

## **CAPACITY BUILDING- A TOOL FOR INCREASE PRODUCTIVITY IN NIGERIA PUBLIC SECTOR ORGANIZATION**

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**ABSTRACT:** *This article examines that in every organization, the aim of every manager is to see that productivity is enhanced and efficiency attained. The means of achieving this goal hinges on many factors but for the purpose of this study we will look into capacity building as a tool for increase in productivity in the public sector organisation in Nigeria. It cannot be over emphasized in these modern management system where there are changes in information system and globalization. This trend has made the public sector organizations realize the very importance of human capital development these days. The origin of training and staff development in Nigeria dated back to 1970. Before this time, training and development had been going on in Nigeria without notice. It has brought to limelight at the 14<sup>th</sup> Annual General Meeting of Nigeria Employer Consultative Association (NECA) in December, 1970. When Chief Anthony Enahoro, the then federal commissioner for labour and productivity commented on the importance of role of employers in training their employees.*

**KEYWORD:** Training, Employee Productivity, Management, Development, Efficiency and Public Sector

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### **INTRODUCTION**

Training is concerned with improving knowledge and improving skills in relation to a job or occupation. Therefore, training is key element of improving employees performance which leads to increase in production i.e. employee productivity. According to Cole (1886) training increases the level of individual and organizational competence. Employee training is essential if people are to continue to be efficient member of an organization. Training should begin as soon as new employee joins an organization. It can take turn of:

- General induction programme which introduce the members of the staff to the organization its **facilities**, its people, rules and regulations.
- Coaching a means of developing people within an organization in order that they perform effectively and reach their potential.
- Counseling its main purpose is to offer advice and assistance to employees with personal problems, stemming either from their non-work circumstances or from relationship issues in the work place.
- Succession simply planning the availability of internal candidates for promotion into key position
- Mentoring is the process of using specially selected and trained individuals to provide guidance and advice which will help to develop the careers of the protégés allocated to them.
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*It is concerned with acquiring knowledge, skill and techniques in relation to a job. It is based on a need analysis derived from a comparison of actual production of employee in the attainment of organizational goals. Human capital is intangible and elusive and cannot be*

managed the way organizations manage jobs, products and technologies. One of the reasons for this is that the employees, not the organisation, own their own human capital. If valued employees' leaves a company they take their human capital with them, and their human capital with them, and any investment. The company has made in training and develop those people is lost. To build human capital in organizations, managers must continue to develop superior knowledge, skills and experience within their workforce, staffing programmes focus on identifying, recruiting and hiring the best and the brightest talent available. Training programmes complement these staffing practices to provides skills enhancement, particularly in areas that cannot be transferred to another company if an employee should leave in addition, employees need opportunities for development on the job.

The most highly valued intelligence tends to be associated with competencies and capabilities that are learned from experience and not easily taught. Consequently, managers have to do a good job of providing developmental assignments to employees and making certain that job duties and requirements are flexible enough to allow for growth and learning. *The Idea that organization compete through people highlights the facts that success increasingly depends on an organization's ability to manage human capital. The term human capital describe the value of knowledge, skills and capabilities. However, it has tremendous impact on an organization's performance*. Managing human capital is one of the most difficult tasks and has to be taken carefully because the relative relevant of human capital to the overall performance of organization cannot be overemphasized. The success or failure of any organization is ultimately predicted on the quality of its workforce. It is obvious that human capital commitment, support and determination are the most veritable means of sustainable productivity.

Therefore, the development of the employees in any organization must not be neglected. Any organization that is continuity should invest not only on technology but also in the development and training of it workforce. It is pertinent to acknowledge the fact that people are unique because they have diverse needs, attitude, ambition, level of knowledge and skills as well as potentials for growth and development. The most critical issue confronting any organization is how to get staff apt to work in a constructive sense, in a manner that will achieve desired results and thus give the worker a sense of fulfilment and satisfaction – hence, training and employee development. *Investment on human capital development is a wise one. Employees who have not received adequate training before being assigned with responsibilities may lack the necessary confidence with which to carry out the jobs. Therefore, employee with good training will have the experience to perform the tasks that are required of him/her in an effective manner.* The need for staff development has become inevitable in a dynamic world of which Nigeria is part. The business environment, in which we find ourselves are dynamic and volatile with the sophistication of machineries and equipment, development of new methods and more efficient and effective ways of doing things and of new services. Every organization needs to have well-trained and experienced employee to perform their duties.

