

Capacity Building Culture and Employee Efficacy in Table Water Firms in Bayelsa

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Abstract

The paper examined the empirical link between capacity building culture and employees efficacy in the private Table water firms in Bayelsa state. Cross-sectional survey research design was adopted. The populations for this study involve employees of selected private table water firms in Bayelsa State. The total population is ninety-six (96) employees of the studied Table Water firms in Bayelsa state. A closed-ended questionnaire used as instrument for data collection. Data collected was analysed descriptively using inferential statistics (Spearman Rank Correlational Coefficient) with the aid of SPSS. The study revealed that there is an empirical relationship between human capacity building and employees productivity in the private Table water firms in Bayelsa state. The study recommends that human resource managers should ensure that proper diagnosis, determination and assessment of human capital needs in the organization.

Keywords: *Capacity Building Culture, Employees' Efficacy*

Introduction

Organizations have to keep reinventing themselves to remain competitive and relevant (Chrisoplos, Christie, Bergman & Hauer, 2013). As such, capacity building offers organizations the opportunity to acquire or grow technical capacities and competencies necessary and essential for performance and organizational development. Capacity building is defined as the process of strengthening and developing skills, abilities, resources, and procedures that an organization needs to survive or remain competitive in a dynamic business world (Rugumamu, 2011). Capacity building is also defined as the process that aims to facilitate consolidate capacities or competencies of an individual, a group or an organization as

a way of allowing them to evolve and adapt to new or changing business environments so as to remain competitive (Dada, 2014).

Capacity building is referred as the development of knowledge, attitude, and skills of the workforce for enhancing the abilities to achieve the short-term and long-term goals on organizational as well as personal levels (Groot & van der Molen, 2000; Millar & Doherty, 2016). According to this, capacity building broadly covers the inabilities of all employees and develops the desirable skills and attitude, which enable them to accomplish suitable tasks efficiently (Yamoah & Maiyo, 2013). Capacity building has a positive impact on the employees' performance along with external factors significantly examined (Ahmad, Farrukh, & Nazir, 2015). In general, capacity building improves effectiveness at the organizational level.

Elnaga and Imran (2013) argue that managers play an integral role to build up employees' capacities and create an efficient work environment. The managers are involved in designing the different training programs for enhancing employees' learning, aptitudes, and capacities for the accomplishment of organizational goals. These efforts not only enhance the employees' performance but also develops a better organizational image (Fang 2010). The manager support involves the provision of favourable and reasonable conditions of employment, while capacity building deals with providing sustainable opportunities to employees, keeping in view their natural talents. So, the capacity building can enhance the socioeconomic benefits for the employees as well as for the local industry (Hu, Rao, & Sun, 2006).

The essential point of human resource management lies in an integrated effort to manage and develop human capabilities to achieve significantly high level of performance which can be directed to accomplish the goals of an organization (Ajisafe, 2016). Capacity building and employee's performance are twin concepts that have fascinated human resource (HR) scholars, economists and employers of labour for several decades. This is why many theories have been propounded on the subject matter, and several researches have been done in the field. Suffice it to say that not every stock of labour force constitutes human capital, particularly in a labour-surplus economy like Nigeria.

Human capital is generally understood to consist of individual's capabilities, knowledge, skills and experience of the firm's employees and managers, as they are relevant to the task at hand, as well as the capacity to add to this reservoir of knowledge, skills and experience through individual learning (Dess & Picken, 2016). Armstrong (2009) hypothesized that human capital represents the human factor in the organization, the combined intelligence, skills and expertise that gives the organization its distinctive character. Capacity building therefore refers to the sustained strategies for enhancing employee's productivity in organization to achieve its lofty goals. James (2009) averred that human capital creativity is enshrined in individuals to perform a task in order to produce result. Hence, the core ingredients in human capital include knowledge, skills, experience, expertise, intelligence, creativity, innovation, talents, abilities and the capacity to add to these ingredients through individual learning.

Employee productivity is defined as the way the employee carry out the job task according to the prescribed job description. Saeed (2003) posited that job performance is the art to complete the task within the defined boundaries. Generally, employee's performance shows the effectiveness of employee's specific actions that contribute to attain organizational goal.

