, NIGERIA**

By

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Abstract

This study investigates the influence of human capital development on employee performance among staff of the Ministry of Human Resources and Capacity Building in Osun State, Nigeria. The study identified human resource training, human resource development, and human resource education as human capital development indicators. The study adopted survey research design. The target population was employees of Osun State Ministry of Human Resource and Capacity Building. A complete enumeration method was adopted; resulting to a total of 85 respondents who participated in the study. Correlation and regression analyses were used in analyzing the data collected. The study found that human resource training coefficients ($\beta = 0.141$, $t = 2.267$, $p = 0.001$, $\alpha < 0.05$) has more influence on employee performance while human resource development ($\beta = 0.533$, $t = 2.71$, $p = 0.000$, $\alpha < 0.05$) and education ($\beta = 0.207$, $t = 1.150$, $p = 0.000$, $\alpha < 0.05$) also have impact on employee performance. It was concluded that there is need for information on organizational needs in terms of personnel requirements and development. Thus, recommended that Ministry of Human Resources and Capacity Building should establish Manpower and Training Departments that will focus on comprehensive manpower development and training needs of staff.

Keywords: Human capital development, training, human resource development, human resource development, human resource education

Introduction

For the fact that the landscape of the modern business world is ever-evolving and dynamics, organizations are now increasingly recognizing that there exist difference from human resource which is human capital and other assets available to it and are now coming to the realization that their most valuable asset lies in their workforce—the human capital -the human resource (Wesemann, 2022). With the competition and dynamism in the global marketplace, organisations have begun to come into realization of the critical role that human capital development plays in achieving sustainable growth and gaining a competitive edge (Ajibola, 2019). As a result, businesses are investing significant resources in enhancing the abilities, skills, knowledge, and qualification enhancement of their employees, ultimately aiming to improve overall organizational performance and organizational effectiveness which depends largely on the capability and efficiency of human resources in the organization, the effective performance of human resources in turn, rest heavily on training, education and continuous development of human resource (Njanja et al., 2013; Orga & Dedobojoma, 2022; Simiyu, 2022).

The activities of Human capital development cut across training programs, educational opportunities, mentorship initiatives, and performance management strategies which have potentials of influencing employees' job performance and satisfaction (Manuere, 2017). It focuses on nurturing and maximizing the potential of individual employees within an organization, empowering them to contribute effectively to the company's goals and objectives consciously. By investing in human capital development, organizations not only strive to optimize individual performance but also seek to foster a culture of continuous learning, adaptability, and innovation (Orga & Dedobojoma, 2022).

Researchers, practitioners, and organizational leaders alike have been investigating the link between human capital development and employee performance (Ajibola et al., 2019; Amoah & Akussah, 2017; Manuere, 2017; W. Njanja et al., 2013; Orga & Dedobojoma, 2022; Simiyu, 2022; Wesemann, 2022). Numerous studies have demonstrated a positive correlation between investments in employee development and enhanced individual performance outcomes, such as job satisfaction, productivity, and organizational commitment (Manuere, 2017; Orga & Dedobojoma, 2022; Simiyu, 2022; Wesemann, 2022). Efforts geared towards equipping

employees with the necessary skills and knowledge, organizations are attempts to empowering the workforce to perform their tasks more efficiently, efficiently, make informed decisions, and adapt to changing business environments as fast as time and tide could permit them.

Challenges posed by an ever-changing business landscape occasioned by technological advancements, industry disruptions, competitors strength and shifting customer demands and loyalty are mitigated by human capital development. Organizations that proactively invest in their employees' development foster a workforce that is better equipped to navigate these challenges and seize new opportunities not only to achieve business goals but most importantly for long term survival and sustainability in an increasingly competitive marketplace (Dessler, 2017). Human capital development can take many forms. It can be done through coaching, continuing education, job training, leadership training, mentoring, personality assessments, workshop and continuous development. In an economy in which technology plays a leading and dominant role, the rapid evolution and deployment of innovative technologies mean that to keep up, employees are going to co-evolve, i.e., develop the skills, values and perspectives mastery these technologies require (Zhang et al., 2022).

However, despite the extensive research highlighting the positive impact of human capital development on employee performance, several questions and areas of inquiry remain. How do different approaches to human capital development influence employee performance outcomes? What factors influence the effectiveness of development initiatives? How can organizations tailor their strategies to accommodate diverse workforce needs and preferences? Answering these questions is essential for guiding effective decision-making and designing impactful human capital development programs.

