

The Bravo Of Human Capital Development And Employee Productivity In The Ministry Of Information, Awka (2015-2018)

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Abstract: *The role played by human capital development cannot be over emphasized as many come to recognized that training offers a way to developing skill, enhancing productivity, guaranteeing of work and building workers loyalty to the organizations management. This research work focused on the imperative of Human Capital Development and Employee Productivity in the Ministry of Information, Awka (2015-2018). The main objective of the study is to examine the impact of human capital development and employee productivity. Specific objectives sought to find out if human capital development has increased workers commitment in achieving high productivity, examine the impacts of human capital development in ministry of information Awka and identify factors militating against human capital development on ministry of information Awka. Scientific management theory by Fredrick Taylor was adopted in this research. The research made use of survey design and data was sourced through primary and secondary data. The finding from this research shows that human capital and developments are positively significant to employee productivity. The research work recommend amongst others that the investment profile of the studied organization being tied to human capital development element like training and retraining (on the job and off the job) of her human capitals should not be undermined, More proactive performance management system should be adopted and Systematic training should be carried out in the ministry professionally.*

Keywords: Employee Productivity, Human Capital Development, Performance management system

Background to the Study

Human capital development is one of the most important requirements to ensure the sustenance and improvement of the economy. It is recognized as an agent of national development in all countries of the world which provides education and health service to people. It is considered one of the major ways of advancing the quality of human resources. Apart from being issues of social concern, it provides an economy with healthy trained human resources who are necessary for economic growth and development. Prior to the Second World War (1939-1945), academic discourse about the relationships between education and economy was insignificant. However, in recent times, there has been the growing recognition that the key to national development of any country lies with the quality of the human assets.

There is abundant of human and material resources in Africa, there is no doubt that her inability to utilize her abundant natural endowments into sustainable finished products is a human resource problem. The implication of this has been that of over reliance of foreign or overseas assistance and sustenance which in the new world economic order do not conjure an equal relationship. Ndioko (2012) stressed the need for management of human capital since it comprises men and women, young and old who engage in the production of goods and service and their output are greatest assets to the organization.

Back home here in Nigeria, there are abundant of natural resources but the only missing link has remained the acknowledgement of the right human potential to refocus and develop them thereby undiscovered the importance of manpower, Its development and subsequent utilization in her national economy. Lele (2015) attested that since the attainment of statehood on October 1, 1960, Nigeria has been concerned with the state of her inhabitant considering the fact that given like so many other African countries, a great majority of her population are rural dwellers. In its quantitative terms, its human capital development stands to represents the value or worth of its inhabitants. Osuji (2015) opined that this is why it is generally eluded to the fact that no organization can rise above the technical competence of its workforce.

However, the intended desire for the new found elevation of the human capital development is in no doubt to imbue it with the greater capacity to perform through reposition of the different sectors without undermining the personnel who are the forerunners of these sectors. Hence, the entire human resources development process should be recognized as an attempt at providing scope for acquisition of knowledge which enables the trainee to gain self improvement (Orewa, 2011).

To empower and develop the personnel, the government and the management must formulate, organize and coordinate human capital development aimed at equipping the workers on how to handle numerous tasks in their workforce, Hansen (2010). This is why most government and management have sought numerous techniques, approaches and procedures on how to enlighten and widen the knowledge of their personnel periodically for them to fit in especially to the rapid modern change of technology in 21st century.

The role played by human capital development cannot be over emphasized as many come to recognized that training offers a way to developing skill, enhancing productivity, guaranteeing of work and building workers loyalty to the organizations management. It is the heart of employee utilization, productivity, commitment, motivation and growth. Many employees have failed in

organizations because their need for training was not identified and provided for as an indispensable part of management function. Training is an act of the organizational effort aimed at helping an employee to acquire some basic skill required for the efficient execution of the activities functions. Development deals with the activities undertaken to expose an employee to perform additional duties and assume positions of importance in the organizational hierarchy. Employee productivity is a function of ability, will and situational factors.

Arcro and Aygeni (2012) posited that the post independence efforts to development of human capital development is been traced to Professor C.P Wille's survey of 1967 on the needs of the federal government commissioned of the then institute of administration in university of Ile-Ife, to carry out research on reason why there is lack of interest on the job among the staffs, negative attitude to work on government customers, low productivity, tardiness, excessive absenteeism rate, excessive complaints from public and insubordination. Whenever an organization started experiencing this, it simply means a call for human capital development.

This research work will therefore examine the subject matter with a view of showing its blue print in ministry of information Awka.

Research Questions

This study seeks to find answers to the following questions.