The link between capacity building and employee's performance is obvious. Abel and Bernanke (2005) argue that the technical change in recent years has been skill-biased, meaning

that it has raised the productivity of highly trained or educated workers more than that of the less skilled. This is indicative of the fact that some new manufacturing techniques rely considerably more on workers initiative and problem solving than did the traditional assembly-line approach and this require more highly skilled workers. Also, modern manufacturing techniques are highly computerized and this development has in many cases increase the productivity of more skilled workers while squeezing out those without the education or training to use the new tool effectively.

Statement of Problem

Inside the most recent decade, the business firms in Nigerian and Bayelsa in particular has seen a couple of dissatisfactions and inconveniences (Ajisafe , 2016). Theses mistakes and irritates have been followed to nonattendance of palatable human resources improvement. The procedures of recruitment and training of work force in the manufacturing business and in addition in Nigeria all in all comes up short. This study does not pretend to recognize the fact that numerous factors could be responsible for organizational performance; however, the human factor has been singled out because of its criticality and centrality among other organizational resources. Therefore, the efficient utilization of inanimate organizational resources that can lead to positive organizational performance depends largely on the quality, caliber, skills, perception, and character of the people, that is, the human resources working in it.

The productivity of workers is falling resulting to low performance of the organization. This is because most firms fail to send their employees on training due to lack of funds that is involved in embarking on employees education, knowledge management, training. Also most firms believe that workers are dubious in nature, after returning from training and further education desert their firms to join other firms. For instance most Nigerian organization do not give their employee effective and efficient training and education, considering the cost implication of sending employees on quality education & training which result into low productivity.

Also, low responsiveness, poor corporate administration issues, limits underutilization of management faculty and resources among others are the resultant impacts of lacking capacity building. Absence of information on item quality, pourable aptitudes and development, absence of employee capacities on investment in basic leadership process and group training, absence of learning on compromise. However, because of these difficulties, hence, this examination will locate this critical research lacuna by exploring relationship between capacity building culture and employee prowess in table water firms in Bayelsa.

Objectives

The main objective of the study is to examine capacity building culture and employee efficacy in table water firms in Bayelsa. The specific objectives aimed are;

1. To ascertain the extent to which coaching relates with employees task accomplishment in table water firms in Bayelsa.
2. To find out the extent to which mentoring influence employees task accomplishment in table water firms in Bayelsa.
3. To determine the extent to which training influence employees task accomplishment in table water firms in Bayelsa.

Hypotheses

H₀₁: There is no significant relationship between coaching and employees task accomplishment in table water firms in Bayelsa.

H₀₂: There is no significant relationship between mentoring and employees task accomplishment in table water firms in Bayelsa.

H₀₃: There is no significant relationship between training and employees task accomplishment in table water firms in Bayelsa.

Capacity Building

The term capacity building has been used in varying contexts, expressing different meanings and explanations. It was considered that the term correlates closely with HR development, that is, enhancing employees' knowledge and training. The field was quite narrow, which concentrates on the development of staff by formal education and trained workers to fill the gap of the qualified personnel in the industrial operations (Rajabifard & Williamson, 2004). However, the past few years have transformed this old concept into a broader and global perspective. It focuses on employee development, covering institutional as well as specific initiatives of the country (Williamson, Rajabifard, & Enemark, 2003).

Capacity building is the practice of developing and establishing skills, nature, ability, procedures, and resources that are required for the organizations and societies to adapt and increase employee performance in a fast-changing world continuously. Capacity building, in general, is regarded as the tactical steps accepted to enhance employee proficiency, showing significant enhancements in performances, development of assets, and extra encouragement among working persons (Fullan, 2001). Capacity building of employees in a great judgment, can be regarded as upgrading the employees capacity to perform the right task inside more extended arrangement of execution guidelines of the Association (Yamoah & Maiyo, 2013).

Component of Human Capacity Building

These dimensions coaching, mentoring and training Ahmad, Alhety and Al-Dubai (2020).

