

**CAPACITY BUILDING AND EMPLOYEE PRODUCTIVITY IN THE NIGERIA
PUBLIC SECTOR: A STUDY OF ANAMBRA STATE CIVIL SERVICE COMMISSION,
AWKA**

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ABSTRACT: *The level of low productivity among workers especially in the public sector has left much to be desired training and development of employees have been championed as a remedy to this malaise. However, the paper examines the extent to which capacity building enhances the quality of service delivery in the Anambra State civil service commission, Awka and to identify the factors that have been militating against capacity building of employees in the Anambra State civil service commission, Awka. The survey design was adopted to guide the investigation. The population of the study is 280. The theoretical framework adopted was Organizational Development theory that was propounded by Kurt Lewin in 1950. The researcher used chi-square for testing the hypotheses. Moreover, the major findings of the study were that capacity building enhances the quality of service delivery in the Anambra State civil service commission, Awka and that lack of training, insufficient fund and lack of modern technologies are the major factors militating against capacity building of employees in the Anambra State civil service commission, Awka. The major recommendation was that government should make policy that will encourage continuous staff training and development of its workers so that the potentials of the employees would be adequately harnessed.*

KEYWORDS: capacity building, employee, productivity, Nigeria public sector.

INTRODUCTION

Before the third republic in Nigeria, there has been a general resistance to investment in training in the public service because of the belief that an employee hired under a merit system must be

presumed to be qualified. This assumption was later abandoned as the need for training became obvious both in the private and public sector together with the expanding roles of the government and the civil services respectively. Training further became necessary in view of advancement in modern world given the growing complexity of the work environment, the rapid change in organizational and technological advancement which in turn necessitates the need for training and development. The role played by staff training can no longer be over-emphasized as many have come to recognize that training offers a way of developing skill, enhancing productivity, guaranteeing quality of work and building worker's loyalty to the firm. Organizational goals also keep changing in line with the realities of the time; technology keep getting sophisticated; customers and clients of organization become more choosy and conscious of their rights in demanding organizational products and services, and organization product and service keep changing in response to their choice. These keep increasing the need for well-trained employees.

Okotoni and Erero (2005), throw more light to the discussion when they assert that: The importance of training and development is more obvious given the growing complexity of the work environment, the rapid change in organizations and advancement in technology, among other things. Training and development helps to ensure that organizational members possess the knowledge and skills they need to perform their jobs effectively, take on new responsibilities, and adapt to changing conditions. Organization regardless of its size must provide for the need, interest and desire of its employee within the environment if it is to earn loyalty, dedication, involvement and commitment necessary to complete effectively. Though there are number of factor, such as finance, material and manpower which collectively contribute to the production of good and service in organization, human resource has been the most significant factor among these factors. With the provision of finance, material and even machine without experienced and trained manpower nothing can be done. Human resource therefore is the most valuable resource and ultimate basis of an organization. Manpower which was intellectually and emotionally trained in turn develops all other dependent segments of the organ to its predetermined level. Most organizations tend to perceive training as the solution or correct therapy for many of the observed personnel and organizational low performance and productivity problem.

Unfortunately, there are other personnel management problems that can generate the same performance and productivity problems that lack of skills and knowledge generate. This is why Decenzo and Robbins (2005) have warned that if salaries are low, if supervision is poor, if worker benefits are inadequate or if physical work layout is deficient; spending on employee training may have little or no effect on productivity, since inadequate performance is due to conditions that training cannot remedy. Abiodun (2008) submitted that training is a systematic development of knowledge skill and attitude required by employee to perform adequately on a given, task training ensures that organizational members posses the knowledge and kill they need to perform their job effectively take a new responsibilities and adapt to changing environment. A result-oriented public or private organization will always need to recruit and train specialized personnel. Generally, the effectiveness and efficiency of an organization therefore lies on the human resources that plans and coordinates work within the organization in relation to the qualitative training designed to improve and to harshness the manpower potentials among others.