1. Does human capital development increase commitment of workers in achieving high productivity ministry of information, Awka?
2. Does human capital development impacted on ministry of information Awka ministry of information, Awka?
3. To what extent has factors militating against human capital development affects ministry of information Awka?

Clarifications:

The Concept of Human Capital Development

Human capital is term popularized by Gary Becker (1992) an economist from the university of Chicago and Jacob Mincer refers to it as a stock of knowledge, habits, social and personality, attributes including creativity, embodied in the ability to perform labour so as to perform labour so as to produce economic value.

Smith (2015) sees human capital development as the acquired and useful abilities of all the inhabitants or members of the society in the community. The acquisition of such talents, by the maintenance of the acquirer during his education, study, or apprenticeship, always costs a real expense, which is a capital fixed and realized. These talents make a part of his fortune, so do them likewise that of the society to which he belongs. The improved dexterity of a workman may be considered in the same light as a machine or instrument of trade which facilitates and abridges labor, and which, though it costs a certain expense, repays that expense with a profit.

The human capital of an organization consist of the human beings who work on the success of the business, according to Sullivan and Steven (2013), human capital development entails recruiting, supporting and investing in people through education, training, coaching, and mentoring internships, organizational development and human resource management. It includes the development and growth of people in organization and business so as to achieve organizations future success.

Healthfield (2011) sees human capital development as the framework helping in organizations skill, knowledge and ability which includes employee training and career development, performance management and development, coaching and mentoring, successful planning, key employee identification, tuition assistance and organization development.

Human capital development is also known as Human resource development and training and retaining of workers Arthur (2014). Its purposeful action is to undertake production efficiency. Loken, (2009) clearly captures this when he asserted that human resourced development in any sector of the economy whether public or private has one purpose which is improving the effectiveness of those manning the machinery of the social, cultural and economic development process. From the above asserted statement, Human Capital Development represent managerial, scientific, engineering, technical craftsmen and other skill which are employed or could be employed in creating, designing and developing organizations and in managing and operating procedures, Diejamaoh, (2018).

Human capital according to Mustapha, (2005) consists of knowledge, skills, dexterity and personality attributes that enable individual to perform a particular task in an attempt to produce goods and services that have economic value to the people. For effective and efficient human capital development must place concerted efforts in training its employee's to take abreast of its changing business environment for improved job performance in organization (Mustapha, 2005). The trend in technology and market economies however, emphasizes the need for organization to find ways of developing and mobilizing the intelligence, knowledge and creative potential of human capitals in an attempt to meet the demands of the environment. John, (2000) is of the opinion that human capital as a compendium of knowledge, abilities, and skill inherent in individual that emanates from natural endowment, formal education and training. Udu, (2014) opined that human capital development as the education, skill levels and problem-solving abilities individuals possessed that make them to be productive workers in the global economy. Human capital

development according to Stone, (2002) plays an indispensable role on employee job performance as it provides an institutional framework for skill acquisition necessary for operational efficiency. Therefore, the extent to which members of organization contribute in resource allocation, mobilization, and utilization to large extent depends on human capital development. No wonder, Hill, (2001) contends that human capital is increasingly an indispensable key factor in enhancing employee job performance in order to sustain competitive advantage giving the dynamic nature of business environment.

In the words of Herbison, (2012), Human Capital Development is the development potential of any organization which lies on its available human capital resources and marginally on her natural resources. Thus, human capital in any organization in quantitative terms stands to represent the value or worth of the organization. This is why it is generally eluded to the fact that no organization can rise above the technical competence of its workforce.

Osuji, (2015) opined that since it is the workforce are the machinery through which the will of the organization is achieved. Human capital development is the framework aimed at helping employees to develop their personal and organizational skills, knowledge and abilities (Obikeze, 2009). Hence for management to specialize the people in the organization Bratton and Gold, (2011) emphasized that employees of any organization are critical in achieving sustainable competitive advantage and as such they need to be integrated with the corporate strategy that will help organizational controllers to meet both efficiency and effectiveness. Torrington, Hall, and Taylor (2015) are of the view that series of activities which first enables working people and the organization to use their skill to agree about the objectives and nature of their working relationship and secondly, ensures that the agreement is fulfilled. Thus, there is need for an organization to get the right caliber of people through the process of training and retraining workers.

Hines, (2000) defines it as the combined knowledge, skills, innovativeness and its ability of the company's individual employees to meet the task at hand. It obviously includes intangibilities such as the organisational values, culture and philosophy. A logical deduction is that when an enterprise educates its employees, it increases its human capital. This does not mean that the company will have more control over its assets. Edvinsson, (2007) states in a free society that organisation cannot own only rent its human capital. Seviby (2008) argues that people should be seen as the "only true agents in business; all tangible physical products, assets as well as the intangible relations, are results of human action and depend ultimately on people for their continued existence.