This research paper explored the relationship between human capital development and employee performance, providing an in-depth analysis of existing literature, and empirical evidence. Through a comprehensive review of relevant studies, it examined the utilization of human capital practices such as training and development, talent development, knowledge management, education and career development play key role in create new competencies, capabilities, and attitude that influence on employee's performance to achieve organizational performance. Therefore, it is against the affirmation that the study seeks to examine human capital development

and employee performance among staff of ministry of human resource and capacity building. Ultimately, the findings of this research will contribute to the existing body of knowledge surrounding human capital development and its impact on employee performance.

Statement of the Problem

Human capital development and its impact on employee performance have been widely recognized as crucial factors for organizational success and growth. One thing that is common in every organization is the desire for high performance among its employees. It is necessary for the survival and sustainability of organizations and for organizations to optimize their objectives, which range from the maximization of profits to cost minimization. Human capital development has been known as an important factor for the enhancement of employees' capabilities to attain better performances (Okafor et al., 2019). It is important to know that employee performance is tangential to the organization for the effective running of the organization and for the organization to remain in the competitive and dynamic environment. However, for organizations to achieve high performance, organizations must pay adequate attention to human resource training, human resource development and human resource education. It can be rightly said that the explanation for the issue of human resource training, human resource development and human resource education will greatly lead to higher performance in the organization.

No doubt, many organizations in Nigeria and across the globe consider these elements to be very important for gaining a competitive advantage. Also, some scholars have debated that not only motivation in terms of salary and allowances enables workers to perform more, but employee manpower development to ensure workers have the skills and ability to work. Okafor et al. (2019), reaffirmed that human capital development has become a component of an overall endeavour to produce cost-effective performance in a corporation. As a result, businesses must comprehend human capital development in order to boost and improve employee performance. Human capital development refers to the process of obtaining and increasing the number of people with the skills, education, and expertise that are necessary for an organization's survival and the country's overall economic growth (Okafor et al., 2019). However, little studies have evaluated human resource education, training, and development along with other elements of human capital development stated herein on employee performance in public sector, especially among the Osun State of

Nigeria Ministry of human resources and capacity building workforce. By conducting rigorous research and analyzing the findings, this study aims to make a meaningful contribution to both academic literature and practical implications for human capital development strategies in public sector organizations.

Research Objectives

The broad objective of the study was to examine the influence of human capital development on employee performance among Osun State Ministry of human resource and capacity building workforce, Abere, Osun State, Nigeria. Specifically, the study sought to:

1. established the influence of human resource training on employee performance among the Osun State ministry of human resource and capacity building workforce,
2. investigated the relationship between human resource development and employee performance among the Osun State ministry of human resource and capacity building workforce, and
3. analyse the association between human resource education and employee performance among the Osun State ministry of human resource and capacity building workforce.

Research Hypotheses

H₀₁: Human resource training has no significant influence on employee performance among the Osun State ministry of human resource and capacity building workforce.

H₀₂: Human resource development has no significant relationship with employee performance among the Osun State ministry of human resource and capacity building workforce.

H₀₃: Human resource education has no significant association with employee performance among the Osun State ministry of human resource and capacity building workforce.

Review of Literature

Human Capital Development

Human capital development (HCD) is defined as the process of improving human knowledge, skills, and attitudes in order to boost production. HCD is defined as any endeavour to improve human knowledge, skills, productivity, and employee resourcefulness (Sam, 2011). As a result, HCD is concerned with career development, employee training, and human capital management. Although, a variety of factors influence employee performance, experts agree that human capital development is the most essential component in developing employees' abilities, knowledge, and attitudes (Adiele & Ibietan, 2017).

Human capital is "regarded as the largest and most essential intangible asset in a business that ultimately supplies the goods and/or services that customers require or the answers to their problems," according to Ahangar (2011). It encompasses an organization's aggregate knowledge, competency, experience, skills, and talents. It also encompasses an organization's ability to be creative and inventive. Despite the fact that human capital investment is increasing, there is currently no standard measure of its efficacy on corporate balance sheets. The infrastructure that supports human capital is known as structural capital. When the employees leave the factory or office at the end of the day, it is the capital that remains. It contains procedures, data, and patents, among other things. It is a company's own property, unlike human capital, and may be exchanged, replicated, and shared by and within the organization (Ahangar, 2011).