Arero and Aygeni (1992) posited that the post independence effort to develop a training system for the Nigerian civil service can be traced to Professor, C.P. Wille's survey of 1967 on the training Needs of the Federal civil service. The study was conducted and report was submitted. The federal government commissioned the then institute of administration, University of Ife, Ile-Ife to carry out a survey on the training needs of the civil service. After the study was conducted, and the report submitted, the federal government came out with a white paper on the report in April 1969. The document titled "statement of federal government policy on staff training and development on the federal public service has the following key elements; the appointment of department of training officers with responsibility for assessing staff development needs and preparing and implementing programmes to meet these needs; the reorganization of the federal ministry of establishments to give greater priority to training; establishment of a standing committee on staff development, encouragement of every large ministry/department to establish a training commensurate with its size and function; and the establishment of the Administrative staff college of Nigeria. In addition to the above effort the Public Service Review Commission (PSRC) report of 1974 emphasized also that there was deficiency in training programme throughout the public service and therefore devoted a substantial section of the report to training. Amongst others, it recommended the "reactivation of the standing committee on staff Development and Administrative Staff College of Nigeria (ASCON) and centre for management development. Three decades after, another reform endeavour (1988) civil service reform emphasized obligatory and periodic training. A fundamental question is what has happened to this important subject matter through these periods? Little or nothing has been achieved. However, the success with which an organization survive depended largely on the ability and expertise of human resources who operate both at the managerial and lower levels of operation, such ability and expertise usually stem from the qualitative knowledge possessed and standard training received.

Statement of the Problem

Most of the plans are meticulously on investment in physical and material resources while rarely do such organizational plan pay attention to human investment in which the capital and equipment depended in order to be prudently managed. Not every organization considers the necessity for a well-defined and sustained training and development for staff in order to upgrade their performance. In other words where training need is recognized and a lot of time and money are committed; the exercise is often inappropriate, haphazard or lopsided in terms of content and participation. The worst of it is that it is premised on a faulty diagnosis or organizational training needs. In addition to the above, the zeal of training employee is being handicapped by the management: The failure to give cognizance to staff who have acquired additional skills and knowledge in terms of promotion and other fringe benefit. In other words, in a situation where training occurs, deployment of staff, job enlargement are carried out without adequate regard to the skill staff acquire leading to frustration of personnel which usually resulted to low morale to other employee in relation to further training.

As a result of this lackadaisical attitude of management towards training, development, there had been a progressive decline in the ability of manpower to cope with the challenges that arise from unfolding new dispensation, ceaseless clamoury for social change, social satisfaction in the public sector. Although the federal government of Nigeria adopted a recommendation of the 1988 and

1999 civil service commission which stipulated that ten percent (10%) of the total annual personnel emoluments be set aside for staff training and development. Most Federal Universities, including University of Nigeria, Nsukka (U.N.N.) have failed to honour this recommendation. Public servants are sent for training without proper consideration for the relevance to the present job or future posting. Training is supposed to build upon the critical analysis of organizational objectives and evolutionary trend of the organization. But because of uncoordinated and inaccurate data management in Nigeria Universities training is being carried out on the basis of guess work rather than on fact and figure. Furthermore, many of the training centers lack adequate facilities specifically most of them do not have modern training facilities such as computer, laboratories, libraries, and vehicles etc.

The effect of the above is poor quality and quantity of service delivery in many government parastatals. As Akpan (1982) stressed, an untrained man is a menace to the society. He is a quark; he knows only the law of things he has no idea of (their) why. Hence if there is any trouble anywhere – breakdown in a machine or a mistake in a ledger all he can do is to tumble and punch up trouble anyhow leading to a more serious breakdown or greater confusion. Really there is no place for the untrained worker or even the intelligent amateur in these days of specialized work. The Nigerian geographical landscape is littered with quack graduates. As Okoli (2004) puts it, the quality of staff determines the quality of the output. Nigeria public organizations are dominated with quack personnel that have grossly affected the socio-economic development of the country. Nigeria cannot compete with other Africa countries like South Africa in terms of productivity and performance, this has continued to impact on the dependent nature of Nigeria state on the developed nations for her survival. It is against this background that the researcher considered the need for critical analysis of the nexus between training and productivity.

Objectives of the Study

The broad objective of this study is to examine the impact of capacity building on employee productivity in Anambra State Civil service commission, Awka. Specifically, the objectives of the study therefore are:

1. To examine the extent to which capacity building affect employee productivity in the civil service commission.
2. To ascertain the extent to which effective capacity building will lead to improved employee productivity in the civil service commission.

Research Questions

For the purpose of this study, the following research questions are posed:

1. To what extent does capacity building affect employee productivity in the Anambra state civil service commission?
2. To what extent does capacity building improve employee productivity in Anambra state civil service commission?