Ahangar (2011) said that human capital is recognized as the largest and the most important intangible asset in an organization which ultimately provides the goods and/or services that customers require or the solutions to their problems". It includes the collective knowledge, competency, experience, skills and talents of people within an organization. It also includes an organization's creative capacity and its ability to be innovative. Although investment in human capital is growing, there is still no standard measure of its effectiveness in companies' balance sheets. Structural capital is the supportive infrastructure for human capital. It is the capital which remains in the factory or office when the employees leave at the end of the day. It includes organizational ability, processes, data and patents. Unlike human capital, it is company's property and can be traded, reproduced and shared by, and within, the organization (Ahangar, 2011). Relational capital is a company's relationship with its customers and with its network of suppliers, strategic partners and shareholders. These elements of intellectual capital (IC) are summarized in the definition of CIMA (2001) IC is the possession of knowledge and experience, professional knowledge and skill, good relationships, and technological capacities, which when applied will give organizations competitive advantage.

Human capital is one of the important variables in the study of intellectual capital. It is the dimension of intellectual capital which deals with the human knowledge and its experience, which is based on other elements and which will influence a firm's value by affecting the other elements. Employee knowledge and capabilities are the important sources of innovation (Van Buren, 2008; Wang, 2005). It can be argued that human capital closely influences innovation capital. Employees are needed to carry out the internal process of a firm. Employees are also required to perform all customer services. By providing quality of service while implementing internal processes, the capability of employees would affect process efficiency and customer satisfaction (Wang, 2005).

According to Wang and Chang, (2005) human capital affects business productivity through innovation capital, process capital and customer capital. According to Skandia's model, the hidden factor of human and structural capital is a mixture of intellectual capital added together. On the other hand, human capital is explained as the combination of innovation capital, process capital and customer capital. Human capital is the ability of company's individual employees to meet the task at hand (Bhatt, 2005). Overall, while there is no shortage of claims that human capital is linked to organizational productivity, there has been scant empirical examination of this linkage in the banking sector in Nigeria. On the basis of extant studies reviewed above, which suggest that human capital influences organizational productivity, it is possible to propose that: Human Capital consists of the skills, competencies and abilities of individual and group (Stewart, 1997). Boujelbene and Affes (2013) interpret human capital as "employee values creating potential depicted in the knowledge competencies, skills, experiences, abilities and talent of firms employees and managers. Human capital captures knowledge, professional skill, experience and innovativeness of employees within an organization.

According to Rastogi (2000) as cited by Stiles and Klvisaechana (2008) the concept and perspective of human capital stems from the fact that "there is no substitute for knowledge and learning, creativity and innovation, competences and capabilities and that they need to be relentless pursued and focused on the firms environmental context and competitive logic. Nielson, Bkhl, Johansen, and Gormen (2006) submit that human resources capital is the core of IC components and they include skilled staff, knowledge

and management philosophy the company's' productivity has been affected. Wikipedia defines human capital as a way of defining and categorizing peoples' skills and abilities as used in employment and as they otherwise contribute to the economy. Schmidt (2004) defines human capital as a form of intangible assets that creates future economic value, which include the competencies of front-line employees and the organizational capabilities.

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Human capital is a broad concept encompassing many components but essentially describing the quality of the labour force. While some find the term human capital a limiting one, others such as Davenport (1999) suggest that identifying employees as human capital allows people to be more highly valued. Davenport proposes that this permits the model where employees are "investors in a business, paying in human capital and expecting a return on their investment". Simply stated, human capital means people. For the purposes of this study 'human capital' refers to the sustainability of people management systems which are likely to have an impact on the productivity of a firm. 'Sustainable' human resource management systems are those which are internally consistent, consistent with the firm's corporate strategy and consistent with the broader context in which the firm is operating.

Human capital simply means people employed in an organization or, as Ugbaja (2005) puts it: the men and women including boys and girls who are employed and are working to achieve the goals of the organization. This implies that human capital are the employees in an organization. This agrees with the view of Reckit (2004) where he states that the people working in an organization will be able to achieve its objective through its human capital. These include the managers, supervisors, accountants, internal auditors, operatives, secretaries, clerks among others.

According to Azika (2004) human resources constitute the most important asset of an organization. No organization ever functions without human resources or people employed to work in it. Besides, no organization functions effectively and efficiently without competent personnel working for it. Dada (2005) observes that the importance of human resources to an organization cannot be over emphasized. They are the only resourceful asset of an organization. They drive other resources of the organization towards organizational goals. This implies that other resources cannot function in the organization without being manipulated by human resources or capital it.

