

EFFECT OF HUMAN CAPITAL DEVELOPMENT ON EMPLOYEE'S PERFORMANCE IN THE NIGERIAN CIVIL SERVICE

Abstract

The study examines the effect of human capital development on employee's performance in the Nigeria Civil Service. The study specifically examines the impact of human capital development on service accountability. It also investigate the effect of human capital development on effective employee's supervision and leadership. The study deployed survey questionnaire for data collection in addition to secondary sources, such as books, journals and reports. A sample of 214 staff of the Nigeria Civil Service, Abuja were selected using simple random sampling. The study used descriptive statistic to analyze data gotten from the respondents. Finding from this study shows that there is a strong relationship between human capital development and service accountability, the study reveal that there is a significant relations between human capital development and leadership supervision. Meanwhile the study recommends the setting up of a clear and measurable goals for service delivery. The study also recommends providing employees with the tools and training they need to do their jobs.

Keywords: Human capital, Human capital development, performance, accountability, supervision, teamwork, professionalism

Descriptive Stat. May not be the correct method. Inferential stat will be more accurate to deduce the assumptions.

Human Capital Dev. —————> Staff Performance

INTRODUCTION

Scholars and policymakers in both established and emerging economies have given substantial emphasis to the importance of human capital in speeding the growth and development of every aspect of a country's national life. Therefore, regardless of their levels of development success, all nations in the world now have a major interest in the idea of human capital development. Human capital, a component of development made up of the knowledge, talents, skills, abilities, experience, intelligence, and training that the population of a country possesses, has been referred to as the "foundation" upon which all other aspects of development social, economic, technological, etc of any nation rest. (Ifejika, 2017).

Nevertheless, studies have shown that, the idea of Human Capital can be attributed to Adam Smith who in his book, "An Inquiry into the Nature and Causes of Wealth of Nations" discussed the concepts and consequences of wealth, knowledge and training on a nation. He suggested that improving human capital through training and education leads to a more

profitable enterprise, which adds to the collective wealth of society which in turn, makes it a win for everyone (Smith, 1776 cited in Oshioma, n.d.).

Yet, it was not until 1964 that Nobel Prize winners and economists, Gary Becker and Theodore Schultz coined the theory of Human Capital. They both viewed **Human Capital** as a **means of production with potential to influence economic growth** at different levels. Expanding the theory with reference to education, Becker's theory explained how investing in education benefited people, companies, and countries. He found that 25% of the rise in U.S. income per capita income from 1929 to 1982 was due to increases in schooling. (Becker, 1993 in Oshioma, n.d).

Schultz also believed human capital was like any other form of capital to improve the quality and level of production. Improving human capital would require an investment in the education, training and enhanced benefits of an organization's employees (Oshioma, n.d). Thus, effective utilization and development of human capital would invariably lead to economic growth (Marimuthu, Arokiasmy and Ismail, 2009). That is why Human Capital was defined by the Organization for Economic Co-operation and Development (OECD) as “the knowledge, skills, competencies and other attributes embodied in individuals or groups of individuals acquired during their life and used to produce goods, services or ideas in market circumstances” (Organization for Economic Co-operation and Development, 2017 in Marimuthu, Arokiasmy and Ismail, 2009).

Unfortunately, the issue of human resource development has become central in public management literature due largely to frequent failure of public organisations to achieve their programmed objectives. In public institutions, social goods and services are offered to the members of the public at no cost (Inyang & Akaegbu, 2014), and therefore, performance in public institution is attained when the expectations of the stakeholders are met (Ugbo, 2014;

Marimuthu, Arokiasmy and Ismail, 2009; Azu, 2021). Scholars like Pollyn and Anuwor, (2018) have equally demonstrated that sound human capital capacity development programme is a necessary tool to increasing employee productivity which in turn enhances organizational productivity and competitiveness. A public institution such as the Nigeria Civil Service has been identified as an important institution saddled with the responsibility of providing service delivery to the public at no cost. The remote function of the Nigeria Civil Service according to the civil service manual include implementing the policies and programmes of government.

The Nigeria Civil Service has not attained optimum efficiency due to its lacklustre performance, though, strategic reorganisations through reform actions covering recruitment policy, standard training, personnel development, fair remuneration and allowances, promotion, welfare incentives and medical care, and among others, to foster performance have been embarked by the Nigerian Civil Service. As remarked by Berman (2015), performance of public institutions is attained when its programmes and policies connect with and meet the expectations and challenges the people, community, and nation are facing, and such performance attainment relies on the professionalism and competencies of employees (Pynes, 2008). As emphasised in plethora of academic literatures, the development of effective, competent, and hugely performing workforce to enhance performance in the public sector is necessary and contingent on the design and implementation of effective HCD policies (Abubakar, Panguil, & Othman, 2016).