Significance of the Study

The significance of this study lies on its functional objectives. This research work will be very much imperative for our national development. This is because, development of any country

depends largely on its human resources. The paper, however, dwells on both theoretical and empirical significance. Theoretically, in our contemporary society in which research forms the basis for academic study, the research work will constitute a veritable research material in all fields of study as manpower is essential in all endeavors. In line with the above, it will be necessary to sensitize those in the helm of affairs of education on the needs to strengthen the school curriculum to incorporate and enhance the study of human resources planning and development in all administrative and management courses as manpower planning is crucial for national development. Empirically, the research work really will be a problem-solving tool in our society. The major aim of this research work will be to accelerate growth and development in the state civil service as development is synonymous with productivity and productivity in organization is achieved through suitable human resources. And quality human resources in any organization in a right number and in a suitable job are stemmed from appropriate and adequate manpower planning processes.

Scope of the Study

This study focuses on the impact of capacity building on employee productivity in the Nigeria public sector with Anambra state civil service commission as a case study.

Conceptual Discourse

Capacity Building

Capacity building is the objective of many development programmes and a component of most others. However, satisfactory definitions continue to elude us, and it is widely suspected of being too broad a concept to be useful. Too often, it becomes merely a euphemism referring to continuous training as capacity building. Below are some definitions rendered by authorities in the field over the years. It is important to note that these definitions are not thorough, but are representative of the numerous definitions of capacity building given by different authors.

According to Philblin (1996) "Capacity building is defined as the process of developing and strengthening the skills, instincts, abilities, "process and resources that organization and communities need to survive, adapt and thrive in the fast-changing world". This definition suggests that capacity building is the element that gives fluidity, flexibility and functionality of an organization and communities to adapt to the dynamic nature of this world. The World Customs Organization (WCO) defines capacity building as activities which strengthen the knowledge, abilities, skills and behavior of individuals and improve institutional structures and processes such that the organization can efficiently meet its mission and goal in a sustainable way". A quick summary of this definition shows that activities that strengthen an organization and help it better to fulfill its mission sustainably is capacity building. Hyman (1975), capacity building is organization's capacity to reassess, re-examine and change according to what is most needed and that will be the most effective. Building capacity involves skills transfer, human resource management and organizational development. John Hinrichs (1976) posits that capacity building is a systematic process of altering the behavior, knowledge, and or motivation of employee in a direction to increase organizational goals achievement. From the above definitions, we can understand that some authors suggest that capacity building is synonymous with development,

while other preferred to define it much more narrowly, in terms of developing and sustaining the specific skills required by individuals in public sector positions. For the purpose of this study, capacity building may be defined as process of developing the ability and skills to perform appropriate task effectively, efficiently and sustainably.

The Nexus between Capacity Building and Employee Productivity

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

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

Therefore, organizations are sensitized to develop and sustain high levels of capacity building and employee productivity to achieve maximum output in performance. This can be done by providing comprehensive, training on the job, adequate motivation, and every other development activities. Employee productivity depends on the amount of time an individual is physically present at a job and also the degree to which he or she is “mentally present” or efficiently functioning while present at a job. Organizations must address both of these issues in order to maintain high worker productivity, and this may occur through a variety of strategies that focus on employee satisfaction, health, and morale (Ron and Ronald, 2002).

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

Professionals and academics have long asserted that the way in which an organization manages people can influence its performance (Delaney JT, and Huseld MA, 1996).). In particular, employee participation and empowerment, job redesign including based production systems, extensive employee training at workplace, and performance contingent incentive compensation are widely believed to improve organizations performance (Pfeffer, 1994). Moreover, a developing body of research has reported positive associations between employee participation and organizational performance (Huselid, Becker, Ulrich, 2001). The HR scorecard: Linking people, strategy, and performance. Boston: Harvard Business School Press.

Employee participation systems (Wagner, 1994), internal labour markets that provide an opportunity for employees to advance within a firm, and team-based production systems (Linda, 1998) are all forms of work organization that have been argued to positively affect firm performance. In addition, it has been argued that the provision of job security encourages employees noted (Kozlowski and Salas, 1997), “workers will only expend extra effort if they expect a lower probability of future layoffs”. Organizations can adopt various HRM practices to enhance employee skills. First, efforts are on improving the quality of the individuals hired, or on raising the skills and abilities of current employee, or both. This can be done by providing comprehensive training on the job and development activities after selections that investment in training produce beneficial organizational outcomes. The organizations must therefore be concerned about inadequacies of their employees and be committed to educating and training employees at their workplace to enhance their skills, perspectives, and competencies (Conger and Benjamin, 1999).