According to Dada (2005) human resources are an important asset that must be managed effectively so as to ensure its effective and efficient productivity of the organization. Human resources have unique characteristics. These include resourcefulness. According to Aimuwu (2004) these unique features underscores their importance in organizations growth. Organizational objectives such as profit maximization, large market share, and growth cannot be achieved without human beings who coordinate the activities of other resources in the organization.

However, to achieve human capital development in an organization training and development of employees, while training is concerned with the increasing knowledge and skills in doing particular job. Development is a long term programme that is not to meet anticipated changes and the needs of an organization as a whole (Lawal, 2011).

Human capital is of two dimensions; first it is the financial, physical capital which he said to be the tangible assets. The second is the knowledgeable capital which is the intangible assets, hence managing people is same as managing other physical assets. The organizations generate worth through the intangible assets or the intelligence in the employee. Human capital is the stash of knowledge, habits, social and personality attributes which consist of the creativities encircled in the capability to perform labor so as to produce more economic products or values. Human capital development is about training and the development of these potential capabilities of the human capital or the people. Human capital development is very crucial in order to have the maximum utilization of the manpower for the benefit and advantage of both the employees and the organization. Human resource development or human capitals changes the human capital inputs into outputs, the inputs are the people, the individuals, and the groups in the society or organizations. The transformation procedure or the development processes are the managerial subsystems of acquiring, developing, allocating, conserving, utilizing, improving and motivating the people or the employees. Human resource development is done through education, training and development to improve the intellectual, skills and the attitudes of individuals and groups in an organization". It also consists of factors like personal dignity and status, team work and group dynamics which gives their own opinions that employee performance as equal to job and income security, workplace health and safety.

There are numerous methods of training and developing employee in an organization. They are listed as thus;

Internship: This is a form of on the job training that combines job training with classroom instructions.

- a. Apprentice training: This provides for the job training experience by an employee under the guidance of a skilled and certified worker.
- b. Job Rotation: By rotating employees over a considerable period of time work on series of job will make them have diverse and broad variety of skill.
- c. Vestibule Training: This is an intermediate approach between on and off the job training.
- d. Behaviorally Experienced Training: Is a broad range of techniques in which trainees act samples of real business behaviour in order to get the practice of decision making.
- e. Classroom Oriented Methods: Through lectures and organization of conferences which entails discussion classes. This equips the employee with relevant information from which he receives from the instructor.

Other methods used in developing an employee are through coaching, assistant to position, job rotation of group training, special programmes and special projects.

Employee Productivity

Productivity is the measure of how well resources are brought together in an organization and utilized for accomplishing a set of results. Benton (2012) agrees that the higher productivity as would be the wish to any organization, the organization will be achieving its core objectives. Many other sides to it which must be constantly re-shaped to enable it happen and ensuring higher earning for workers, ultimate shorter hours of works and improvements in working and living conditions and strengthening the general economic foundations of workers. Employees are the backbone of every organization and as a business owner; it is your responsibility to keep your employees creative and motivated by having a strong corporate culture which will become one of the key ingredients to a company's success.

Nnadozie, (2012) agrees that the understanding of the concept productivity can better be appreciated from two perspectives which are the instrumental and economic perspective. The latter is associated with the attainment of goals by use of specified actions or means to adhere desired results while the former emphasis on ascertaining productivity based on computation of the relationship between input and output ratio which is evaluating and comparing the cost or value of organizational output which can be inform of money, skill, product or quality of service.

According to oxford dictionary Productivity is the rate at which a worker, a company or a country produces goods, and the amount produced, compared with how much time, work and money is needed to produce them. Productivity has two major components, technological change and manpower utilization. As technological change requires huge capital investment, organizations look for better manpower utilization to achieve increased productivity. With better human relations productivity can be increased. And there is no simple formula of getting the things done other than good human relations. Sometimes this can be stated that better relations can make an environment of productivity and that productivity if fairly and promptly rewarded, it makes very good human relations, which can work for a long time in the growth and success of the organization. Today, this is the time when there are two things, which are very common in businesses, first is rapid growth and expansion and second is stiff competition both require efficient and highly productive human resources. To expand the business one must have all the things concerned with human beings that vision, zeal to learn and do, result oriented approach and habit of continuous improvement. There is no line where we can say that the best of our productivity has come. The best is always still to come and employees and their management always work for the same. Employee productivity is a metric that is calculated based on the output on a project and the amount of time it takes. It can also be measured against a standard and the base of productivity for a group of workers who are doing similar work.