Looking at the imperativeness of human capital for the growth of nation, the World Bank (2020) decried an increasing cost of inaction in human capital development, and noted that without human capital, no country can sustain economic growth. Countries will suffer lack of workforce that is prepared for the more highly-skilled jobs of the future, and will not

find their feet effectively in the global space. The Challenges of Human Capital Development, was detailed in the study conducted by PricewaterhouseCoopers titled: Yesterday, Today and Tomorrow. This survey revealed that some of the challenges militating against strong human resources development generally include change management, leadership development, human resources effectiveness measurement, poor educational system, indiscipline and a hostile work environment, lack of strategic planning, enhanced recruitment and greater company culture, low rating in human development indices, brain drain and underemployment (Azu, 2022; Chikwe, Ogidi & Nwachukwu, 2015).

In a public sector institution which is labour-intensive in operation, the effective utilisation of human resource can therefore be achieved via investment in HCD interventions, like training, workshop, conferences, seminars and dialogues that enhance employee ability, motivation, and opportunity to perform so as to gain competitive advantage (Naankiel, Christopher, & Olofu, 2012; Van der Spuy & Röntsch, 2008). As the debate and discussion continues among scholars on HCD systems with emphasis on relationship between performance and Human capital processes that enhance employee ability, motivation and opportunity to perform, this study joined the train by investigating the effect in human capital development on employees performance in the context of Nigeria Civil Service Abuja.

You should discuss on Nigerian Civil Servant development and problems here, rather than the generic civil services.

1.3 OBJECTIVES OF THE STUDY

The general objectives of this study is assess **the effect of human capital development on employees performance**; the specific objectives are to

- I. Understand the effect of human capital development on service accountability Nigeria Civil Service, Abuja
- II. Investigate the effect of human capital development efforts on effective employee's supervision and leadership in Nigeria Civil Service, Abuja.

CONCEPTUAL REVIEW

Human Capital Development

The concept of human capital development has attracted plethora of scholarly attention. This might be due to the fact that Human Capital Development is a concept synonymous to social progress and societal transformation. Scholarly postulations, revealed that only a highly literate society witness prosperity and social transformation. Literacy here involves education, vocational training and overall human development through technology. However, before we dwell into the concept of Human Capital Development, it is necessary to define human capital.

Schultz (1993) is among the earliest scholars of human capital development. Little wonder his definition still carries a distinctive measure of academic weight, due to the several dimension his has conveyed. He stated that, the term “human capital” is a key element in improving a firm assets and employees in order to increase productive as well as sustain competitive advantage. He also explained that it refer to the processes that relate to training, education and other professional initiatives in order to increase the levels of knowledge, skills, abilities, values, and social assets of an employee which will lead to the employee’s satisfaction and performance, and eventually on a firm performance.

Scholars and theorist have come to a common conclusion that human capital is an important input for organizations especially for employees’ continuous improvement mainly on knowledge, skills, and abilities. By and large human capital is “the knowledge, skills, competencies, and attributes embodied in individuals that facilitate the creation of personal, social and economic well-being” (Rastogi, 2000; OECD, 2001 in Marimuthu, 2009). They also emphasised that the constantly changing business environment requires firms to strive for superior competitive advantages via dynamic business plans which incorporate creativity

and innovativeness. This is essentially important for their long term sustainability (Rastogi, 2000; OECD, 2001 in Marimuthu, 2009). It has being proven widely that studies on **human capital have implications on firm performance**, thereby ensuring greater competitiveness. Meantime, **there is a significant relationship between innovativeness and firm performance under the human capital philosophy** (Agarwala, 2003; Guthrie et al., 2002; Lumpkin & Dess, 2005).

This is already proven, and why you are repeating to prove this.

Human Capital Development

Scholars and theorist have given different definition of human capital development. While some of the definition are closely related. Others are not so related but contains common element and this still makes the subject technically difficult. Perhaps human capital development is best understood based on the explanations of Chikwe, Ogidi and Nwachukwu, (2015) according to them **human capital development is building an appropriate balance and critical mass of human resource base and providing enabling environment for all individuals to be fully engaged and contribute to national development efforts.** It involves **providing opportunities to all citizens to develop to their fullest potentials through education, training and motivation** as well as **creating the enabling environment for everyone to participate fully in National development.**

In which perspective you are looking at this:
- National citizen as a whole, or
- the civil servant.

This definition is to uplift the whole level of population, your study is aiming at the staff of civil servants' improvement. This definition may not fit.

Any effort to increase human knowledge, enhance skills and productivity and stimulate resourcefulness of citizens is an effort in human capital development, investment to entrench good governance, provide supporting infrastructure and develop the education, health and social systems are investments in human capital development. Including expenditures in educational and training institutions, health and skills acquisition programmes, information and communication technologies (ICT) as well as in research and development (Chikwe, Ogidi and Nwachukwu, 2015).

What problem do you see from this. What is it that you try to solve or prove?