It is therefore necessary to raise the skill levels and increase the versatility and adaptability of employees. Human capital development is therefore a process that updates old skills and develop new ones. More importantly,, as job become more complex, the importance of employee development has greatly increased. For any organization to achieve its objective comes the need to have a well-focused programme of its employees in order to improve their performance. Once an organization has employed those it considered qualified, suitable and

competent to perform those jobs for which they were hired, it must then set up machinery for an effective human capital development programmes of the newly employed staff.

*Management gains by improve organizational productivity and the workers gain by receiving the satisfaction and rewards that come from advancement. Hence, a worker's morale is improved when he gains confidence in performing his job. The impact of human capital development on employees' productivity in the organization cannot be under-emphasized. This is, because the extent to which an organization succeeds or fails largely depends on the type and level of training its human capital receives.*

## LITERATURE REVIEW

French and Seward (1980) looked at training as the systematic development and improvement of an industrial ability to perform specific task or job. In consonance to his postulation, John Hinrichs (1976) sees training as “where organization and individual development can merge, where personal and corporate growth can occur simultaneously”. He however stated further that effective training programmes must demonstrably contribute to the satisfaction of both the trainee's personal goals as well as the organizations goals.

According to Obisi (1996), training is a process or procedure through which the skills, talent and knowledge of an employee is enhanced and increased. In other words, a successful training programme must contribute to the growth and development of the competencies and activation of employees at all levels Training affects attitude formation in a way that the employees' attitude is shaped with a view to getting their support and partnership in the enterprise. A staff trained appreciates the fact that the organization values his contribution to the sustenance of the enterprise. He feels proud and he is committed to the goals of the organization.

Yesufu (1982) further believes that no matter how automated enterprise may be, optimum productivity depends on the effectiveness of the workforce. Nwachukwu (1988) puts it that training is an organizational effort aimed at helping an employee to acquire basic skills required for the efficient execution of functions he was employed for. He explained that employees' productivity is a function of ability, will and determination. In his own assertion, Armstrong Michael (1984) defines training as the systematic development of the knowledge; skill and attitude required by an individual to adequately perform a given task or job. Beach (1980) sees training as the organized procedure by which people learn knowledge and procedure for a definite purpose. The purpose of training is to achieve a change in the behaviour of the trainee. Bite and Ramsey equally defined training as a programme designed to provide the knowledge, attitude or job skills that will help employees perform their present jobs. They claim that training has immediate application on the job.

*Ubeku (1980) has defined management training as the process c development of management skills, knowledge and attitude through instructions, demonstrations, practice and planned experience to meet the present and future needs of the business.* Hackett (1979) viewed the definition of development as a course of action designed to enable the individual realize his potential for growth in the organization. In her opinion, it refers to the future rather than the present job. According to Menace (1980), development is a long time process and it is mostly informal while training is formal and a short time process. Development is mostly used on

managers and management staff for their improvement and advancement, which prepares them for the task of accepting greater responsibilities.

Koontz and Weihrich (1985) asserts that training pertains to the programmes that facilitates the learning process while development is viewed as a systematic, integrated and planned approach to improving the effectiveness of groups of people in an organization. However, training and development is a combination of many things aimed at increasing the ability of the individuals and groups to contribute to the achievement of organizational goals. An important key to be taken note of in these definitions is the emphasis on the element of planning.

Onuoha (1993) opines concerning management training and development. Those three terms are often interchangeable used when formulating training and development programmes for employee it is important to distinguish them because differences between these term are somehow subtle. These terms are management education, management training and management development.

### **Statement of Problem**

It has been usually agreed that the purpose of researching is to identify a problem and provide adequate solution to such particular problem confronting the organization. This research therefore is expected to probe the likely problem associated with impact of human capital development and provide solution to such problem. Some of the problems this research will solve include the following.

1. The procedure through which the organization determine capacity building development needs of the employees.
2. Identifying the right method of capacity building development.
3. Identifying capacity building development as a tool for increasing employee productivity.
4. Identifying how capacity building development will translate to the overall objectives of the organization.

### **Objective of the Study**

This research will examine and explore:

1. The role of capacity building AS A TOOL FOR PUBLIC SECTOR ORGANIZATION GROWTH
2. The impact of capacity building programmes on workers behaviour and effectiveness at work.
3. To determine employees' participation in decision making and its impact on productivity.
4. To make recommendation on how to improve capacity building programme for the staff.

