

EFFECT OF HUMAN CAPITAL DEVELOPMENT ON EMPLOYEES' 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 investigates the effect of human capital development on effective employee's supervision and leadership. The study adopted survey research design in which questionnaire was used as the research instrument for data collection from the respondents in the study. In addition, secondary sources, such as books, journals and official reports were used for data collection. A sample of 214 staff of the Nigeria Civil Service, Abuja were selected using simple random sampling. The study used descriptive statistics 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, while findings revealed that there was a significant relationship between human capital development and leadership supervision. Meanwhile the study recommended the setting up of clear and measurable goals for service delivery. The study also recommended providing employees with the tools and training they need to do their jobs.

Keywords: Human capital, Human capital development, performance, NIGERIA CIVIL SERVICE

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 the potential to influence economic growth at different levels. Expanding the theory concerning 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 institutions 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 a 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 includes implementing the policies and programmes of the government.

The Nigeria Civil Service has not attained optimum efficiency due to its lacklustre performance, through, 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), the 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 a plethora of academic literature, the development of an 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 a 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

from a 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 were 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 that is labour-intensive in operation, the effective utilisation of human resources can therefore be achieved via investment in HCD interventions, like training, workshops, conferences, seminars and dialogues that enhance employee ability, motivation, and opportunities to perform to gain competitive advantage (Naankiel, Christopher, &Olofu, 2012; Van der Spuy&Röntsche, 2008). As the debate and discussion continue among scholars on HCD systems with an emphasis on the 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 of human capital development on employees performance in the context of Nigeria Civil Service Abuja.

1.3 OBJECTIVES OF THE STUDY

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

1. 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 a plethora of scholarly attention. This might be because Human Capital Development is a concept synonymous to social progress and societal transformation. Scholarly postulations, revealed that only a highly literate society witnesses 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 dimensions he has conveyed. He stated that the term "human capital" is a key element in improving a firm's assets and employees to increase productivity as well as sustain competitive advantage. He also explained that it refers 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 theorists 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 that incorporate creativity and innovativeness. This is essentially important for their long-term sustainability (Rastogi, 2000; OECD, 2001 in Marimuthu, 2009). It has been proven widely that studies on human capital have implications on firm performance, thereby ensuring greater competitiveness. Meanwhile, there is a significant relationship between innovativeness and firm performance under the human capital philosophy (Agarwala, 2003; Guthrie et al., 2002; Lumpkin & Dess, 2005).

Human Capital Development

Scholars and theorists have given different definitions of human capital development. While some of the definitions are closely related. Others are not so related but contain common elements 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 the “human capital development is building an appropriate balance and critical mass of human resource base and providing an enabling environment for all individuals to be fully engaged and contribute to national development efforts. It involves providing opportunities for all citizens to develop to their fullest potential through education, training and motivation as well as creating the enabling environment for everyone to participate fully in National development”.

“Any effort to increase human knowledge, enhance skills and productivity and stimulate the 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).

REVIEW OF RELATED LITERATURES

Human Capital Development and Service Accountability

Scholars and advocates have unanimously held that “Public accountability means that the 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). 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, and 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 wastage or theft and that the 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 a figure of trustworthy, dutifulness, justice, clarity, and an 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 a 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 a recurring phenomenon in the Nigerian civil service; it has become a culture of the service! The manifestations of problems of accountability include corruption, 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, 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 occurs 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 which 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 lead 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 overemphasised. 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. Scholars have argued that this might be unconnected to the unproductive nature of the Nigerian economy which has resulted in a 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 overwhelmingly affect efficiency, effectiveness, and productivity in the Nigerian civil service. The service, therefore, needs to properly undergo a surgical operation rather than the usual palliative measures as a solution to the centre (Bello, 2019).

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 that are supposed to make civil servants or public officials responsible for their actions and inactions. It is supposed to make the 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 because 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 make governments and sometimes even end up usurping governmental power. The need therefore arises, given the foregoing, to have ways of controlling the civil servants to minimize individual misbehaviour, group aggrandisement and excessive use of power.

Human Capital Development Effective Employee's Supervision and Leadership.