REVIEW OF RELATED LITERATURES

Human Capital Development and Service Accountability HCD and Accountability

Scholars and advocates have unanimously held that Public accountability means that government and its employees are accountable and their activities are open to the public. In essence, records of government activities should be open to the people unless it involves security of the country (Bovens, 2007). You said scholars here, but only use one reference. By this definition of public accountability, it is clear that the public entities that utilize public resources have an obligation to account for the way these resources are allocated, used and the results these spending have achieved. In other words, the main objectives of all public accountability initiatives are to ensure that public money is spent most economically and efficiently; that there is minimum of wastage or theft and that public actually benefit from public finance. Public accountability rests both on giving an account and on being held to account. Therefore, a public officer may not only be required to present his 'doctored' account but may face the challenges of a certain compelling expectable stewardship from the authorities whose office he manages, or enjoys. In addition, scholars suggest that Public accountability, offers figure of trustworthy, dutifulness, justice, clarity, attempt for improving and ethical qualification of public officials. Public accountability ensures that the society gets value for its money and that public resources are not diverted to private use (Ejere, 2012). In his own view, Odugbemi (2008) sees accountability as the ability of citizens, civil society and the private sector to scrutinize public institutions and governments to hold them accountable. The above implies that where the opportunity to scrutinize the activities of public institutions – agencies and government is not available to the people, transparency or openness is more likely to be affected negatively and the citizens are bound to suffer from the inactions of such agencies of government. Therefore accountability and transparency on the part of public officials could be seen as catalyst for the realization of enhanced performance of governmental agencies for development in a society.

However, over the years the concept of public accountability has come under intense scrutiny by the public, this might be unconnected to the poor implementation of public policies. **The problem of accountability has become recurring phenomenon in the Nigerian civil service;** it has become a culture of the service! The manifestations of **problems of accountability include corruptions, red-tapism, and waste of human and material resources.** However, of all these manifestations, corruption is the most pronounced. Corruption might take the form of mis-performance, or neglect of a recognized duty, or the unwarranted exercise of power, with the motive of gaining some advantages more or less directly personal. According to Nye(1967 in Bello, 2019) “corruption is behaviour which deviates from the forward duties of a public role because of private regarding pecuniary or status gain” corruption occur when an individual illegally or illicitly puts personal interest above the interests of others and the ideals she or he is pledged to serve. In the Nigerian civil service, the causes of corruption have a linkage to the nature and character of the Nigerian state that is characterized by mass poverty, deprivation, exclusion and low level of development of the productive forces and social relations of production.

There is also the problem of **red-tapism**, which is a reference to the strict adherence to the civil **service procedures, rules and regulations.** Although rules and regulations themselves are good; it is this inflexibility and strict adherence to them that seems problematic. The rigorous sticking to rules and procedures will sometimes leads to displacement of the goals of an organization. Indeed, red-tapism is dysfunctional, restrictive and a drag to development. The problems of waste of resources cannot be overemphasized. **The unnecessary duplication of government ministers and departments accounts for the massive waste of both human and material resources.** For example scholars have suggested that it is absolutely unnecessary and irrational to have similar agencies performing the same responsibilities. Although scholars have argued that this might be unconnected to the unproductive nature of the Nigerian

economy which has resulted in high premium being placed on the public bureaucracy to the extent that such establishments and ministries are created mainly to reward cronies and political rejects at polls. These **problems** have continued to **overwhelming affect efficiency, effectiveness, and productivity** in the Nigerian civil service. The **service therefore, needs to** properly under **a surgical operation** rather than the usual palliative measures as solution to the centre (Bello, 2019).

Duplication of works cause inefficiency, ineffectiveness, underproductivity.

According to Sorkaa (2003 cited in (Kwaghga, 2014) the concept of **accountability** is mainly a reference to the obligation of a subordinate to be answerable to the superior in carrying out assigned duties and in exercising discretionary powers. It **depicts hierarchical chains** of accountability is supposed to make civil servants or public officials **responsible for their actions and inactions.** **It is supposed to make government easy to understand and also enhance governmental responsiveness, legitimacy and at the same time improve on policy implementation.** Actually, **the rationale for accountability is the general fear that civil servants might exploit the governmental apparatus for their own personal aggrandizement.** This arises due to the fact that **civil servants usually command much powers, expertise, information and resources that potentially can be misapplied.** Given also that the civil service is in charge of a considerable portion of the resources of any state (including Nigeria), they can therefore make or mal governments and sometimes even end up usurping governmental power. The need therefore arises, given the foregoing, to have ways of controlling the civil servants in order to minimize individual misbehaviour, **group aggrandizement and excessive use of power.**

Are you talking about the Coup D'tat?

Human Capital Development Effective Employee's Supervision and Leadership. *HCD and Leadership*

Supervision is the process of directing, helping, guiding and stimulating growth in the subordinates in order to improve the quality of performance in an organization (Firz, 2006). It

is also a combination or integration of processes, procedures and conditions that are consciously designed to advance work effectiveness of individuals and group. ^{You might need a citation here.} Supervision is an intervention that is provided by a senior member of a profession to a junior member or members of that same profession. This relationship is evaluative, extending over time, and has the simultaneous purposes of enhancing the professional functioning of the junior member(s), monitoring the quality of professional services offered to the clients (Bernard & Goodyear, 2004). Therefore, supervision stimulates, guides, improves, refreshes, encourages and oversees activities of certain members of an organization with the goal of strengthening worker performance and achieving organizational goals (Olise and Eberinwa, 2019).