The Productivity is the driving force behind an organization's growth and profitability. Productivity is the relationship between output of goods and services of workers in the organization and input of resources, human and non-human, used in the production process. In other words, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity (Onah, 2010). Productivity has been defined as the measure of how resources are brought together in organization and utilization for accomplishment of a set result. It is reaching the highest level of productivity with the least expenditure of resources for the benefit of the organisation (Mali, 1978). According to Onah (2010), productivity is the relationship between output of goods and services and input of resources, human and non-human, used in the production process. In order words, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity. Thus, productivity can be applied at any level, whether for individuals, for work unit, for the organization.

Productivity is a measurement between input and outputs. Inputs are the amount of resources such as human resource, money, time, physical, technological and effort spent working in the organization, while output are the result. If the inputs are equivalent to the outputs, the worker is considered productive. When the employees are productive, they accomplish more in a given amount of time. In turn, efficiency saves their company money in time and labour. When employees are unproductive, they take longer time to complete projects, which cost employee's more money due to the time lost (Ikeanyibe, 2009).

The importance of higher productivity of the employees in public enterprise cannot be overemphasized, which include the following; Higher incomes and profit; Higher earnings; Increased supplies of both consumer and capital goods at lower costs and lower prices; Ultimate shorter hours of work and improvements in working and living conditions; Strengthening the general economic foundation of workers (Nwachukwu, 1988).

The existence of any organization is anchored on productivity and its importance cannot be overemphasized since it is the wish of every organization to be productive because productivity forms the cardinal essence for which every organization exist. To attain or increase productivity has led many organizations into constant reshuffling practice. This is in line with Simon (1957) when he rightly noted that “the issue of productivity has been instrumental to most repositioning exercises that go on from time to time in many organizations”. In fact productivity has often become the most central, contentious and analytical issues in all organizations both in the public and private sector.

Robert and Tybout (1997) opined that Productivity can be seen as the measure of the relationship between the quantity and quality of goods and services produced and the quantity of resources needed to produce them (that is, factors inputs as labour, capital and technology). Mali (1978) in attempting to come to terms with issue of productivity brought in the idea of produce. In this regard, he sees productivity as “the measure of how well resources are brought together in the organizations and utilized for accomplishing of a set of results. It is reaching the highest level of productivity with the least expenditure or resources. Regarding the above definition, productivity entails an effective integration of resources, physical and human to yield higher output.

However, increased productivity could result from reduction in the use of resources, reduction in cost use of better methods or improvement in factors of capabilities, particularly labour, put succinctly, productivity is measured by dividing value of output with the cost of input. It implies the attainment of predetermined goals or results with the list necessary expenditure of resources; hence productivity can be equated with efficiency sources. Nwachukwu (2006) agrees that higher productivity as would be the wish of many organizations can be achieved by ensuring higher earnings for workers, Ultimate shorter hours of work and improvements in working and living conditions and Strengthening the general economic foundation of workers.

Other factors that increase workers’ productivity are job involvement, job satisfaction, motivation, organizational and individual commitment, training and development of workers, promotion, recognition etc. Hence, the absence of the above in any organization either in the public or private sector results to low productivity which is detrimental to workers’ productivity.

Employee’s productivity is the act of increasing the workers output in the organization (Ram Raghavan, 2011). It is therefore pertinent to note that the issue of employee’s productivity or lack of it as the case maybe in the Nigeria public service can be better understood by looking at the internal dynamics of the service. Agu, (2002) opined that there is need for upwards motivational effort by the employers to the employees in order to increase their ability, skills and enhancement of their physiological drive.

Employee productivity is one element of IT productivity, the relationship between an organization's technology investments and its corresponding efficiency gains, or return on investment. Employee productivity (sometimes referred to as workforce productivity) is an assessment of the efficiency of a worker or group of workers.

Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work. Because much of the success of any organization relies upon the productivity of its workforce, employee productivity is an important consideration for businesses.

In other to achieve high output in the organization, there is need to ensure that it runs as smoothly as possible. This will increase productivity at all levels. The necessity for high levels of productivity is something no organization can ignore. It’s inevitable that certain factors will dampen productivity levels and motivation.

Benefits of Employee Productivity

- Benefits for other team members. If multiple people are working on a project and the tasks are split clearly and effectively, then the overall process will run more effectively. Furthermore, when everyone pulls their weight, work is shared equally and one team member isn’t left to do significantly more than the rest. This will improve team morale and make team members happier in their work. Thus, achieving the organizational objective
- Benefits for customers. If employees are productive, the quality of their work, and the time they take to complete it, will dramatically improve. This will then lead to greater customer service.
- Reduced costs for the organization. We all know the famous saying ‘time is money’, but what does it really mean? Well, if your employees complete their work in good time, this means they have more time to spend on other tasks. This increases output and therefore saves you money.
- Achieving goals. If the organizational workforce is productive and dedicated to their work, both the quality and quantity of their work will improve. This means a greater output and it will help the organization to achieve its result.

