

Employees' Capacity Building and Effectiveness of Ministries in Abia State Civil Service

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Abstract

this study focused on Employees' Capacity Building and Effectiveness of Ministries in Abia State Civil Service. The study was guided by two specific objectives with descriptive survey as its design. The population of this study consist of the four thousand, three hundred and eighty four (4,384) employees of the twelve (12) selected ministries as obtained from Office of the Head of Service of the State (OHS, 2023). The research questions were answered using the simple Pearson (r) correlation statistic while the hypotheses were tested using linear regression technique. Findings from the study shows that capacity building has significant effects on the effectiveness of ministries in Abia State Civil Service. It was therefore recommended that Organizations especially Ministries in Abia State Civil Service should conduct regular assessments to identify the specific skills and knowledge gaps within the organization before developing and implementing training programmes and that the Ministries in Abia State Civil Service should design programs that focus on developing leadership skills, such as decision-making, strategic thinking, and team management by encouraging experienced leaders to mentor and coach emerging leaders, providing guidance and sharing insights from their own experiences; this will help enhance the career growth of employees Ministries in Abia State Civil Service

Keywords: Career Growth, Employee Training, Service Delivery, Innovativeness

Introduction

Employee capacity building is a strategic approach aimed at enhancing the skills, knowledge, and abilities of employees to enable them to perform their roles effectively and contribute to the growth of an organization. In today's rapidly changing business environment, organizations must continuously evolve, and this requires a workforce that is adaptable, skilled, and capable of meeting new challenges. Capacity building goes beyond traditional training; it involves a holistic development of employees, equipping them with the competencies needed for current and future roles. Capacity building refers to the process of developing and strengthening the abilities of employees to meet organizational goals effectively. It encompasses a broad range of activities, including training, education, mentorship, and providing opportunities for practical experience. Unlike traditional training that often focuses on specific skills, capacity building takes a comprehensive approach, addressing various aspects such as technical skills, soft skills, leadership abilities, and critical thinking. This holistic development ensures that employees are not only equipped to handle their current roles but are also prepared for future challenges and opportunities. Employee capacity building is a vital component of organizational success. By investing in the development of their workforce, organizations can enhance adaptability, improve performance, increase engagement and retention, build a talent pipeline, and drive innovation. Effective capacity building requires a strategic approach, including needs assessment, tailored training programs, mentorship, practical experience, fostering a learning culture, and regular evaluation. As the business environment continues to evolve, organizations that prioritize employee capacity building will be better positioned to achieve long-term success and growth.

Organizational effectiveness is a crucial concept that determines how well an organization achieves its goals and objectives. It encompasses a range of factors including productivity, efficiency, adaptability, and the ability to meet the needs of stakeholders such as employees, customers, and shareholders. In today's highly competitive and rapidly changing business environment, organizations must continually strive for effectiveness to maintain a competitive edge, ensure long-term sustainability, and deliver value to their stakeholders. This essay will explore the concept of organizational effectiveness, its key components, the benefits of achieving effectiveness, and strategies that organizations can adopt to enhance their effectiveness. Organizational effectiveness refers to the degree to which an organization meets its goals and objectives efficiently and sustainably. It is not merely about achieving targets but also about doing so in a manner that maximizes resources, satisfies stakeholders, and ensures the long-term viability of the organization. Effectiveness involves aligning the organization's processes, resources, and culture with its strategic goals. This alignment allows organizations to respond effectively to external changes, optimize internal operations, and create a positive impact on society.

Objectives of the Study

The general objective of this study is to examine the effects career development has on organizational effectiveness in selected ministries of Abia State Civil Service. The specific objectives that the study examined include; to

- i. Evaluate the effects of employee training on the service delivery of Selected Ministries in Abia State Civil Service

- ii. Examine the influence of career growth on the innovativeness of Selected Ministries in Abia State Civil Service

Research Questions

The following research questions served as a guide to this study;

- i. How does employee training affect the service delivery of Selected Ministries in Abia State Civil Service?
- ii. What are the influence of career growth on the innovativeness of Selected Ministries in Abia State Civil Service?

Hypotheses

The following tentative assumptions provided further support and scientific clarity to the study.