Ifedili & Ifedili (2013) averred that supervision is required at all levels of management because when productivity is low, the supervisor is usually held accountable by the superiors hence the main reason for supervision is to use the human and non-human resources for the purpose of maintaining standard, quality and goal achievement. As an organization grows larger and more complex, a critical need develops for someone to be assigned specific supervisory responsibilities so that all work activities will be coordinated and directed towards accomplishing the goals of the organization. The size of the Nigerian public organization portends that with growth comes complexity and with complexity comes the need for competent and effective supervision.

According to Roberson (2008), when an organization has poor supervision, there is not enough responsibility for taking action for the prevention of problems, mistakes, accidents, and injuries. Poor supervision removes a very important part of the employee support process, eliminating the opportunity for reference, learning, and safety. Tracey (2000) also confirms that poor supervision opens the door for unethical behaviours within an organization. With poor supervision, employees commonly feel that their work is not valued by the organization, and loyalty is difficult to form. Without loyalty, employees are more

likely to deviate from acceptable organizational operational practices. Such activities can include theft, decreased employee effort, using equipment without authorization, and falsifying documents, among other things. However, on the contrary, poor supervision does not only mean that there is not enough supervision; it can also be the exact opposite – too much supervision. When employees feel as though they are being too heavily policed, they get the feeling that the organization does not trust or respect them. This increases tension in the workplace and decreases overall employee morale (Zivnuska, 2007).

However, scholars and theorist have identified some of the remote advantages of supervision: They help the organization to increase production by providing proper channel to the employees and guidance to achieve organizational goals; Retain employee; Nurture future leader; Implement effective leadership strategy; Better decision making. Meanwhile certain grey areas have being identified with supervision. They include: Position of the supervisor in supervision; Not enough authority in supervision; Labor union pressures in Supervision; Supervision is prone to criticism; Educational level of the supervisor (Dubey 2023).

Narrowing it down to the Nigerian Civil service Olise and Eberinwa, (2018) identified the inadequacy of supervisory personnel, lack of proper training of supervisory staff to carry out supervisory services, inadequate financial allocation needed to procure facilities for supervision, poor leadership style and resistance to change and innovation coupled with the supervisee's negative attitude to supervision. These challenges constitute serious constraints to supervision in an organization (Olise and Eberinwa, 2018).

Furthermore, Ogbonnaya (1997) hold the belief that **most supervisory staff are not exposed to democratic culture and thus adopt the old form of inspection**. They do not run open-door policy by way of involving employees in decision making especially when such decision affects them. These set of supervisors are resistant to innovations and prefer to preserve the

status quo and this threatens effectiveness in the organization. Unfortunately, some these set of supervisors practice abusive supervision. **Abusive supervision is one of the greatest challenges of supervision in the workplace.** This practice does not only affect the person at whom it is directed; it also affects the entire organization (Omisore, 2014). Another challenge to effective supervision for organizational effectiveness stems from **the social gap that exists between the supervisor and the supervisees,** which seem to be an imaginary gap **that socially separates** the supervisors and their employees. This gap stems from the fact that some supervisors see themselves and their positions as sacred and as such distance themselves from their subordinates both in principles and action. All these challenges pose a great danger to effective supervision that begets organizational effectiveness (cited in Olise and Eberinwa, 2018).

2.4 THEORETICAL FRAMEWORK

Social Exchange Theory

Social exchange theory, as postulated by Blau in 1964, provided a central premise for understanding employment relationship between organisations and their employees in terms of **social and economic exchange** (Snape & Redman, 2010). The **economic exchange deals with the performance of contractual obligations with no expectation of performance** beyond the expiration of the contractual terms, while **social exchange is governed by imperfectly specified terms and norms of reciprocity** (Snape & Redman, 2010). **Social exchange theory explains that relationship takes place between parties because interaction that is interdependent and contingent on the actions of another will generate a reciprocal return** (Blau, 1964).

Social exchange theory is an important conceptual paradigm for explaining workplace behaviour (Cropanzano & Mitchell, 2005), and, it has been mobilised in several studies to

explain the mechanisms underpinning the HCD effect on performance link (Boselie, 2010; Snape & Redman, 2010). Social exchange theory has been supported in the HCD-performance research based on the findings that HCD are important efforts that signal and communicate to employees that organisation is interested in their well-being, considers them as pivotal members and valued organisational assets, and commits to investing in them beyond short-term basis (Allen, Shore, & Griffeth, 2003; Boselie, 2010; Pare & Tremblay, 2007; Snape & Redman, 2010). Therefore, feelings of obligation may arise on the part of employees to reciprocate positive perception of their organisations in forms of exhibiting positive attitude and behavioural outcomes.