Employee productivity deals with the system consisting of three main elements organized in a linear sequence: Inputs, which include employee knowledge, skills and competencies, as well as other tangible and intangible resources. These help in evaluating the employee work inputs in the form of knowledge, skills, abilities and attitudes with the opinion that employee performance is capability based, rather than personality based. Organizations are however encouraged to identify the state of development of their present performance management practices. To map out their aspirations for changing these procedure of managing employee performance and also to think about the problems they face along the way. From the studies so far, it is noteworthy for

organizations to optimize employee performance. The organization according should be organized to do this. The organization needs to be responsive to the business context and the methods of attending to customers and their expectations. The organization should strike a balance between the characteristics needs of business they are in and what helps flourish the core traits of the employees output.

Human Capital Development and Workers' Commitment in Achieving High Productivity

The concept of Human capital has relatively more importance in labour-surplus countries. These countries are naturally endowed with more of labour due to high birth rate under the given climatic conditions (Mincer, 2010). The surplus labour in these countries is the human resource available in more abundance than the tangible capital resource. This human resource can be transformed into Human capital with effective inputs of education, health and moral values.

Rinderman (2008) believes that the transformation of raw human resource into highly productive human resource with these inputs is the process of human capital formation. The problem of scarcity of tangible capital in the labour surplus countries can be resolved by accelerating the rate of human capital formation with both private and public investment in education and health sectors of their National economies (Simkovic, 2013). The tangible financial capital is an effective instrument of promoting economic growth of the nation. The intangible human capital, on the other hand, is an instrument of promoting comprehensive development of the nation because human capital is directly related to human development, and when there is human development, the qualitative and quantitative progress of the nation is inevitable. This importance of human capital is explicit in the changed approach of comparative evaluation of economic development of different nations in the World economy.

The statistical indicator of estimating Human Development in each nation human development index is the combination of life expectancy index and educational index and Income Index, (Spencer, 2007). The Life expectancy index reveals the standard of health of the population in the country; education index reveals the educational standard and the literacy ratio of the population; and the income index reveals the standard of living of the population. If all these indices have the rising trend over a long period of time, it is reflected into rising trend in HDI.

Paolo (2012), the Human Capital is developed by health, education and quality of standard of living. Therefore, the components of HDI, Life Expectancy Index, Education Index and Income Index are directly related to Human Capital formation within the nation. HDI is indicator of positive correlation between human capital formation and economic development. If HDI increases, there is higher rate of human capital formation in response to higher standard of education and health. Similarly, if HDI increases, per capita income of the nation also increases (O'Sullivan and Sheffrin, 2003). Implicitly, HDI reveals that higher the human capital formation due to good standard of health and education, higher is the per capita income of the nation. This process of human development is the strong foundation of a continuous process of economic development of the nation for a long period of time. This significance of the concept of Human capital in generating long-term economic development of the nation cannot be neglected. It is expected that the Macroeconomic policies of all the nations are focused towards promotion of human development and subsequently economic development.

Human Capital is the backbone of Human Development and economic development in every nation. Mahroum (2007) suggested that at the macro-level, human capital management is about three key capacities, the capacity to develop talent, the capacity to deploy talent, and the capacity to draw talent from elsewhere. Collectively, these three capacities form the backbone of any country's human capital competitiveness. Recent U.S. research shows that geographic regions that invest in the human capital and economic advancement of immigrants who are already living in their jurisdictions help boost their short- and long-term economic growth. There is also strong evidence that organizations that possess and cultivate their human capital outperform other organizations lacking human capital (Crook, Todd, Combs, Woehr, and Ketchen, 2011).

Human Capital Development vis a' vis Ministry of Information, Awka.

Benton (1972) identified the following approaches to improving employee productivity:

- a. The Capacity for Collaboration: Ram Raghavan, (2011) opined that through collaboration of employee's by cordial corporation within them, they can exchange their skills and talent by educating each of themselves.
- b. Video Conferencing: This entails the usage of modern technologies i.e. tablets, smart phones and laptops. These gadgets provide productivity gains and lowered cost. It makes it easier for geographically dispersed employees to work together.
- c. Training and Retaining of Workers: An employee is more likely to be productive when they understand the nature of their job and what they are expected to execute. If they are giving a training to perform such task. Training gives employee confidence which will yield productivity.
- d. Incentive Approach: This entails issuing out incentives to employees. This will make them to improve more in the line of their duty, thereby increasing productivity.
- e. BYOD (bring your own device): this trend makes employees more productive. Because employees are working on devices that they own and are used to, they're likely to use them more often. The devices are mobile by definition, so whether an employee is taking notes in a meeting, reviewing documents during a commute or preparing the next day's agenda while watching television, he can accomplish more in a way that doesn't impact his personal time as significantly as it would if he had to work from a desktop computer.