### **Research Hypothesis**

(a) H1: There is a relationship between capacity building and organizational productivity.

H0: There is no relationship between capacity building and organizational productivity.

(b) H1: Employees development contributes positively to the overall organizational efficiency.

H0: Employees development does not contribute positively to the overall organizational efficiency.

(c) H1 There is a relationship between adequate capacity building and survival of the organisation.

Ho: There is no relationship between adequate capacity building and survival of the organisation.

- (d) H1 capacity building AS A TOOL to have impact on employees productivity  
 Ho : capacity building AS A TOOL to have no impact on employees productivity

### Objective of Study

The need for rapid capacity building to meet development goals is felt almost everywhere and particularly so in the developing countries. In the Nigeria Public sector Industry. Staff training and developing had not received the desired attention judging by the participation rates and the low levels of investing in Human Capital development .Tracy Goss (1996: 133) suggests the need to acquire the capacity to make the impossible happen. Some informed observers in Nigeria e.g. Odozi (1996), in making case for human resources development, have argued that “even in terms of economic recession and financial sector distress such as we are now in, the need for training, knowledge, skills and sharing of experiences for better management of internal and external environments of financial and other institutions remain relevant, even compelling”.

Similarly, Sulaimon (1996) in making a case for a paradigm shift in managing Nigeria’s economic agenda, placed utmost emphasis on the human resources by arguing that “the good news is that we have all it takes, abundant natural resources, an energetic population and large potentially rich market. All that is needed is for these factors to be harnessed and orchestrated in order for us to attain our desired goals” to him, the new economic agenda should have four elements: growth, privatization, competitive enabling environment and human capital development / capacity building (education, skill, entrepreneurial / personal development, management capacity and health care).

Herbison (1994) observed that a strategy for human resource development, which implies the building and effective utilization of skills, is essential element of any modern development strategy. According to him, the wealth of a nation is as much dependent on the human capital formation as upon the accumulation of material capital. Human capital formation is the acquisition and increases in the stock of people with the skills, education and experience which are critical for orderly development.

*When employees are newly recruited in any organization, they have not acquired the greatest efficiency and highest skills they needed in performing their duties. They learn on the job or through attending special training and development course either internally or externally organized, either within or outside the country. This was how people like Dr. Omolayole who read physics in the University could rise to the chairman and chief executive of Unilever brothers of Nigeria and Mr. Felix Ohiewere who read Geography could rise to be the chairman and chief executive of the Nigeria Brewery Ltd. And of Unilever. They achieved these by attending series of management development course these by attending series of management development courses. Newly recruited staff, especially junior staff, may possess intellectual and technical skills. They need training, even to improve on their technical skills. Training is an integral aspect of personnel management.*

Training is not given priority in the public sector as in the private sector. There are central body or agency that are responsible for determining or co-ordinating training efforts in the public sector – through skeletal. Each department is responsible for identifying training needs, selecting candidates even of organizing training and development programmes. Some training institutions like Administrative Staff College of Nigeria (ASCON), the Institute of Policy and

Strategy Studies at Kuru, Centre for Management Development (CDM), servicom institute, Maitama, Abuja and Civil Service Institute also in Abuja. But they are new, few considering the size of the public service.

*According to Banjoko (19991), "there is apparently no coherence or consistency between public sector training and development programmes either on an inter – departmental or intra – departmental basis"* Even when people go for training, there is usually no systematic evaluation of the training and development programmes or ascertaining what is gained. Therefore, when people go for training course or go to conferences, they are interested in the allowances, estacodes, etc they get rather than the objectives of the programme. What happen in the private sector is different from what obtains in the public sector. The value of investing in the development of staff in order tO improve organization effectiveness has been recognized by successful organizations for many years. The time and resources spent on developing skills, knowledge and behavior of staff to achieve the aims and objectives of the organization is one of the best investments in nature, the need to be current and relevant in all sphere of human endeavours make staff development a necessity to keep tract with current event and methods. Griffin (1998), Ajibade (1993)

### **Public Sector**

The roots of the early Nigeria public service could be traced to traced to 1987 when Mr. Y. Beecroft was appointed consul for the Bights Benin and Biafra with headquarters in Fernando Po, which was then a Spanish Colony. The responsibilities of the consul then were essentially those of prosecuting legitimate commercial activities and observing commercial treaties. However, by 1863, the consular jurisdiction of Beecroft and Campbell was exercised over the British subjects through the use of consular courts and other courts of equity, over persons enjoying the protection of the crown.