Coaching

Haslinda and Abdullah (2009) define coaching as “the art of facilitating the enhanced performance, learning and development of others.” It takes the form of a personal (usually one-to-one) on-the-job approach to helping people develop their skills and levels of competence”. According to Hirsh and Carter (2002), “coaching is aimed at the rapid improvement of skills, behaviour and performance, usually for the present job”. This puts a structured and purposeful dialogue at the heart of coaching. The coach uses feedback and brings an objective perspective.

Coaching becomes most effective when the coach understands that his or her role is to help people to learn and individuals are motivated to learn. Employees should be aware that their present level of knowledge or skill or their behaviour needs to be improved if they are going to perform their work satisfactorily. Individuals should be guided as to what to learn and also be given feedback on their performance Haslinda and Abdullah (2009).

Training

Training is the use of systematic and planned instruction activities to promote learning (Al-Dubai, 2019). The approach can be summarized in the phrase ‘learner-based training’. It involves the use of formal processes to impart knowledge and help people to acquire the skills necessary for them to perform their jobs satisfactorily. It is described as one of several responses an organization can undertake to promote learning.

As Tews, and Noe (2019) points out, training has a complementary role to play in accelerating learning: ‘It should be reserved for situations that justify a more directed, expert-led approach rather than viewing it as a comprehensive and all-pervasive people development solution.’ He also commented that the conventional training model has a tendency to ‘emphasize subject specific knowledge, rather than trying to build core learning abilities.

Self-Efficacy

Before going into the details, we need to define the difference between theory and concept. It is recognized that often time, people used the terms interchangeably because people often use theory to mean the concept or concept to mean theory. However, the two terms have different meanings. For the sake of our discussion, we use the terms theory. We use theory because it needs to be proven or tested when it comes to the correlation between self-efficacy and work performance. Koshal (2014) a linguistic expert explains the difference between theory and concept. According to him, a concept is a mental representation made from the physical material of the brain that enables human beings to draw inferences about things that they experience and encounter every day. While the theory is a collection of ideas, facts, phenomena that can be used to explain a certain topic. The difference between the two terms is apparent. The concept is an abstract notion but a theory is an explanation of a particular subject matter and these explanations are originated from the facts. Given the confusing nature of the two terms, we are going to use the term theory in this particular topic.

Measure of Employee Efficacy

Task Accomplishment

The attainment of work goals is of critical importance for individual and organizational success (Kanter & Brinkerhoff, 1981). Goals are believed to direct attention, energize behavior, increase employee persistence, and stimulate strategy development (Locke & Latham, 1990). Providing a dynamic view of goal regulation, Carver and Scheier (2000) emphasized the roles of discrepancy detection and discrepancy reduction in striving to accomplish tasks. According to Carver and Scheier (2000) individuals manage their behavior in relation to their goals by comparing their current level of performance against the desired level of performance to determine if a discrepancy is present (e.g., performance is below the goal). If a discrepancy is sensed, individuals are expected to engage in behaviors aimed at reducing the discrepancy. For instance, a negative discrepancy, indicating that one’s current performance is below the goal, should result in increases in effort so as to reduce the discrepancy and align future performance with the goal (Carver & Scheier, 2000). In contrast, a positive discrepancy, indicating that one’s current performance is above the goal, should result in reduced effort and the allocation of resources to other pertinent activities (Carver & Scheier, 2000).

Theoretical Framework

Human Capital Theory

The origin of human capital goes back to emergence of classical economics in (1776) and from there on fostered a logical hypothesis. After the indication of that idea as a hypothesis, Schultz (1961) perceived the human resources as one of the significant elements of national economic growth in the modern economy (Daebong, 2009). The hypothesis is established from the field of macroeconomic improvement hypothesis Schultz (1993). Becker's (1993) exemplary book, *Human Capital: A Theoretical and Empirical Analysis* with extraordinary reference to instruction, represented this area. Becker contends that there are various types of capitals that incorporate tutoring, PC instructional class and uses on clinical consideration (Marimuthu 2009). The hypothesis contends that an individual's conventional instruction decides their acquiring power. The possibility of human resources starts from the perception that tutoring fosters certain characteristics in individuals and that these characteristics upgrade monetary usefulness and financial development (Severine and Lila, 2009).