Social exchange theory is considered relevant in modelling the indirect relationships Hypothesised in this study because human capital development are events enacted by individual or agent of an organisation and if justly experienced by employees will create a feeling of obligation that will result to commitment, which in turn, lead to performance. That is positive experienced of implemented HCD efforts by civil servants will create a feeling of obligation to exhibit positive attitudinal outcome (commitment), which will in turn, enhance performance of in the Nigerian Civil Service

You are using quantitative analysis. Where is your hypotheses? It would be better if you show the theoretical model of your study here.

RESEARCH METHODOLOGY

The study employed both the primary and secondary source of data collection. Secondary sources were sourced from journals, books, internet sources, magazine and other published and unpublished materials. The secondary sources of data provides extensive bibliographic and contextual information that supported the primary source of data meaningfully. The primary data was sourced through the administration of questionnaire which was administered to employees of the Nigerian Civil Service. The study adopted a descriptive research design. Which involves a systematic collection, analysis and presentation of data on

the effect of Human Capital Development on employee's performance. It employed quantitative research which implies collection of data through questionnaire and interview. The study was conducted in Abuja. Employees were randomly selected on the basis of common interest. The study population are civil servant from three selected ministries (Ministry of science and technology, ministry of finance, ministry of sport and social development). A total of 214 respondents were identified and randomly selected as the population. The respondents were selected based on their sound knowledge of human capital development. The data collected were subjected to descriptive statistics. The descriptive statistics employed in this study are the use of mean and standard deviation to weigh the degree of response.

Why did you decide to use these 3 ministries? How are they distinct from others?

Not clear on this. You must elaborate your selection criteria. And with selection criteria, you cannot say random selection any more.

Are you trying to prove the relationships of variables in HCD and Performance. If so descriptive statistic may not be the right method.

Data Analysis and Interpretation

Data were analyzed and presented based on the following research variables service accountability, effective employee's supervision and leadership, collaboration and team spirit, employee's professionalism.

Table One

Table one shows data on Effect Human Capital Development and Service Accountability. Six items were selected and considered in examining the impact. They include; HCD promotes accountability that help to reduce media error and bias, HCD builds accountability help employees of Nigeria Civil Service to be better prepared for task, HCD provides accountability that builds operational excellence, HCD leads to accountability that builds clients trust in the Nigerian Civil Service, HCD help staff to accept responsibility for action, HCD leads to better result in the long run.

Very vague. Need clearer explanation of the variables in HCD and its relationship. This will be clearly solved by the statements of hypotheses.

In this chapter, you don't need to show the analysis of results. However, you had included it in your Table 1. You should include it the Data Collection and Analysis section, not under the methodology section.

You did not mentioned how you are going to measure of service accountability (SA) or any other variables. What kind of measuring scales when you designed your questionnaire, etc.

Table 1. Effect Human Capital Development and Service Accountability.

What are these variables?

S/N	ITEMS	SA %	A %	UD %	D %	SD %	TOTAL
1	HCD promotes accountability which helps to reduce media error and bias in the Nigeria Civil Service	155(72.4)	45(21.0)	9(4.2)	5(2.3)		214/100
2	HCD builds accountability that help employees of Nigeria Civil Service to be better prepared for task	180 (84.1)	10(4.6)	4(1.8)	5(2.3)	10(4.6)	214/100
3	HCD provides accountability that builds operational excellence in the Nigeria Civil Service	175(81.7)	10(4.6)	5(2.3)	9(4.2)	5(2.3)	214/100
4	HCD leads to accountability that builds clients trust in the Nigeria Civil Service	158(73.8)	40(18.6)	4(1.8)	5(2.3)		214/100
5	HCD help staff to accept responsibility for action	157(73.3)	39(18.2)	9(4.2)	9(4.2)		214/100
6	HCD provides accountability that yields better result in the Nigerian civil service	110(51.4)	90(42.0)	6(2.8)	5(2.3)	4(1.8)	214/100

Source, Fieldwork; 2023

I recommend you to use regression analysis, instead of descriptive statistics and prove your hypotheses.

In item 1, 155 respondents, representing 72.4% strongly agreed that HCD promotes accountability which help to reduce media error and bias in the Nigeria Civil Service, 45 respondents representing 21.0% agreed that HCD promotes accountability which help to reduce media error and bias in the Nigeria Civil Service, 9 respondents, representing 4.2% were unsure that HCD promotes accountability which help to reduce media error and bias in the Nigeria Civil Service. While 5 respondents, representing 2.3% disagreed that HCD promotes accountability which help to reduce media error and bias in the Nigeria Civil

Service. From these responses it can be deduced that a total 200 respondents, representing 93.5% agreed, while a total of 5 respondents, representing 2.3% disagreed. Thus, the conclusion can be drawn that HCD have helped in reducing media error and bias in Nigeria Civil Service.