One point to note that the then governor – General wielded so much powers that he appointed the top officials, put them in the executive and legislative councils, and made them answerable to him. The first attempt at involving Nigerians in the council was in 1913 when Nigeria council of thirty members was established. Among the thirty members were six Nigerians. The commencement of a proper public service in those early days could be traced to the period between 1900 to 1914. And by the end of the first World War, the structure of administration has been sufficiently established. What then inform the goals, structure, staffers and behavioural patterns of Government Bureaucracies in Nigeria today public sector.

*The Nigeria Government Bureaucracy is the public service. This is because the government at whatever level enunciates and implements its policies, programmes and projects through the instrumentality of the public service. The public service can therefore be safely referred to as a bureaucracy.*

Max Weber conceptualized the concept of bureaucracy which he described as the most efficient administrative organization for the conduct of the affairs of government. His conceptualization and typication of bureaucracy today, provide to a large extent, the framework for discussing and understanding the basis and functions of organizations. In his entustic analysis of this inevitable concept, Weber describes it as the only concept that guarantees efficiency and effectiveness to organizations, especially government organizations. To further elucidate the point being made and present a clearer picture of the concept of bureaucracy and modalities

for its operations, Weber goes further to provide in his "rationale – legal model", the following distinctive characteristics of bureaucracy.

- *the regular activities required for the purposes of the bureaucratically governed structure are distributed in a fixed way as official duties.*
- *The positions or offices are organized into hierarchical authority and responsibilities structure.*
- *A formally established system of rules regulations governs official decision and actions.*
- *Officials are expected to organization to assume impersonal orientation in their contacts with clients and with other officials.*
- *Employment by the organization constitutes careers for officials.*

The public service could be referred to as a formal organization given its origin, evolution, characteristics and roles. In that wise, an examination as a formal organization will further illuminate the public service of a concept. A formal organization can be perceived as: (a) A deliberate creation by man to achieve certain objectives (b) The co-ordination of different activities. This fit adequately with the perception of Bobbit et' al (1974) to the effect that formal organizations are those organization that are deliberately established and goal seeking.

Amital Etzioni (1964) posits formal organizations as social units (or human groupings) deliberating constructed or reconstructed to seek specific goals. Examples here includes corporation, the Army, Schools, Hospitals and Prisons. The common denominator among these definitions is the pursuit of specific goals and objectives. It is thus, on that premise that we agree with Hicks and Gullet (1982) that persons have individual objectives that they often can best achieve within the organizations. *The formal organization can easily be described as "Legion" fort they are many. In fact, within formal organizations could emerge other forms of formal organizations. A sort of master — servant relationship could exist between two organizations in which the second emerged from or was created by the first.*

In the Nigeria public service, such a relationship is sometimes seen to exist between a given ministry and its parastatals. For instance, in a deliberate attempt to enhance the realization of the corporate mandate of the federal ministry of transport in Nigeria, such agencies or parastatals as the Nigeria Railway Corporation, Nigeria Ports Authority etc. are created. Between the ministry of transport and the Nigeria Railway Corporation exist a link or control system that hold them together with the result that is while the corporation or parastatals is a semi-autonomous entity, the ministry is the overseer of such a parastatal.

*The public service is defined by the Nigeria Constitution as "The service of the federation in any capacity in respect of and there shall be a civil service of the federation. Most public service organizations, particularly the civil service, unlike the private sector organizations, are service oriented. And social obligation is about the most pronounced responsibility of government to its citizenry.* There is a category of public sector service organizations which P.N.C Okigbo (1986) refers to as QUANGO (Quasi National Governmental Organizations). These are set up by government to carry out specific tasks or purposes, to provide utility services — that lumped together under the name parastatals. Okigbo argues that Nigeria copied the British in the institution of these QUANGOS where semi-commercial undertakings of government are hired out and allowed to operate outside the civil service rules and regulations. The idea being that greater freedom of action is required in these undertakings and quicker decisions and decision making will promote their efficiency.

The sum total of our exploration is that the basic element of organizations such as the public service are Goals and people. Hence, a very important ingredient in an organization are the 'men' and 'women' in such an organization. Attempts to galvanize the efforts of people who make up an organization is the goal of the subject of personnel to people in formal organizations, most of whom are employed mainly for the realization of the goals of the organization.