Gary Becker's exemplary work, *human resources* (1964), expounds on the thought of human resources with regards to neoclassical financial aspects. It enrolls that interest in human could be seen as like interest in different method for production, similar to manufacturing plants or mines. In fostering Becker's work further, another financial analyst, Theodore Schultz, set off to plan how paces of return from training could be determined in nations with various degrees of pay, various perspectives to renouncing income to foster human resources (Severine and Lila, 2009). Human resources hypothesis holds that it is the key capabilities, abilities, information and capacities of the labor force that adds to associations upper hand. It centers consideration around resourcing, human asset improvement, and prize techniques and practices. As indicated by Human Capital Theory, schooling is a venture since it is accepted that it might actually give private and social advantages (Odhong 2014).

Empirical Review

The following previous studies were reviewed to references this present study; Udoudo, Ebito and Ubom (2023) examines the relationship between human capital development and employee's performance in manufacturing Companies in Nigeria. Specifically, it sought to examine the significance of the relationship between formal education, skills and employee's creativity on the employee's performance. The study adopted a survey design method using a modified questionnaire for data collection. Four quoted manufacturing companies were selected for the study with a population of 345 employees. The study adopted Taro Yamane method of determining sample size to obtain 185 respondents who attended to the questionnaire.. Frequency distribution statistics, descriptive statistics, percentages and Pearson correlation coefficient were employed in analyzing the data, aided with the Statistical Package for Social Sciences (SPSS) version 23.0. Results from the analysis showed that formal education, skills and employee's creativity have significant relationship with employee's performance in manufacturing companies in Akwa Ibom and Cross River States of Nigeria. The study recommended that manufacturing companies should promote human capital development by training employees in formal education, improve on the skills of the employees through on-the-job and off-the-job training and encourage employee's creativity by way of reward.

Aderibigbe, Dauda and Fapohunda (2022) examines the impact of human capital development on employee's performance in two Chinese owned manufacturing firms. Descriptive (survey) research design was used in this study and the data collected were analyzed using linear regression to highlight the relationships between its variables. Two Chinese owned manufacturing firms were considered and the population for the study was three hundred and eighty four (384) which is made up of staff of Multi-Pro Enterprise Ltd (Hypo Division) and KRS Investment Ltd. The sample size for the study was two hundred while the sample techniques used was purposive method findings revealed that Jobrelated experiences, Development skills acquired through academic and professional qualification and identification of training programmes have significant influence on the performance of employees in the ChineseOwned firms in Nigeria. It was recommended that companies/managers should ensure that resources are allocated for trainings and any development initiatives. Finally, managers should also help employees understand the benefit of training and development based on personal development in line with organization's goals.

Ahmad, Alhety and Al-Dubai (2020), examine the relationship between human capital development and organizational performance telecommunication companies in Yemen. The study has conducted among employees working in telecommunication companies in Yemen. The data was collected using the research questionnaire that has distributed to 518 employees working in telecommunication companies in Yemen. The systematic Sampling design was used for 217 as sample size and analysis has conducted through using the IBM SPSS software version 20. The results revealed that coaching, training and self-learning have significant effects on organizational performance. In the same vein, results showed that mentoring has a negative impact on organizational performance. The contribution of this research includes providing a theoretical explanation for the relationship between human capital and its associated outcomes. Based on research findings, theoretical and practical implications have discussed. Limitations and recommendations for future research have also highlighted investigated the relationship between

Lawal, Gamede and Atiku (2020) explores the mediating influence of HC development programmes on the relationship between HC development plans and faculty members' contributions. This study adopted a survey research design. A quantitative approach to data collection and analysis procedures was adopted for this study. Data was collected from selected faculty members of a higher education institution in Lagos metropolis using a simple random sampling technique. 306 self-administered questionnaires were distributed to the respondents at the institution. Three hypotheses were formulated and tested using inferential statistics via SmartPLS 3.3 software application, which is instrumental in running a Variance-Based Structural Equation Modelling (SEM). The results showed that HC development programmes fully mediate the relationship between HC development plans and faculty members' contributions. This study submits that adequate funding and proper resource allocation to support smooth implementation of faculty members' developmental strategies is critical to university performance, in terms of quality of graduates and credible research outputs for national development.