H0₁: Employee training does not have significant effects on the service delivery of Selected Ministries in Abia State Civil Service

H0₂: Career growth does not have significant effects on the innovativeness of Selected Ministries in Abia State Civil Service

Literature Review

In the views of Okonkwo (2022), capacity building is receiving broader consideration with the emergence of current globalization and unstable job market due to the economic downturn in Nigeria. Developed and developing countries have placed emphasis on capacity building as an instrument geared towards improving employees' performance by devoting necessary organizational resources towards manpower training and knowledge transfer. Capacity building is widely recognized, both formally and informally, as considering of a range of dimensions, from the knowledge and expertise of individuals to organizational capacity and complimentary frameworks and norms that govern their operations. Capacity is defined as the ability of individuals or organizational units to perform functions effectively, efficiently and sustainably. Hence capacity building is an evidence-driven process of strengthening the abilities of individuals, organizations and systems to perform core functions sustainably and to continue to improve and develop overtime. Capacity building and capacity development or human capacity development or manpower training and development or human resources development etc., are often used interchangeably. Thus, the pivotal role of manpower or human resources in an organization, informed the importance that its development cannot be optional but something that must be done irrespective of the personnel previous training or experience. Human capital development or capacity development is an indispensable component of strategic human resource management as well as a means of reducing inefficiency among organizational key asset – in human resources, and it is vital for workers' productivity and organizational performance (Wabara, Chijindu & Emerole, 2017).

Approaches to Capacity Building in the Civil Service

An organization's specific method would depend on how much training would cost, how much time it had to spare, and how many people needed to be trained. The approach used should take

into account the goal of the program, the resources at hand, and the employees' demands for ongoing development (Okeke & Ugwu, 2015).

On- the-job training: This approach is used as the work is being done, in the context of the work itself. For the acquisition of useful skills and talents, the majority of firms favor on-the-job training. Employee initiation and skill progression are accomplished more quickly with this approach, and employees gain from interacting with coworkers. The worker is shown the task and placed in an actual work environment. He or she receives their education in the same setting in which they will eventually work. According to Kulkarni (2013), one advantage of on-the-job training is that it makes knowledge transfer easier than with other training methods because the learner gets the chance to practice right away, and it costs less

Orientation/Induction Training: This method is specifically intended to familiarize recently hired staff members with the organization's general requirements, including standards, ethics, objectives, policies, and procedures, among other things. Additionally, it is designed to acquaint new hires with the objectives, structure, culture, work standards, and range of job opportunities of the company. Their increased familiarity with the workplace will shield them from expensive errors. According to Dialoke, Nnaemeka, Ukonu, and Ojeka (2016), orientation is provided to newly appointed staff members as soon as they report for duty. This is done to acquaint them with their current positions and help them understand the industry's overall goals, policies, scope, challenges, and organizational structure.

Job Rotation: Employees in this training strategy are rotated across departments within the same company thereby exposing trainees to a range of experiences. Additionally, it is set up to lessen monotony at work and uncover employees' untapped potential. The program's organization also aims to expand the skills and knowledge of workers in various professions. Acquiring additional information could be necessary in order to undertake activities and obligations at a higher level. Additional advantages of job rotation include: assisting management in identifying employees' aptitude and areas of specialization; allowing staff members to identify their areas of interest and enhance their experiences, particularly in other areas or tasks; giving employees a general understanding of the organization's goals; fostering departmental cooperation; and fostering organizational flexibility through the development of human resources (Mohan & Gomathi, 2015).

Coaching: This type of training focuses on directly impacting an employee's behavior on a person-to-person basis. Its purpose is to accomplish a particular goal quickly. Generally speaking, coaching is planned so that the learner adheres to specific rules that are intended to enhance job performance. To expedite learning, the person receiving coaching is typically exposed to multiple preprogrammed instructions. For example, the student might be assigned a special assignment, perhaps working in a team. The learner may occasionally be asked to take over for the manager or supervisor and may be given more responsibility in his line of work, or he may be systematically linked to a series of positions. One of a company enterprise's most effective training methods is coaching. The superior-subordinate relationship is where it occurs most frequently and organically (Huang, 2019).