The relationship between a corporation and its consumers, as well as its network of suppliers, strategic partners, and shareholders, is referred to as relational capital. Expertise and experience, professional knowledge and skills, favourable relationships, and technological capabilities are all examples of intellectual capital that, when put to use, give firms a competitive advantage. Human capital refers to an individual's or a group's skills, capabilities, and talents. It is potential portrayed in the knowledge competencies, skills, experiences, abilities, and talent of business employees and management and refers to all resources available to organization which could be harnessed to determine the competitiveness value of any organization (Adegbayibi, 2021; Apiti et al., 2017). An organization's personnel' knowledge, education, experience, and inventiveness is also considered as Human Capital (Anosa, 2021). It is part of strategic management used by

organization for creation of values, relevance, and gaining competitive advantage in the turbulent business environment, which is also regarded as intangible items of the organization (Adegbayibi, 2021).

Employee Performance

Employee performance is described as an employee's ability to complete his or her mission in accordance with the organization's expectations. It is a measurement of how well a job task is completed. Employee performance is the foundation upon which overall company success is built, and it includes monetary and non-monetary outcomes for employees (Anitha, 2014). Adjusting individual performance expectations to corporate goals is one of the performance goals. The consistency between accomplishing this aim and the organization's goals will allow for good performance. Management should use the concept of efficiency to measure an employee's performance (i.e. output) (Oginni et al., 2022). A person's productivity can be determined and quantified in terms of skills and talents, with less emphasis on organizational outcomes, depending on the nature of the task that employee performs. Quality and quantity of output, innovation, enhanced profitability, overall organizational effectiveness, and so on are some markers of employee success. Quality of work, employee's honesty, initiative, attendance, attitude, reliability, cooperation, and proper knowledge of job are all performance metrics, according to Aderibigbe and Dunmade (2019).

The term "employee performance" signifies individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around (Armstrong & Taylor, 2017; Dessler, 2017). In order to utilize HR fully and augment organizational success, effective employee performance management system is imperative for a business organization. The performance driven objective is expected to be aligned with the organizational policies so that the entire process moves away from being event-driven to become more strategic and a people-centric perspective (Pradhan & Jena, 2017).

Theoretical Review

The underpinning theory of this study was anchored in the human capital theory. The value of human capital theory is widely accepted in order to increase organizational performance, so an organization relies on employees' skill, knowledge, ability as a key concept of value creation (Wuttaphan, 2017). The philosophy that evolve to human capital began in the 18th Century by Adam Smith (1973) when "initiated an improvement in human capability that is important to production, then a term of human capital was introduced by Theodore W. Schultz (1961 published in the American Economic Review, called investment in human capital" (Wuttaphan, 2017, p. 242). Theorists such as Gary Backer (1964) and Thomas Davenport (1999) have built on the work of pioneer theorist – Adam Smith. Wuttaphan (2017) explained that Gary Backer (1964) postulate human capital as a physical means of production. Furthering this notion, he averred that organizations invests in human capital via education, training, and health (Wuttaphan, 2017). Davenport (1999) in Wuttaphan (2017) submitted that "the component of human capital consisted of abilities, knowledge, skill, personal talent, behavior, and effort, when those three components plus time" (p 10), he extended that 1) the knowledge included IQ, intelligence, specific and general knowledge to work. 2) Skill is expertise used in working, including the physical body, and movement of the job. 3) Talent is a personal characteristic which is innate and can be improved by development. 4) Behavior is an expression and observable behavior, norm, ethics and personal belief. 5) Effort is when people tries to use their innate or personal resources including their talent, experience, knowledge and ability to work to be successful, and finally there is time (Wuttaphan, 2017, pp. 242–243).

Human capital theory stresses how education and training have increasingly contributed to increased worker productivity by increasing the degree of cognitive stock of economically productive human capability, which is a product of inherent abilities and human capital investment. It is defined as the expansion of human capacities through education, skill training, productivity, and creativity (Wuttaphan, 2017). The notion assumes that acquired skills and knowledge provide individual workers with the essential competencies and operational capabilities for increased job performance. The aforementioned theory underpins this research since it clearly recognises the necessity for human capital development as a precondition for the acquisition of operational skills and knowledge that are critical to employee job performance. According to Schultz (1961), skills

acquisition enables organisational employees to develop required abilities that affect employee job performance.