Brimah, Olanipekun, Alabi and Muhammed (2020) examined the dynamics of human resource development strategies in enhancing employees' performance. The study adopted a survey research design. The study population comprised of thirty members of staff of Sobi FM, Ilorin. Primary data was collected through a structured questionnaire. Data was analyzed using

regression analysis and the hypotheses were tested at 5% level of significance. Findings of the study revealed that human resources development strategies have a significant impact on employees' performance. Based on the findings of the study, it was recommended that organisations should continually engage in practices that can develop the capacity and capabilities of employees; this will consequently ensure that the overall organisation objectives are achieved.

Methodology

Cross-sectional survey research design was adopted. The populations for this study involve employees of selected private table water firms in Bayelsa State. The total population is ninety-six (96) employees of the studied Table Water firms in Bayelsa state. A closed-ended questionnaire labeled and measured by Likert scale (1-5), was used as instrument for data collection. Data collected was analysed descriptively using inferential statistics (Spearman Rank Correlational Coefficient) with the aid of SPSS.

Analysis and Discussion

Correlation Outcome between Coaching and Employees Task accomplishment.

		Correlations		
			Coaching	Task accomplishment
Spearman's rho	Coaching	Correlation Coefficient	1.000	.432**
		Sig. (2-tailed)	.	.000
		N	84	84
	Task accomplishment	Correlation Coefficient	.432**	1.000
		Sig. (2-tailed)	.000	.
		N	84	84

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS, 2024.

Relationship Outcome between Training and Employees task accomplishment.

		Correlations		
			Training	Employees task accomplishment
Spearman's rho	Training	Correlation Coefficient	1.000	.491**
		Sig. (2-tailed)	.	.000
		N	84	84
	Employees task accomplishment	Correlation Coefficient	.491**	1.000
		Sig. (2-tailed)	.000	.
		N	84	84

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS, 2024.

From the $r = 0.432$, the study outcome shows that there is a low significant relationship between coaching and employees task accomplishment. Further, the relationship show significant at $p = 0.00 \leq 0.01$. This implies that the null hypothesis stated is rejected and means a significant relationship exists between coaching and employees task accomplishment. The result is in

conformity with the work of Lawal, Gamede and Atiku (2020) their result showed that HC development programmes fully mediate the relationship between HC development plans and faculty members' contributions.

From inferential analysis, the result ($r = 0.491$) shows that a positive significant correlation exists between training and employees task accomplishment. Further, the relationship shows significant at $p = 0.00 \leq 0.01$. This simply means that the null hypothesis stated is rejected and means a significant relationship exists between training and employees task accomplishment. The result is inline with the findings of Ahmad, Alhety and Al-Dubai (2020), their results revealed that coaching, training and self-learning have significant effects on organizational performance. In the same vein, results showed that mentoring has a negative impact on organizational performance. The contribution of this research includes providing a theoretical explanation for the relationship between human capital and its associated outcomes.

Conclusion

The study was carried out to investigate the relationship between capacity building culture and employees efficacy in the private Table water firms in Bayelsa state. From the data generated and analyzed, there were some clear findings which revealed that there is a significant relationship between all the dimensions of capacity building culture and measure of employees efficacy. Conclusively, the study has proven that there is an empirical relationship between human capacity building and employees productivity in the private Table water firms in Bayelsa state.

Recommendations

Based on the findings of this research work, the study makes the following recommendations:

1. The investment profile of the studied organizations being tied to human capital development elements like training and retraining (on-the-job and off-the-job) of her human capitals.
2. The Human resource managers should ensure that proper diagnosis, determination and assessment of human capital needs in the organization. This will guarantee that the right number and categories of staff are selected for the training and development programs.
3. There should be constant research on developments in the organizational environment that requires training and upgrading and improving the skills of employees. Thus will allow the right training and development programs to be mapped out and implemented so as to keep the employees abreast with the developments.
4. Finally, the programs should be continuously carried out to enhance productivity of staff, which is vital for sustainability and growth.

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