Formal Training: This kind of instruction takes place both inside and outside of a company. It is also known as off-the-job training or in-house training in professional settings such as universities,

polytechnics, and training centers. Educational and learning institutes offer off-the-job training. Personnel holding certifications receive organized training. Formal learning occurs when a teacher or instructor has control over a student and uses an approved educational institution's organized curriculum to influence knowledge (Alnawfleh, 2020). Others include programmed instruction, workshops, seminars and conferences, simulations etc

Dimensions of Employee Capacity Building

Career Growth: A person's career is the series of jobs they hold over the course of their lifetime. It is the way that a person's employment experiences change over time. Throughout a person's life, it is the progression of their work experiences (Van van Heijden and de Vos, 2015). A worker's career progresses through a succession of roles, experience, and salary increases (Amah & Oyetuunde, 2020). Career growth happens when employees advance through the ranks as a direct consequence of their efforts to improve their performance and pick up new abilities. Career progression also includes an organization's efforts to support employees in reaching their goals and acquiring the skills they need, as well as the financial and non-financial rewards that are given for such efforts (Knezovi, & Greda, 2020). Achieving professional objectives, developing one's professional skills, and receiving promotions and compensation commensurate with those talents are all components of career advancement.

Employees' Training: Training at its best is a series of processes geared at continuously illuminating employees' knowledge and abilities as well as organizational structures. Training is an intervention that is meant to boost the job performance of employees which means that it improves an individual's productivity and ultimately promotes organizational effectiveness (Alnawfleh, 2020). It is a learning activity to obtain improved knowledge and abilities needed to complete a task. Poor performance and service delivery are common criticisms leveled at the public sector. According to Mamokhere (2020), public sector organizations in emerging economies continue to face a great deal of difficulty when it comes to providing inadequate, insufficient, or nonexistent service delivery. He links this to inadequate training, saying that failing to invest in the training and development of staff members may result in the provision of subpar essential services.

Organizational Effectiveness

The idea of organizational effectiveness (OE) is multidimensional and goes beyond the usual indicators of success. Few empirical researchers have developed various types of OE models that explain the notion clearly. Beyond quantifiable financial (profit) performance, the triple bottom line idea today encompasses value generated by sociological (people), environmental (planet), technological (innovation), and cultural (well-being) measures. The new metrics are considered crucial for monitoring OE (Mikelson & Leila, 2016). As a result, the environment and timeframe in which the study is done have a significant impact on organizational effectiveness research. The backdrop of this current study is selected Abia State Government Ministries, and because they are not profit driven, their success will be judged using non-financial metrics. According to Dattagupta (2015), organizational effectiveness refers to the effective, wise, and strategic use of all organizational resources, including human, financial, and technological resources, to create a competitive advantage. Organizational effectiveness also requires fostering

long-term growth and development by meeting not only the expectations of shareholders but also those of other stakeholders. It also means that management makes ethical judgments that benefit all stakeholders. According to Morales (2014), organizational effectiveness, which is related to organizational performance, can be defined as the efficiency with which an association can achieve its goals. This refers to an organization that achieves its goals or is productive without wasting resources. Organizational effectiveness is defined as each individual doing everything they know how to do and doing it well; in other words, organizational efficiency is an organization's ability to produce the desired results with the least amount of energy, time, money, and human and material resources. The desired effect will be determined by the organization's goals, which may include profiting from the production and sale of a product. If an organization uses efficient processes, it will produce waste-free products. If the organization is both successful and efficient, it will fulfill its profit-making purpose by manufacturing and selling a waste-free product. In economics and business, this is known as profit maximization. He noted that highly productive businesses excel in five areas: leadership, decision-making and structure, people, work processes and systems, and culture. Organizational effectiveness (OE) is therefore a multifaceted notion that goes beyond conventional success indicators.

Methodology

This study adopted descriptive survey as its design. The choice of descriptive survey is supported by the fact that the population of the study is known. The population of this study consist of the four thousand, three hundred and eighty four (4,384) employees of the twelve (12) selected ministries as obtained from Office of the Head of Service of the State (OHS, 2023). The research questions were answered using the simple Pearson (r) correlation statistic while linear regression was used to test the hypotheses; the choice to conclude the study questions was based on the following: 0.00 - 0.20 = very low relationship, 0.21 - 0.40 = low relationship, 0.41 - 0.60 = moderate relationship, 0.61 - 0.80 = high relationship, and 0.81 - 1.00 = extremely high relationship. The acceptance or rejection of the null hypothesis was determined by whether the estimated p-value was less than the level of significance (0.05); otherwise, the hypothesis was rejected.