Human resources are necessary for any organisation to achieve its objectives and establish goals. Human resources, on the other hand, must be strategically recruited, carefully picked, zealously retained, fabulously motivated, supported, and maintained in order to offer their all for the purpose of improving the organization's capability (Dessler, 2017). Opening a window of opportunity for professional growth and exposure to both on-the-job and off-the-job training is part of human capital development (Noe et al., 2016). Employees in Nigerian manufacturing enterprises will be engaged if they are properly trained and rewarded, and their contributions to the attainment of organisational goals will pay for the organization's human capital development costs (Ajibola, 2019).

However, because of the difficulty of "quantifying crucial notions, such as future income and the basic idea of human capital itself," this theory has been questioned (Human-capital theory, 2017). The notion that education leads to increased productivity and thus greater pay has also been questioned, leading to the conclusion that HCT is a bad idea. The failure of the theory to take into account the facts concerning knowledge of learning transfer is the source of the critique. As a result, we may conclude that the length of education and training does not enhance productivity linearly, and that productivity also does not follow the equation that the higher the output, the higher the compensation (Human-capital theory, 2017).

The capital concept is traditionally defined to say that expenditures on education, training, and medical care, etc., are capital investment. These are not simply costs but an investment with valuable returns that can be calculated. The importance of this hypothesis is that investing in staff training, which includes gaining and enhancing the requisite information, skills, and abilities, would improve service delivery and employee performance. It will increase the value of the entire public sector and, as a result, the economy. The human capital theory promotes flexible training practices, since training is one of the most important employee motivators. When employees are trained or given the option to be trained, they are more likely to be engaged (Wuttaphan, 2017).

The human capital theory was employed for this study because it focuses directly on the competencies of employees in organizations, emphasizes the importance of human resources in

organizations and their significant influence on organizational efficiency, and also supports the use of human resource development components to boost employee performance.

Empirical Review

Olonade and Omotoye's (2020) investigated human Capital Development and Employee Training as correlates to Employee Job Performance in Redeemer University, Ede Nigeria. The objective of the study is to ascertain the significance of Human Capital Development and Employee Training on Employee Job Performance. The study adopted a survey research design using primary data to collect information using questionnaire. One hundred (100) respondents were selected out of the Two Hundred and Forty-Eight (248) members of staff. Two hypotheses were formulated and tested using Pearson Correlation and Linear Regression Analysis. Hypothesis one revealed that Human Capital Development significantly and positively influence employee performance [$r(98) = .401$]. it was recommended that employees need further Training and Development in order to be more relevant to the needs of the University.

Arubayi, Eromafuru, and Egbule (2020), examine the impact of human resource development on employee performance using the individual absorptive capacity as a moderator for selected firm in the oil sector. It employed a cross-sectional survey research design with the population size of 1,274 employees; the sample size was 274 employees. A structure questionnaire was used and analysed using Stata version 13. The result revealed that HRD has a positive significant relationship with employee performance. It was concluded that HRD plays a significant role in employee performance in the selected companies in Nigeria.

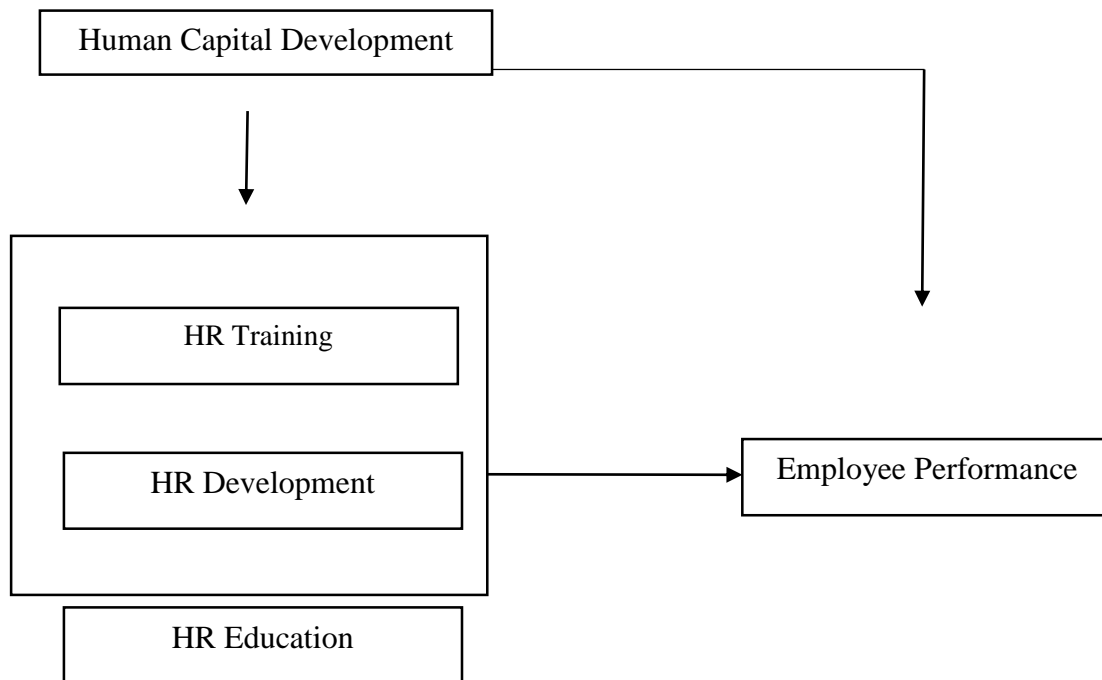
Okafor et al., (2019) investigated the impact of human capital development on employee performance in Nigeria's public hospitals using career support, on the job training and off the job training as a predictor of human capita development. The study employed survey research design. Data was collected using a structured questionnaire. Data collected was analyzed using t-statistic and linear regression. The result indicate that human capital development has a positive significant impact on employee performance. It was recommended that there is need for prearranged and integrated employee's development strategy.