- f. Cyber slacking: Simultaneously, however, constant connectivity and the rise of social networking have made it easier and more tempting for employees to waste time on the job. To prevent online time-wasting some organizations monitor employees or limit the sites they can access from the corporate network.
- g. Email processing: this consumes a significant portion of many employees' time, estimated to be about 30 percent of a lot of knowledge workers' jobs -- more if email is not efficiently handled. Effective email management practices can lessen email's negative impact on productivity. Such practices include limiting the number of email processing sessions each day and limiting the amount of time spent per session. Some also organizations limit the hours during which email is accessible on the corporate network. Email management is just one approach to limiting the number of interruptions an employee encounters in the run of a day

Factors Working Against Human Capital Development Nigeria

Human capital development is about investing in human resources. Human resources are must be the only resources that if not train and retrain for the optimal input in work place then there is bound to be problem which will result to low productivity . This is why a proper care must be taken when recruiting staff members in an organization, they must be those staff who meet the requirement and of proven integrity. Even after recruitment they should undergo consistent development program in the organization in order to remind relevant with the current reality of modern technology age. This is about investing in human resources. Human resources are the only resources that if not train and retrain for optimal input in work place then there is bound to be problem.

Every organization wish to be productive and public service sector is not an exceptional, there are some challenges which has impeded the woman capital development of its workers. Some of these challenges include according to Becker (2014) include:

- a. Corruption: This has eaten deep into the fabric of the nation's economy. Sometimes, the capital mapped out for the training of employees are been diverted for personal use.
- b. Employment Process: In Nigeria, some one that read environmental science is employed as an administrator. This has negative effect on the productive out of workers performance.
- c. Technology Advancement: The dynamic nature of the modern world technologies has posted as a challenge to employee's output on the organization as a result of the new advancement of technology in the modern age.
- d. Inability to Identify the Right Talent: Human capital management has become a critical issue across the right talent, training them and retaining them has become an uphill task.

Human capital development as a human resource management activity is typically in a most paradoxical position ministry of information Awka. With increasing profitability, they can afford to invest in training and development, while in turbulent times with low profitability; training budgets are the first saving targets. The problem associated with human capital development as those related to the bureaucracy, the socio-economic and technological environment of public administration in Nigeria, institutional framework and management education are inclusive. In that even though several governments review commissions have recommended the efficacy of public management training, the idea remains poor within and among the political society and civil servants. Be that as it may, the public management training programme in Nigeria has overtime, Besieged with inadequate financing and non-programming meaningfully.

Again, inabilities of the ministries to post administrator to job that are directly related to the area of their training. Ideally, training should be related to the job assignment after programme. There is also reluctance on the part of government to release many officers for training programmes. This is because training is expensive in terms of money and time involved in maintaining officers during their programmes. In the planning and implementation of government programmes, the level of their performance in the area can decrease considerable if many administrators are released at the same trime. Organizational politics at the root of this problem is the question of the extent to which the departments engaged in public administrative training within the local government system should be autonomous.

In terms of control of their funds, the recruitment of their staff, the development of their curricular and so on. It would appear that in any system, especially in the public organization, the deployment of human resource is ostentatiously guided by the desire to get the best out the staff inb order words the use of staff is apparently driven by the goal of effective use of manpower is serious problem confronting many organization in Nigeria.

Theory

The postulations in this work are in the scientific management theory by Fredrick Taylor an American Industrialist in 1911. He focuses on one best way managers can have a better labour control process and by so doing promoting efficiency and productivity in the organization. Thus, is because workers as at time engage in systematic soldering by intentionally working slowly believing that they will lose their work if their output is increase. From his finding, he postulated some principles which have been useful in management. These principles are;

- a. Management by intuition, system and standard

- b. Harmony rather than discord in group action
- c. Corporative behaviour rather than chaotic individualism
- d. Working for maximum output rather than restricted output.
- e. Development of all workers to the fullest extent

In order to drive home his argument, he formulated three basic components which are time and motion study since management do not know the time required to perform a practical function, wage and incentive system because employees work to make money, they will put more effort to work if they are paid extraordinary wage when they exceed the stipulated time and formal organization by decentralizing authority from general management and centralization of authority on foremen.

Scientific Management theory is a theory that emerged in the early 20th century Fredrick Taylor (1856-1915), an Engineer by training is the father of this theory though he was not that coined the name. The scientific management theory is that management is or can be a fairly exact science calling for inductive thinking based on hard facts to replace the rule of thumb approach in solving all organizational problems.