Model Specification

The model estimated expresses Organizational Effectiveness (OE) represented by Service Delivery (SD), and Innovativeness (I), while Employees Capacity Building (ECB) was represented by Employee Training (ET) and Career Growth (CG). The models for this study thus are:

Model One:

$$SD = f(ET) \tag{1}$$

Model Two:

$$I = f(CG) \tag{2}$$

Research Question One

How does employee training affect the service delivery of Selected Ministries in Abia State Civil Service?

Table 1: Pearson Correlation Summary for Employee Training and Service Delivery

Variables	N	\bar{X}	SD	R
Employee Training	340	20.3824	3.33317	0.940
Service Delivery	340	19.8500	3.55876	

Very High Relationship

Source: Extracted from SPSS Output (See Appendix VII)

Table 1 presents the results for research question three. The results show that the Pearson correlation coefficient is 0.940, which is extremely high. This implies that the employee training affects the service delivery of Selected Ministries in Abia State Civil Service to a very high extent.

Testing of Hypothesis One

H₀₁: Employee training does not have significant effects on the service delivery of Selected Ministries in Abia State Civil Service

Table 2: ANOVA Summary for Simple Linear Regression of Employee Training and Service Delivery

Model	Df	Sum of Squares	Mean Squares	F-value	p-value
Regression	1	3796.767	3796.767	2584.277	0.000
Residual	338	496.583	1.469		
Total	339	4293.350			

Source: Extracted from SPSS Output

Table 2 reveals that the mean squares for regression and residuals are 3796.767 and 1.469, respectively, with an F-calculation value of 2584.277 and a p-value of 0.000 (less than 0.05). This implies a statistically significant outcome. As a result, the null hypothesis, which indicated that employee training has no substantial effect on the service delivery of selected ministries in the Abia State Civil Service, was rejected. As a result, the study suggests that employee training has a substantial effects on the service delivery of selected ministries in the Abia State Civil Service.

Research Question Two

What are the influence of career growth on the innovativeness of Selected Ministries in Abia State Civil Service?

Table 3: Pearson Correlation Summary for Career Growth and Innovativeness

Variables	N	\bar{X}	SD	R
Career Growth	318	16.0235	4.13411	0.745
Innovativeness	318	16.5324	3.33775	

High Relationship

Source: Extracted from SPSS Output

Table 3 displays the results received in response to research question four. The results show that the Pearson correlation coefficient is 0.745, which is high. This suggests that career growth has a significant effect on the innovativeness of selected ministries in the Abia State Civil Service.

Testing of Hypothesis Two

H0₂: Career Growth does not have significant effects on the Innovativeness of Selected Ministries in Abia State Civil Service

Table 4: ANOVA Summary for Simple Linear Regression of Career Growth and Innovativeness

Model	Df	Sum of Squares	Mean Squares	F-value	p-value
Regression	1	2094.727	2094.727	420.959	0.000
Residual	338	1681.917	4.976		
Total	339	3776.644			

Source: Extracted from SPSS Output

Table 4 reveals that the mean squares for regression and residuals are 2094.727 and 4.976, respectively, with an F-calculation value of 420.959 and a p-value of 0.000 (less than 0.05). This implies a statistically significant outcome. As a result, the null hypothesis, which indicated that career has no significant effect on innovativeness of selected ministries in the Abia State Civil Service, was rejected. Hence, the study concludes that career growth does have a high significant effect on the innovativeness of Selected Ministries in Abia State Civil Service.

Conclusion

Employee capacity building is essential for enhancing organizational effectiveness. By investing in the skills, knowledge, and abilities of employees, organizations can improve their overall performance, innovation, and service delivery. This study therefore concludes that investing in employee capacity building is a strategic move that directly impacts organizational effectiveness. Through the enhancement of individual performance by fostering a skilled, motivated, and adaptable workforce in the Selected Ministries in Abia State Civil Service

Recommendations

From the findings and conclusion above, the following recommendations were suggested;

- i. Organizations especially Ministries in Abia State Civil Service should conduct regular assessments to identify the specific skills and knowledge gaps within the organization before developing and implementing training programmes. This ensures that training programmes are relevant and targeted.
- ii. The Ministries in Abia State Civil Service should Design programs that focus on developing leadership skills, such as decision-making, strategic thinking, and team management. Encourage experienced leaders to mentor and coach emerging leaders, providing guidance and sharing insights from their own experiences; this will help enhance the career growth of employees Ministries in Abia State Civil Service

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