Guan and Frenkel (2019) conducted research "How perceptions of training affect employee performance: Evidence from two Chinese enterprises," three hundred and forty-eight (348) supervisor-subordinate dyads from two Chinese manufacturing companies were selected. The study tested the mediating function of job engagement and the moderating role of human resource management strength in the training-performance relationship using the PROCESS macro tool (Hayes). The result of the study found that training was favourably connected with work engagement and concluded that training was positively correlated with work engagement. Otoo (2019) examines the link between HRD practices and bank performance in Ghana. The objective of the study was to find out the relationship between human resource development and bank performance in Ghana. A structured questionnaire was used to collect data from 550 employees of the selected institutions. Structural equation modelling was used to test the model's and hypotheses' validity. The findings show that human resource development practices have an impact on bank performance by influencing employee performance. Only a few Ghanaian banks were included in the investigation.

Rahmat and Jaka (2018) investigated impact of education and job training on employee performance in PDAM Giri Menang Mataram. One hundred and five 105 employees were sampled, the data gathering method was survey research, and the data collection technique was questionnaire distribution. The findings of this study show that in PDAM Giri Menang Mataram, the variables of education and training have a simultaneous effect on employee performance. The F-test result, which is higher than the F-table, indicates this.

Conceptual Framework

The conceptual framework of this study show the linkage between human capital development and employee performance. As argued in the earlier discussions, the general human capital investment includes education, training, and development that will lead to greater employee performance. The details are given in Figure 1.

Figure 1*Conceptual Model linking Human Capital Development and Employee Performance*Source: *Researcher (2022)***Research Gap**

The issue of employee performance is a significant one (Oginni, Ajibola, & Olaniyan, 2022). Previous studies have contributed theoretical and practical additions to literature, yet they all have their own flaws. In Africa, particularly in Nigeria, there are insufficient studies on human capital development and employee performance especially in public sector – State Ministry. As a result, this research was conducted to fill in the gaps in the literature. Many Nigerian academics have related human capital development to organizational success, turnover intentions, employee satisfaction, and commitment. However, the focus of this study was on Human capital development on employee performance within the context of public service. The few scholars who have concentrated on this topic have looked at it purely from the perspective of organizational productivity, ignoring the attitudinal part of the employee, which is central to the concept of organizational productivity. Furthermore, the majority of earlier research on human capital development as well as employee performance was undertaken in the private sector rather than in

the public sector. As a result, to close the gap, this study was conducted in the ministry of capacity of human resource and capacity.

Methodology

This study examined human capital development on employee performance. To this end, descriptive survey design was employed in this study because descriptive survey design describes phenomena as they exist. The unit of analysis for this study was Osun State's ministry of human resources and capacity building, Abere, Osun State. Employees of Osun State's ministry of human resources and capacity building made up the study's population. According to the Accountant-Report General for Osun State obtained in December, 2019, the ministry of human resources and capacity building has 85 employees. Primary sources of data were considered for the study. Since the target population was small (that is 85 employees), the entire elements of the population were studied, which is also known as complete enumeration method. The questionnaire was divided into 4 sections. Section A consisted of Demographic Information, while Section B consisted of Human Capital Development Scale. Sections C and D consisted of Employee Performance Scale, and Employee Training Scale respectively. The measures used five-point Likert scales starting from Strongly Agree to Strongly Disagree. Reliability and validity tests were carried out on the questionnaire, and a reliability coefficient of 0.84 was obtained for the Instrument's reliability, and experts' concurrence obtained for validity. Data collected were subjected to Inferential and Descriptive Statistics. Specifically, the information was analyzed using the percentage and frequency counts for the demographic information, while Linear Regression was used for testing the hypotheses of the study. The formulated hypotheses were tested at 0.05 alpha levels.