The concept "Scientific Management" was first used by Louis Brandis in 1910. The ideas that were later articulated into a body of theory by Taylor came from his experiences at his workplace in Midvale Steel Company in Philadelphia where he started working in 1878. Taylor was greatly concerned with how to ensure efficiency and productivity at the workplace. He held absence of standardization of tools and method of work as occasioning low productivity. He therefore believed that there is need to discover one best way method of doing work which would be efficient. He repudiated the existing system of rule of thumb where a worker decide for himself the tool to use to work and what methods to apply in the execution of the work. The worker was left to himself and the unplanned condition permeated the right efficient ones or not. He viewed this as being counterproductive and therefore theorized that the decisions relating to tools and procedure of work should rather be decided by the management adopted a scientific approach so as to arrive at the one best method of doing work.

Abba (2014) stated that succinctly that "Taylor conducted time and motion studies of employees in which he carefully broke down their activities into small repeatable steps and determined the best way for workers to do their jobs".

Taylor opined that management consist of laws enjoying universal applicability in all organizational. Thus, these laws can be applied to the management of churches, hospitals, hotels, schools, farm, our homes, e.t.c by opining that these law of managements that commanded universal applicability exist, Taylor perceived management as a true science where fixed rules and principles exist.

Prominent among the theorist are Fredrick W. Taylor, Frank Gilbert and Berand C. Thompson. Frank Wilson Taylor is often regarded as the father of scientific management. The work of these pioneers in scientific management was to increase output. The incentive play of Taylor at Bethlehem steel made the shaves to produce more. By the use of Gilbert's time and motion studies, brick layers saved time by reducing the number of motions and laying more bricks. Taylor aim was to improve productivity through procedures. He applied scientific methods to develop accurate measurements to determine what constitute a day's work for each operation. He developed a science for each operation to replace opinion and rule of thumb. He urge they establishment of standard through studying the job to find the best way of doing it and the shortest time required to do the job.

He designed a differential piece rate system based on two different rates of pay. For those who did less than expected output (standard) there was a low rate, for those who did standard or above, there was a higher rate.

He evolved three principles on how the greatest and most efficient production can occur. These are; give each worker a definite time and in a definite manner; select the right worker for the task and train him; motivate the worker to a higher level of performance by inventive method of payment.

Findings

From the analysis of the research statement, it was found out that human capital and developments are positively significant to employee productivity. It should be realized that employee performance will remain only a dream if adequate priority is not given to the human capital development since it set standards and sustain their operations through unique and classic services, training and retraining of their workforce and the use of consultant for their recommendations in recruitment of personnel. It is however discovered that unlimited errors occurrences and negligence's by the staff in line of duty, good strategic formation, training and job evaluation system should be properly supervised by the management for a better efficiency in the organization.

Conclusion

From the foregoing, we concluded that human capital development is a sine quo non in ensuring employee performance in Ministry of information Awka. This is evident on positive significant achieved from the test statistics of the hypotheses. The human capital development elements used in this study are training, employee educational level and experience level. It is discovered that these entire element are positively significant and enhances employee productivity.

The need for human capital development for sustainability and growth rises essentially from the detail that there are continuous changes in the organizational settings. The contenders of these changes makes it imperative for human capital to be continuously trained and retrained in order to meet up with such difficulties. Efficient human capital development ensures improved organizational performance through heightened productivity, efficient provision of services, improved competitiveness and

acquiring skills in ICT. Thus, efficient human capital development enhances productivity to a greater extent and impacts single handedly on sustainability and growth of the organizational growth.

Recommendations

It is a fact that the recent times many organizations have come to realize the role of human capital development programmes as a necessary tool to increase the employee performance. Based on the finding of the study, we therefore recommend that ministry of information Awka should ensure the following among others:

1. The investment profile of the studied organization being tied to human capital development element like training and retraining (on the job and off the job) of her human capitals should not be undermined. Also, recruitment of experienced employees and creation of policies that encourages human capital development including formal education should be part of their strategic plan. These will enhance employee performance in achieving organizational goals and objectives.
2. More proactive performance management system should be adopted. Staff development should be monitored on regular basis so as to know what strategies should be adopted or not. Specific information for employee performance appraisal which is used yearly in the Ministry should be done twice yearly to keep track of their performance. This assessment should provide clear understanding of the differences between recent and expected performance, identify the causes of the performance discrepancies and develop action plan to improve performance of the employee through training of development programmes.
3. Systematic training should be carried out in the ministry professionally. Identification of training needs should be done in conjunction with the line managements as well as individual plans. The ministry should see individual as human capital development as a continuous process for organizational development and survival. There should be a mutual relationship between the trainer and the trainee as well as a defined, coordinated and unbiased performance management system so that the target of the training will be achieved.

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