However, employees have their own desires since work is generally seen not as an end in itself but a means to an end. So, the employee in an organization is there hoping that in helping to achieve the objectives of the organization, conditions or opportunities would be created for him to realize his own aspirations. Personnel management thus involves a host of activities aimed at guiding, directing and motivating the employees of an enterprise towards the accomplishment of the goals of the enterprise while also helping them collectively or severally to achieve their own personal aspirations.

Two critical responsibilities are therefore placed on the management of every organization these are:

- (1) To guide the human elements in realizing the organizational goals; and
- (2) To help the individual or employee to realize his own aspiration within the context of the organizational goals.

*BASE on the foregoing, the received wisdom regarding the critically and centrality of employees in organization seems to be in place. This apparently led Adams Smith to pronounce that 'The wealth of any Nations is the organized society' just as Karl Marx pronounced that "Labour produces wealth" AS earlier stated, the Nigeria public service constitutes a vital instrument with which the government of the day implement its policies, programmes and service is situated within an environment which is in a state of constant flux. For instance, the public services immediate environment involves a complex geopolitical, social, economic, educational, regional and religious factor which exert considerable influence on its managers. The rapid changes in the economy, technology and society have enormous implication for the public sector. This implication of course, is a corresponding change in the service itself in response to environmental changes.*

In fact, it is an accepted phenomenon that the most consistent thing in the world is change. Changes within the service in order to adapt to environmental changes are what we refer to as Reforms. Reforms are positive. They normally usher in re-organizations, and in the public service, this is occasioned by gradual but steady increase in the complexity of government business which has shifted its focus from "Law and order Administration" to "Development Administration". This shift thus pre-supposes an overall management efficiency and effectiveness as well as increased efficiency in the implementation of government policies and programmes. Another reason for the prescription and adoption of reforms as treatment variables appears to be the below expectation performance of government institutions and agencies which come under the broad canopy of the public service observers and commentators on the public service are most unanimous in attributing the imposition of reforms on the public service to its lack-luster performance.



The extent literature on Nigeria public sector administration has referred to all efforts made at improving the administrative reforms. In an apparent confirmation of this position, John — Quah (1976) refers to efficiency and effectiveness engineering in the public service as a deliberate attempt to change both the structure and procedures of the public bureaucracies involved, in order to promote organizational effectiveness and attain national developmental goals. In support, Ham Been (1970) argues that administrative system with a conscious view to improving the system for positive goals of national development. Administrative reform actions are thus needed for developmental process designed to give the administrative capability needed in the public service as a common denominator to all development efforts. Hence, Jelawick (1982) consequently outlines components of administrative reforms action upon which the prospect of any reform action could be evaluated — definition of the objectives of the reforms, maximum information, critical analysis, drafting of project, choice of best solution and application of solutions.

Up till today, panels upon panels are still being set up to reorganize the public service. To justify this, Dotun Philips (1988) posits that the public service is the major instrument with which to implement government policies and as the primary and private instrument of government and its nature, effectiveness and response cannot escape the constant attention of government which is intent in fulfilling its pledge to the people.

### **Research Design**

Research design is an action plan that allows a researcher to provide solution to the problems of who to study, what to study, how to study, whom to study, where to study and how to generate data or collected information in that research situation (Fagbounbe, 2002) In this research work, structured questionnaires were used and this was opted for as a result of its reliability in producing the needed data that will answer research questions and test research hypothesis.

Population is the set of all participants that qualify for the study. The entire staffs, in the public sector totaling 250 will constitute the population of this study. Sample a small group of people is taken to represent the whole population. The method of sample, in order to have a more effective sampling of the various groups, the following numbers were the sample used from each group:

Parastatals 13 samples  
Ministries 50 samples  
Extra Ministerial 37 sample

The questionnaire will be draw by me to illicit information from the respondents. The interview and the focus group discussion. The questionnaire will be divided into two sections:

*Section A comprises of questions relating to the bio-data of the respondent's information such as the particulars of the job, sex, age, rank, experience and qualification. Etc. Section B contain some questions which will be in a way that allow the researcher to conclude whether or not product sales have impact on organizational development. The question will be open and close ended. It will open-ended in the sense that some items contained therein demand that the respondent supply voluntary answers. In other words, the respondents were given the*

*opportunity to comment on some of the questions, subject to their understanding, judgment and perception.*

In addition, other items on the questionnaire were close-ended. In other words, respondents were offered fixed alternative choice of answers from which to select. The rationale is to lighten the mental task involved in responding to the questions. To inspire confidentiality between the researcher and respondent necessary for eliciting honest and dispassionate response, the respondents were granted absolute protection of their identities, while the assurance was also given to the effect that every information supplied would be used strictly for research purposes.