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

Capacity building is like sharpening an existing skill in order to reflect the trends in technology and other socio-cultural and environmental changes of an organization. Productivity is the goal of today’s competitive business world and capacity building can be a spring board to enhance-productivity. The aim is to enable them contribute their full measure to the welfare, health and development of the organization (Onah, 1997). The principal intention of capacity building according to Akinola (2007), is to equip people with the knowledge required to qualify them for a particular position of employment, or to improve their skills and efficiency in the position they already hold.

THEORETICAL FRAMEWORK

The paper anchored on Organizational Development (OD), theory by Kurt Lewin 1950. Lewin and his followers were interested on expanding the knowledge and effectiveness of people to accomplish more successful organizational change and performance.

Organizational development theory focuses on continuous diagnosis, action, planning, implementation and evaluation, with the goal of transferring knowledge and skills to organizations to improve their capacity for solving problems and managing future.

Relevance of the Theory to the Study

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

METHODOLOGY

This paper adopted the survey research design. The population of the study is comprised of Anambra state civil service employees made of eighteen (18) ministries and eleven (11) non-ministries departments. In addition, there are seven (7) other bodies outside the state civil service with civil servants posted to them. The staff strength of the Anambra state civil service is five thousand three hundred and twenty seven (5327). The development shows that there are two thousand, one hundred and twenty five males and three thousand two hundred and two females. In order to achieve fairness, the researcher used judgmental sampling to select five (5) ministries; ministry of Health, ministry of information, ministry of youth and sport and culture, ministry of finance, ministry of environment and mineral resources, with total staff of one thousand four hundred and forty (1440) to constitute the population of the study in order to have a manageable sample. Data for this scholarly work were extracted from primary and secondary sources. The primary data were sourced through informal random opinion survey targeted mostly at the stakeholders. The primary source includes, questionnaires and oral interview while the secondary sources included institutional and official documents from the National Bureau of Statistics.

The data generated through questionnaires were analyzed using table and percentage analysis. Furthermore, Chi-square test was conducted to test the hypothesis formulated exclusively for this study.

Data Presentation and Analysis**Data on variables of Subjects of Investigation****Training of staff has improved their attitude to work?**

| Response | Frequency | Percentage (%) |
|--------------------------|------------|----------------|
| Strongly Agree | 100 | 40 |
| Agree | 50 | 20 |
| Neutral | 50 | 20 |
| Disagree | 50 | 20 |
| Strongly Disagree | 0 | 0 |
| Total | 250 | 100 |

Source: Field Survey, 2020.

The above table revealed that 150 respondents representing 60% agreed that training of staff has improved their attitude to work, while 100 respondents representing 40% disagreed.

Staff development has made them to take up challenging roles?

| Response | Frequency | Percentage (%) |
|--------------------------|------------|----------------|
| Strongly Agree | 50 | 20 |
| Agree | 100 | 40 |
| Neutral | 25 | 10 |
| Disagree | 25 | 10 |
| Strongly Disagree | 50 | 20 |
| Total | 250 | 100 |

Source: Field Survey, 2020.

From the table above, it implies that 150 respondents representing 60% agreed that staff development has made to take up challenging roles, while 50 respondents representing 20% disagreed. 50 representing 20% were neutral.

Inadequate funding limits the training of employees?

| Response | Frequency | Percentage (%) |
|--------------------------|------------|----------------|
| Strongly Agree | 100 | 40 |
| Agree | 50 | 20 |
| Neutral | 25 | 10 |
| Disagree | 50 | 20 |
| Strongly Disagree | 25 | 10 |
| Total | 250 | 100 |

Source: Field Survey, 2020.

The above table revealed that 150 respondents representing 60% agreed that inadequate funding limit the training of employees, 75 representing 30% disagreed, while 25 representing 10% were neutral.

Inadequate training of facilitators is a hindrance to employee training?

| Response | Frequency | Percentage (%) |
|--------------------------|------------|----------------|
| Strongly Agree | 50 | 20 |
| Agree | 50 | 20 |
| Neutral | 25 | 10 |
| Disagree | 25 | 10 |
| Strongly Disagree | 100 | 40 |
| Total | 250 | 100 |

Source: Field Survey, 2020.

The table indicates that 100 respondents representing 40% agreed that inadequate training facilitators, is a hindrance to employee training, while 50 respondents representing 20% disagreed. 100 representing 40% were neutral.

Test of Hypotheses

The hypotheses testing, involve a set rules that leads to a decision in the acceptance or rejection of a given phenomenon. The tool that is used here is Chi-square (χ^2). Chi-square is a method that measures the discrepancies existing between the observed and expected frequencies.