In item 2, 180 respondents, representing 84.6% strongly agreed that HCD builds accountability that help employees of Nigeria Civil Service to be better prepared for task, 10 respondents, representing 4.6% agreed that HCD builds accountability that help employees of Nigeria Civil Service to be better prepared for task, 4 respondents, representing 1.8% were doubtful that HCD builds accountability that help employees of Nigeria Civil Service to be better prepared for task. Whereas 5 respondents, representing 2.3% disagreed that HCD builds accountability that help employees of Nigeria Civil Service to be better prepared for task, 10 respondents, representing 4.6% strongly disagreed that HCD builds accountability that help employees of Nigeria Civil Service to be better prepared for task. From these responses it can be deduced that a total 190 respondents, representing 88.7% agreed while a total of 15 respondents, representing 7% disagreed. Thus, the conclusion can be drawn that HCD helps employees to be better prepared for task.

In item 3, 175 respondents, representing 81.7% strongly agreed that HCD provides accountability that builds operational excellence in the Nigeria Civil Service, 10 respondents representing 4.6% agreed that HCD provides accountability that builds operational excellence in the Nigeria Civil Service, 5 respondents, representing 2.3% were doubtful that HCD provides accountability that builds operational excellence in the Nigeria Civil Service. 9 respondents representing 4.2% disagreed that HCD provides accountability that builds operational excellence in the Nigeria Civil Service, 5 respondents, representing 2.3% strongly disagreed that HCD provides accountability that builds operational excellence in the Nigeria Civil Service. From these responses it can be deduced that a total 185 respondents,

representing 86.4% agreed while a total of 14 respondents, representing 6.5% disagreed. Thus, the conclusion can be drawn that HCD provides accountability that builds operational excellence in the Nigeria Civil Service.

In item 4, 158 respondents representing 73.8% strongly agreed that HCD leads to accountability that builds clients trust in the Nigeria Civil Service, 40 respondents, representing 18.6% agreed that HCD leads to accountability that builds clients trust in the Nigeria Civil Service. While 4 respondents representing 1.8% disagreed that accountability builds clients trust in the services if the Nigeria Civil Service, 5 respondents representing 5% strongly disagreed that HCD leads to accountability that builds clients trust in the Nigeria Civil Service. From these responses it can be deduced that a total 198 respondents, representing 92.5% agreed while a total of 9 respondents, representing 4.2% disagreed. Thus, the conclusion can be drawn that HCD leads to accountability that builds clients trust in the Nigeria Civil Service.

In item 5, 157 respondents, representing 73.3% strongly agreed that HCD help staff to accept responsibility for action, 39 respondents representing 18.2% agreed that HCD help staff to accept responsibility for action. While, 9 respondents representing 4.2% disagreed that HCD help staff to accept responsibility for action, 9 respondents representing 4.2% strongly disagreed that HCD help staff to accept responsibility for action. From these responses it can be concluded that a total 196 respondents, representing 91.5% agreed while a total of 14 respondents, representing 8.4% disagreed. This suggest HCD help staff to accept responsibility for action.

In item 6, 110 respondents representing 51.4% strongly agreed and 90 respondents representing 42.0% agreed that HCD provides accountability that yields better result in the Nigerian civil service, 6 respondents, representing 2.8% were doubtful that HCD provides accountability that yields better result in the Nigerian civil service while 5 respondents

representing 2.3% strongly disagreed that HCD provides accountability that yields better result in the Nigerian civil service, 4 respondents, representing 1.8% disagreed that HCD provides accountability that yields better result in the Nigerian civil service. From these responses it can be deduced that a total 180 respondents, representing 84.1% agreed, while a total of 9 respondents, representing 4.2% disagreed. This suggest that HCD provides accountability that yields better result in the Nigerian civil service. Therefore, on the role of Human Capital Development on Service Accountability in Nigeria Civil Service. Result shows that Human Capital Development led to Service Accountability. As such greater human capital development in terms of training, workshop, seminar and conferences should be encouraged.

Table Two

Of how HCD impacts the effectiveness of leadership.

Table two show data on **impact of Human Capital Development on Effective employee's Supervision and Leadership**. Seven items were selected and considered in examining the impact. They include; HCD help staff to accept responsibility, Supervision equip staff with the needed tools to carry out their task, effective supervision, Employees reluctance impede supervision, Employees belief in set examples from superiors rather than supervision, Supervision leads to effective performance of task, Failure of supervision leads to negative outcome.

Table 2. The impact of Human Capital Development on Effective employee's Supervision and Leadership.