## **METHOD OF DATA COLLECTION**

The research made use of questionnaires meant to gather relevant data from the respondents. The questionnaires were structured into two sections. Section “A” is to obtain personal information of respondents such as sex, age, marital status among others. While section “B” comprises of questions relating to the problem of the study. It is designed basically to access or evaluate the views of the respondents.

### **Method of Data Analysis**

The data obtained from the questionnaire and interviews conducted will be gathered and analyzed with the use of descriptive analytical tools. The tools such as tables and percentages were used to interpret the research findings.

However, the chi-square method of data analysis will be used to test the hypothesis and the formulae is given as:

$$X = \frac{(O_i - \Sigma i)^2}{\Sigma i}$$

Where

$X^2$  = Chi-Square

$O_i$  = Observed Frequency

$\Sigma i$  = Expected Frequency

$\Sigma$  = Summation Notation

The observed frequency shall be 0.05 – 5.99 level of significance and at the end of the analysis, a statement shall be made on whether to reject or accept the hypothesis.

Where the observed frequency is greater (>) than the expected frequency the null ( $H_0$ ) hypothesis will be accepted and the alternative hypothesis rejected. If otherwise, the alternative ( $H_1$ ) hypothesis will be accepted while the null hypothesis will be rejected.

*Justification for the use of chi-square Result obtained in samples do not always agree with theoretical result expected, or such, chi-square was used due to its ability in measuring the discrepancy between observed and expected frequency.*

### **Verification and Presentation of Findings**

An introduction of the study was given in chapter one, highlighting the research question, purpose/objective of the study and the significance of the study.

In this RESEACH, attempt is made at reducing the large volume of statistical information (gathered from respondents) to manageable amount as a means of preparing them for other stages of analysis. To do this, a statistical package (*SPSS statistical package for social sciences*)

is used for coding, summarizing, and tabulation of the responses to the questionnaires. A total of 250 questionnaires were distributed. 240 were returned. This shows a return rate of 96% from the respondent.

### Thematic Verification of Hypothesis

Four hypotheses will be tested in this research work using the chi square test of hypothesis. The chi square formula is given as follows:

$$\chi^2 = \sum \frac{(f_o - f_e)^2}{f_e}$$

Where:

$f_o$  = observed frequency

$f_e$  = expected frequency

Following the large sample size involved in this research, statistical software will be used for the analysis. The outputs of the analysis are stated below:

#### Hypothesis one:

$H_0$ : There is no relationship between capacity building development and organizational productivity.

$H_1$ : There is relationship between capacity building development and organizational productivity.

#### Level of significance

5% level of significance will be used for this research work ( $\alpha = 0.05$ )

*Chi square Calculated* =  $\chi^2_{calculated} = 475.83$

*P value* =  $8.17E - 74$

*Chi square tabulated* =  $\chi^2_{tabulated} = \chi^2_{\alpha, (r-1)(c-1)} = \chi^2_{0.05, (12-1)(5-1)} = \chi^2_{0.05, (44)} = 60.48$

#### Decision

Since calculated value is greater than tabulated value, we have enough evidence against the null hypothesis. Therefore we reject the null hypothesis and accept the alternative hypothesis.

#### Conclusion

We therefore conclude that there is relationship between capacity building development and organizational productivity.

#### Hypothesis two:

$H_0$ : Employees' development does not contribute positively to overall organizational efficiency.

$H_1$ : Employees' development contributes positively to overall organizational efficiency.

#### Level of significance

5% level of significance will be used for this research work ( $\alpha = 0.05$ )

#### Decision:

Since calculated value is greater than tabulated value, we have enough evidence against the null hypothesis. Therefore we reject the null hypothesis and accept the alternative hypothesis.

**Conclusion:**

We therefore conclude that employees' development contributes positively to overall organizational efficiency.

**Hypothesis three:**

$H_0$ : There is no relationship between adequate capacity building development and survival of the organization.

$H_1$ : There is relationship between adequate capacity building development and survival of the organization.