Result and Discussion

The coefficient of determination value ($R^2 = 0.540$) indicated that the regression model could explain 54.0% of the variance in human capital development and, with a significant F-value ($F = 10.512, p < 0.05$), it could be concluded that the model predicted the outcome accurately. Also, Table 1 also showed the intercept term and the regression coefficients (β) for the independent variables.

Table 1
Multiple Regression Analysis

	Unstandardized Coefficients		Standardized Coefficients		
	β	Std. Error	Beta	t	Sig.
R = 0.740					
R ² = 0.540					
Adj. R ² = 0.384					
F = 10.512*					
(Constant)	35.183	2.198		16.004	.000
HR Training	.141	.418	.278	2.267	.001
HR Development	.533	.215	.484	2.271	.000
HR Education	.207	.446	.516	1.150	.000

Dependent Variable: Employee Performance

The constant value (35.183) represented the intercept, which predict that employee performances were not accounted for by the dimension of human capital development.

Discussion

The results show that human resource training had coefficients ($\beta = 0.141$, $t = 2.267$, $p = 0.001 < \alpha = 0.05$), indicating a significant relationship between human resource training and employee performance. The findings of this study corroborate the findings of Olonade and Omotoye (2020), who reported that Human Capital Development significantly and positively influence employee performance [$r(98) = .401$]. Furthermore, the findings of this study disagree with the findings of Igbal, Shabbir, Zameer, Khan and Sandhu (2017), who reported that training and coaching are not found as significant antecedents of employee performance. However, the findings of this study agree with those of Huang and Su (2016) and Jepkogei and Kiprotich (2016), who found that training has a negative, but significant, impact on employee performance.

Also, human resource development had coefficients ($\beta = 0.533$, $t = 2.71$, $p = 0.000 < \alpha = 0.05$), indicating a significant relationship between human resource development and employee performance. This finding was supported by Daniel (2019) that there was a significant relationship between human capital management and organizational performance. The necessity for human capital development includes teaching the skills and knowledge required for new staff, upgrading

the skills and knowledge of old employees, meeting the challenges of technological innovation, acquiring the skills required in the competitive market and enhancing human capital's resourcefulness. Also, the findings were in line with the results of Okafor et al. (2019), which indicated that human capital development activities in Nigeria's hospitals can be used to optimize employees' performance. Finally, human resource education had coefficients ($\beta = 0.207$, $t = 1.150$, $p = 0.000 < \alpha = 0.05$), indicating a significant relationship between human resource education and employee performance. This was supported by Rahmat and Jaka (2018), who indicated that the variables of education and training have a simultaneous effect on employee performance in PDAM.

Conclusion

Staff training and development as an aspect of human capital development affects employee performance. Adequate management of this program may result in employees' loyalty to the organization and in contributing financially, in no small measure, to the growth and to the survival of an organization, especially in the public sector of the Nigerian economy. Similarly, the management of staff development, which goes beyond skill acquisition for the purpose of job performance and broad education of staff in all that pertains to the organization and its environment, including the culture, structure, work ethics, competitiveness, objectives, goals, targets, performance output measurement and appraisal, amongst others, will position the employees adequately to run with the organization as it races on and equip them to face the challenges ahead within the dynamic environment where the organisations operates. Based on the findings, it was concluded that education is a critical sector for achieving the goal of the organization; it is a platform that provides the best human resource capital for social and business endeavors because it is all competitively beneficial to the organization.

Recommendations

From the conclusion of the study, the following recommendations were postulated for the benefit of the ministry of human resources and capacity building in Abere, Osun State, Nigeria, and public sector in general. It is recommended that the ministry should uphold organizational training and systematic development across the departments so as to boost and improve employee performance.

Also, the management of the ministry of human resources and capacity building, Abere, should consider the elements understudied to be very important for increasing performance. It is recommended that continuous Human Resource education is enshrined in the developmental policy of the ministry and public sector in general.

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