S/N	STATEMENT	SA%	A%	UD%	D%	SD%	TOTAL
1	HCD promotes supervision that help staff to accept responsibility	185(86.4)	14(6.5)	6(2.8)	5(2.3)	4(1.8)	214/100
2	HCD provides Supervision that equip staff with	105(49.0)	94(43.9)	5(2.3)	6(2.8)	4(1.8)	214/100

	the needed tools to carry out their task						
3	There is effective supervision in the Nigeria Civil Service	103(48.1)	96(44.8)	4(1.8)	5(2.3)	6(2.8)	214/100
4	Employees belief in set examples from superiors rather than supervision	109(50.9)	90(42.0)	4(1.8)	5(2.3)	6(2.8)	214/100
5	Supervision leads to effective performance of task	167(78.0)	18(8.4)	8(3.7)	11(5.1)	10(4.6)	214/100
6	Failure of supervision leads to negative outcome	177(82.0)	22(10.2)	4(1.8)	6(2.8)	5(2.3)	214/100

Source, Fieldwork: 2023

In item 1, 185 respondents, representing 86.4% strongly agreed that HCD promotes supervision that help staff to accept responsibility, 14 respondents, representing 6.5% agreed that HCD promotes supervision that help staff to accept responsibility. 6 respondents, representing 2.8% were doubtful that HCD promotes supervision that help staff to accept responsibility, while 5 respondents, representing 2.3%, disagreed that HCD promotes supervision that help staff to accept responsibility, 4 respondents, representing and 1.8% respondents, disagreed that HCD promotes supervision that help staff to accept responsibility. From these responses it can be deduced that a total 199 respondents, representing 92.9% agreed, while a total of 9 respondents, representing 4.2% disagreed. Thus, this suggest that HCD promotes supervision that help staff to accept responsibility.

In item, 2, 105 respondents, representing 49.0% strongly agreed that HCD promotes Supervision that equip staff with the needed tools to carry out their task. 94 respondents, representing 43.9% agreed that HCD promotes Supervision that equip staff with the needed tools to carry out their task, 5 respondents, representing 2.3% were unsure that HCD

promotes Supervision that equip staff with the needed tools to carry out their task. Whereas 5 respondents, representing 2.3% disagreed that HCD promotes Supervision that equip staff with the needed tools to carry out their task, 6 respondents, representing 2.8%, disagreed that HCD promotes Supervision that equip staff with the needed tools to carry out their task, 4 respondents, representing 1.8% strongly disagreed that HCD promotes Supervision that equip staff with the needed tools to carry out their task. From these responses it can be concluded that a total 199 respondents, representing 92.9% agreed with the statement, while a total of 10 respondents, representing 4.6% disagreed the statement. Thus, this suggest that HCD promotes Supervision that equip staff with the needed tools to carry out their task.

In item 3, 103 respondents, representing 48.1% strongly agreed that there is effective supervision in the Nigeria Civil Service, 96 respondents representing 43.9% agreed that there is effective supervision in the Nigeria Civil Service. 4 respondents, representing 1.8% were doubtful about effective supervision in the Nigeria Civil Service. 5 respondents, representing 2.3% disagreed that there is effective supervision in the Nigeria Civil Service, 6 respondents representing 2.8% strongly disagreed that there is effective supervision the Nigeria Civil Service. From these responses it can be deduced that a total 199 respondents, representing 92.9% agreed with this statement, while a total of 11 respondents, representing 5.1% disagreed with the statement. Thus, the conclusion can be drawn that supervision is effective in the Nigeria Civil Service.

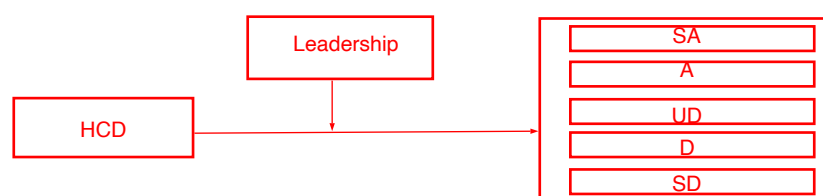
In item 4, 109 respondents, representing 50.9% strongly agreed that Employees belief in set examples from superiors rather than supervision, 90 respondents representing 42.0% agreed that Employees belief in set examples from superiors rather than supervision. 4 respondents, representing 1.8% were unsure if employees belief in set examples from superiors rather than supervision. 5 respondents, representing 2.3% disagreed that Employees belief in set examples from superiors rather than supervision, 6 respondents

representing 2.8% strongly disagreed that Employees belief in set examples from superiors rather than supervision. From these responses it can be deduced that a total 199 respondents, representing 92.9% agreed, while a total of 11 respondents, representing 5.1% disagreed. Thus, the conclusion can be drawn that employee’s belief in set examples from superiors rather than supervision.

In item 5, 167 respondents representing 78.0% strongly agreed that supervision leads to effective performance of task, 18 respondents representing 8.4% agreed that supervision leads to effective performance of task. 8 respondents, representing 3.7% were undecided that supervision leads to effective performance of task, 11 respondents, representing 5.1% disagreed that supervision leads to effective performance of task, 10 respondents, representing 4.6% strongly disagreed that supervision leads to effective performance of task. From these responses it can be deduced that a total 185 respondents, representing 86.4% agreed, while a total of 21 respondents, representing 9.8% disagreed. Thus, the conclusion can be drawn that supervision leads to effective performance of task.