**Level of significance**

5% level of significance will be used for this research work ( $\alpha = 0.05$ )

	% of column	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of total	20.3%	46.7%	7.7%	16.3%	8.9%	100.0%
$Chi\ square\ Calculated = \chi^2_{calculated} = 57.69$ $P\ value = 5.94E - 08$ $Chi\ square\ tabulated = \chi^2_{tabulated} = \chi^2_{\alpha, (r-1)(c-1)} = \chi^2_{0.05, (5-1)(4-1)} = \chi^2_{0.05, (12)} = 21.03$							

**Decision:**

Since calculated value is greater than tabulated value, we have enough evidence against the null hypothesis. Therefore we reject the null hypothesis and accept the alternative hypothesis.

**Conclusion:**

We therefore conclude that there is relationship between adequate capacity building development and survival of the organization.

**DISCUSSION OF FIELD FINDINGS**

The following findings were deduced in the course of the research finding:

- There is relationship between training tool and organizational productivity.
- Employees' development contributes positively to overall organizational efficiency.
- There is relationship between adequate training and survival of the organization.
- Organization growth has impact on employees' productivity.

**CONCLUSION**

Public sector organization, realized these assertions and this determine staff training needs mainly through the nomination of staff based on their field of work. Training and development need exist when there is a difference between desire performance and actual performance. It is expected that any training and development performance should be a response to an identified need and as such widely accepted device for solving organizational problems.

More so training is considered as of great important to all the levels as it improves job commitment, encourages specialization of employees, address poor attitude to work and promotes positive and significant performance with multiplier effect increases competition and productivity. Training has contributed immensely to employee's boldness and confidence, this ascertain agrees with Nwachukwu (1988) who posited that training is an organizational effort aimed basic skill required for the efficient execution of the functions for which he was lined. On the job performance, staffs are also assessed few months after completion of a course to determine the relevance to the trainee's needs and it impact on trainee's performance on the job.

Employee's constraints to performance should be established so as to know the ways to remove these obstacles through training and development to enhance productivity and performance. Training and development of workers enhances greater productivity and achievement of the organizational goals. Since the public organizations is service oriented, the sector with the highest degree of efficiency and promptness in order to maintain continued patronage and accolade from the public. From personal experiences acquired in relationship with Nigerians in public and private sectors, it is clear that many employees of labor and the "bosses" in organizations feel too shy to admit that they are not much, if anything at all to learn again. Yet we all know that the day a man stop learning he starts decaying. Experience also teaches us that for training to be bought is any organization, the boss must first be sold.

Training policies and performance appraisal plans are in tune with the public organization corporate goals and objectives, the organization carries out training need assessment in which it involves trainers, trainees, unit managers and supervisors and external consultants in training management. While more emphases need to placed on training in order to cut down the level of bad and doubtful debts and further enhance productivity and profitability, training appears to have positive contributions to the organization total assets, gross earning, value added and profit before tax.

Training should be seen as an investment rather than as an overhead. Training and development should be a continuous process that every organization must maintain for its continuity or organizations must also matter of necessary spend appreciable amount of money and time on training of employees in order to increase their productivity in a competitive environment. Management should make training and development of its workers a priority to achieve higher employees productivity, motive workers, reduce labor turnover, eliminate industrial unrest and reduce wastages.

Therefore all personnel handling training and staff development should learn how best to sell training to their own bosses. One way to found it very effective is to involve the boss in any form of training exposure or experience "acceptable" to him or her. In addition, some short courses overseas may be suitable as long as the exposure would enhance their effectiveness and performances. Senior staffs in the public sectors organization are naturally very busy. Besides, there is no way all who need training at the rate they want or the employer can afford to release them. Therefore, one way already found to be most effective and time saving is to stock pre-recorded multi-media software (particularly in video and audio formats) for like home viewing or listening is the privacy of their homes and at their own convenient times. Likely there are new available several programmes covering all aspects of manpower training

and management development which would go round many hands and last many years to spread the cost.

Each officer would now be selecting titles to meet training needs personally identified and honestly wanted to generate, enhanced productivity and performance towards possible attainment of excellence. The training department would need to prepare detailed synopsis on each title and printed for circulation to facilitate accessibility and awareness. The shyness in human nature which blocks acceptance of personnel training needs would be easily removed while popularity of the loan scheme would automatically generates acknowledgement of the value of training as well as leading to active support for massive training activities. This is more so since the taste of the pudding is needed in the eating.

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