Hypotheses One

Ho: Capacity building does not enhance the quality of service delivery in the Anambra State civil service commission, Awka.

Hi: Capacity building enhances the quality of service delivery in the Anambra State civil service commission, Awka.

Using the information gotten from question 1, and 2, the hypothesis will be tested.

The corresponding expected frequency for each of the observed frequency in table 5 above was calculated using the formula

Row total x column total

Grand total

The level of significance used by the researcher is $5\% = 0.05$

The observed and expected frequency were combined and represented in a chi-square contingency table below

Chi-square contingency table 1

| Options | O | E | O-E | (O-E) ² | $\frac{(O-E)^2}{E}$ |
|--------------------------|------------|----|-----|--------------------|---------------------|
| Strongly Agree | 100 | 14 | 86 | 7396 | 528.3 |
| Agree | 50 | 14 | 36 | 1296 | 92.6 |
| Neutral | 50 | 14 | 36 | 1296 | 92.6 |
| Disagree | 50 | 14 | 36 | 1296 | 92.6 |
| Strongly Disagree | 0 | 14 | -14 | -196 | -14 |
| Total | 250 | | | 11088 | 820.1 |

Since the calculated chi-square (820.1) is more than the critical value (9.49), the alternate hypothesis is accepted and the null hypothesis is rejected. This means that Capacity building enhances the quality of service delivery in the Anambra State civil service commission, Awka.

Hypotheses Two

Ho: Inadequate funding, insufficient training and lack of modern technologies are not the major factors militating against capacity building of employees in the Anambra State civil service commission, Awka.

Hi: Lack of training, insufficient fund and lack of modern technologies are the major factors militating against capacity building of employees in the Anambra State civil service commission, Awka.

Using the information gotten from question 3 and 4 in the questionnaire the hypotheses will be tested

Chi-square contingency table 2

| Options | O | E | O-E | (O-E) ² | $\frac{(O-E)^2}{E}$ |
|-------------------|-----|----|-----|--------------------|---------------------|
| Strongly Agree | 75 | 14 | 61 | 661 | 47.2 |
| Agree | 100 | 14 | 86 | 886 | 63.3 |
| Neutral | 25 | 14 | 11 | 121 | 8.6 |
| Disagree | 30 | 14 | 16 | 116 | 8.3 |
| Strongly Disagree | 20 | 14 | 6 | 36 | 2.6 |
| Total | 250 | | | 1820 | 130 |

Since the calculated chi-square (130) is more than the critical value (9.49), the alternate hypothesis is accepted and the null hypothesis is rejected. This implies that Lack of training, insufficient fund and lack of modern technologies are the major factors militating against capacity building of employees in the Anambra State civil service commission, Awka.

FINDINGS

Based on the result of the tested hypotheses, the findings are generated:

1. Capacity building enhances the quality of service delivery in the Anambra State civil service commission, Awka. This can be buttressed by 60% of the respondents who agreed and strongly agreed to the notion. Some of the respondents were of the view that training the employees is the best way to improve the productivity of any organization be it the Anambra state civil service commission or otherwise.
2. Lack of training, insufficient fund and lack of modern technologies are the major factors militating against capacity building of employees in the Anambra State civil service commission, Awka. This was given credence by 60% of the respondents who agreed and strongly agreed to this belief. The respondents were of the view that if these anomalies are corrected, that capacity building in Anambra state civil service commission will be greatly improved.

CONCLUSION

The study has particularly provided empirical evidence that indeed the adoption of Capacity building training in the Nigerian public sector is beneficial, going by what the analyzed data collected in the Anambra state civil service commission have revealed, the adoption of Capacity building training in the service sector of the economy has positively impacted the sector. Analyses have revealed that the operating efficiency has improved greatly since the adoption of Capacity building training. In the parastatals on the other hand, adoption of Capacity building training has had an appreciable positive impact on the sector.

Moreover, the government and the stakeholders concerned are expected to always monitor activities to ensure that this productivity improving measure is sustained.

Recommendations

Based on the findings, the following recommendations were made:

1. The government should make a policy that will encourage continuous staff training and development of its workers so that all the potentials of employees can be harnessed.
2. Since lack of training, insufficient funds and lack of modern technologies are the major factors militating against capacity building and employee productivity in the Anambra State civil service commission, Awka, government as well as other stakeholders should endeavor that training and development of workers are always encouraged, funds made available to organizations for the training of their staff and also, modern technologies should be brought in to replace the old and obsolete ones as these will help to solve the malaise of untrained staff.

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