In item 6, 177 respondents representing 82.0% strongly agreed that failure of supervision leads to negative outcome and 18 respondents representing 8.4% agreed that failure of supervision leads to negative outcome. 22 respondents, representing 10.2% were undecided that failure of supervision leads to negative outcome, 4 respondents, representing 1.8% disagreed that failure of supervision leads to negative outcome, 6 respondents, representing 1.8% disagreed and 5 respondents, representing 2.3% strongly disagreed that Failure of supervision leads to negative outcome. From these responses it can be deduced that a total 195 respondents, representing 91.1% agreed with the statement, while a total of 11 respondents, representing 5.1% disagreed with the statement. Thus the conclusion can be drawn that failure of supervision leads to negative outcome.

To my understanding, you have independent variables, HCD and Leadership. Leadership is the mediating variable that makes HCD happen. The performance are measured by SA, A, UD, D, and SD. Your theoretical model should look like:



4.2 DISCUSSION OF FINDINGS

Research **hypothesis one** revealed that **there is a significant relationship between human capital developments on service accountability** in the Nigeria Civil Service, Abuja.

You may use the abbreviation of HCD here.

The consequence of this result is that an increase in human capital development enhances employee's service accountability, which in turn, leads to performance of governmental agencies and development of the society. **The findings of study is in consonance with those of Odugbemi, (2008), Ejere, (2012) and Kwagha (2014)** What is your contribution here? Your work has been proven before. were they opined that accountability is a recurring phenomenon in the Nigerian civil service and has a strong linkage with performance. They listed accountability issues to include red tapism, waste of human material resources, corruption, neglect or the unwarranted exercise of power, with the motive of gain some unnecessary advantage.

Hypothesis two shows that **there is significant relationship between human capital development on effective employee's supervision and leadership** in Nigeria Civil Service.

According to Roberson (2008), when an organization has poor supervision, there is not enough responsibility for taking action for the prevention of problems, mistakes, accidents, and injuries. Poor supervision removes a very important part of the employee support process, eliminating the opportunity for reference, learning, and safety. Tracey (2000) also confirms that poor supervision opens the door for unethical behaviours within an organization. With poor supervision, employees commonly feel that their work is not valued by the organization, and loyalty is difficult to form. Without loyalty, employees are more likely to deviate from acceptable organizational operational practices. Such activities can include theft, decreased employee effort, using equipment without authorization, and falsifying documents, among other things. The adverse of effect of poor supervision led to poor performance. In the Federal Radio Corporation Nigeria supervision has being a

problematic issues, just like most public sector organisations. Outlining the challenges of supervision in most public organisations Olise and Eberinwa, nd identified factors like: inadequacy of supervisory personnel, lack of proper training of supervisory staff to carry out supervisory services, inadequate financial allocation needed to procure facilities for supervision, poor leadership style and resistance to change and innovation coupled with the supervisee's negative attitude to supervision.

Conclusion

Organisations do not perform; rather the people perform to the attainment of desired Organisational goals. To this end, this study investigated human capital development on employee's performance in the Nigeria Civil Service. The researcher therefore draw conclusions based on the findings of the study and presented as follows: Human capital development is decomposed into four areas formed the hypotheses that addressed the first, second, third and fourth objectives of this study. In regards to the first objective, the descriptive analysis confirmed the human capital development impacts on service accountability, and the test of direct hypothesis of the relationship between human capital development and performance of employees of the Nigeria Civil Service was found to be statistically significant in a Nigeria's context. In relation to the second objective, the descriptive analysis revealed the effect of human capital development on effective employee's supervision and leadership in Nigeria Civil Service and the test of hypothesis of direct relationship between human capital developments on effective employee's supervision in Nigeria Civil Service was found to be statistically significant.

RECOMMENDATIONS

The findings of this study contain some important policy implications that can be drawn for effective and efficient management of Human Capital in the Nigeria Civil Service.

The policy implications can also be generalised in other public sector organisations in Nigeria. The Policy implications are presented in respect to each of the objectives stated in this study.

In order to sustain and improve the current spate of performance in the Nigeria Civil Service, the HR department should develop policies that helps to provide a clear sense of what is expected of employees. When employees have a transparent insight into what is expected of them, and are made aware of the repercussions should they fall short of these expectations, the entire work force is kept on the right track. Again, another key strategy for implementing a culture of accountability in the Nigeria Civil Service is setting clear and measurable goals for service delivery. This involves identifying specific, quantifiable targets they can work towards, such as reducing wait times for services or increasing citizen satisfaction with services. By setting clear and measurable goals, the management of the Nigeria Civil Service can hold themselves accountable for achieving targets and can track their progress over time.

Based on the findings, attention needs to be more accentuated towards providing employees with the tools and training they need to do their jobs. Providing these needed tool will lead to effective service delivery, simplify and also improve supervision in the Nigerian Civil Service.

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