“Supervision is the process of directing, helping, guiding and stimulating growth in subordinates 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 the work effectiveness of individuals and groups. 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), and 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 to strengthen worker performance and achieve 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 theorists have identified some of the remote advantages of supervision: They help the organization to increase production by providing proper channels to the employees and guidance to achieve organizational goals; Retain employees; Nurture future leaders; Implement effective leadership strategy; Better decision making. Meanwhile, certain grey areas have been identified with supervision. They include the 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) holds 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 making especially when such a decision affects them. These sets of supervisors are resistant to innovations and prefer to preserve the status quo and this threatens effectiveness in the organization”. “Unfortunately, some of these 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 seems 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” (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 relationships between organisations and their employees in terms of social and economic exchange” (Snape& Redman, 2010). “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 relationships take 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 the 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 perceptions of their organisations in the 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 is events enacted by an individual or agent of an organisation and if justly experienced by employees will create a feeling of obligation that will result in commitment, which in turn, lead to performance. That is positive experience 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

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 provide extensive bibliographic and contextual information that supported the primary source of data meaningfully. The primary data was sourced through the administration of a 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 servants from three selected ministries (Ministry of science and technology, ministry of finance, ministry of sports 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.

Data Analysis and Interpretation

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

Table 1. Effect of Human Capital Development on Service Accountability.

S/N	ITEMS	SA %	A %	UD %	D %	SD %	TOTAL
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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

In **item one, 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 helps to reduce** media error and bias in the Nigeria Civil Service. From these responses, it can be deduced that a **total of 200** respondents, representing 93.5% agreed, while a total of 5 respondents, representing 2.3% disagreed. Thus, the

conclusion can be drawn that HCD has helped in reducing media error and bias in Nigeria's Civil Service.

In item two, 180 respondents, representing 84.6% strongly agreed that HCD builds accountability that helps employees of Nigeria Civil Service to be better prepared for the task, 10 respondents, representing 4.6% agreed that HCD builds accountability that helps employees of Nigeria Civil Service to be better prepared for the task, 4 respondents, representing 1.8% were doubtful that HCD builds accountability that help employees of Nigeria Civil Service to be better prepared for the task. Whereas 5 respondents, representing 2.3% disagreed that HCD builds accountability that helps employees of Nigeria Civil Service to be better prepared for the task, 10 respondents, representing 4.6% strongly disagreed that HCD builds accountability that helps 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 tasks.

In item three, 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 four, 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 of 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 five , 157 respondents**, representing 73.3% strongly agreed that HCD **helps staff to** accept responsibility for action, 39 respondents representing 18.2% agreed that **HCD helps staff to** accept responsibility for action. While, 9 respondents representing 4.2% disagreed that **HCD helped staff to accept responsibility** for action, 9 respondents representing 4.2% strongly disagreed that **HCD helped 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 suggests HCD helps staff to accept** responsibility for action.

In **item six ,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 of 180 respondents, representing 84.1% agreed, while a total of 9 respondents, representing 4.2% disagreed. This suggests that HCD provides accountability that yields better results 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 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 the needed tools to carry out their task	105(49.0)	94(43.9)	5(2.3)	6(2.8)	4(1.8)	214/100
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	177(82.0)	22(10.2)	4(1.8)	6(2.8)	5(2.3)	214/100

to negative)
outcome

Source, Fieldwork: 2023

In item one , 185 respondents, representing 86.4% strongly agreed that HCD promotes supervision that helps staff to accept responsibility, 14 respondents, representing 6.5% agreed that HCD promotes supervision that helps staff to accept responsibility. 6 respondents, representing 2.8%, were doubtful that HCD promotes supervision that helps staff to accept responsibility, while 5 respondents, representing 2.3%, disagreed that HCD promotes supervision that helps staff to accept responsibility, 4 respondents, representing 1.8% respondents, disagreed that HCD promotes supervision that helps 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 suggests that HCD promotes supervision that helps staff to accept responsibility.

In item two, 105 respondents, representing 49.0% strongly agreed that HCD promotes Supervision that equips 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 with the statement. Thus, this suggests that HCD promotes Supervision that equips staff with the needed tools to carry out their task.

In item three , 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 in 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 four , 109 respondents, representing 50.9% strongly agreed that Employees believe in set examples from superiors rather than supervision, 90 respondents representing 42.0% agreed that Employees believe in set examples from superiors rather than supervision. 4 respondents, representing 1.8%, were unsure if employees believe in set examples from superiors rather than supervision. 5 respondents, representing 2.3% disagreed that Employees believe in set examples from superiors rather than supervision, 6 respondents representing 2.8% strongly disagreed that Employees believe 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 from the employee's belief in set examples from superiors rather than supervision.

In item five, 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 **tasks**.

In **item six, 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 outcomes**.

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. 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) 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 **gaining some** unnecessary advantage.

Hypothesis two shows that **there is a 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 effects of poor** supervision led to poor performance. In the Federal Radio Corporation Nigeria **supervision has been** a **problematic issue, 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, human capital development impacts on service accountability, as evident in the test of direct hypothesis of the relationship between human capital development and performance of employees of the Nigeria Civil Service which was found to be statistically significant in Nigeria's context. To this end, 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 HR department should develop policies that help 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 workforce 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.

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

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