Effect of Human Capital Development on Personnel Management in Independent National Electoral Commission (INEC), Headquarters, Abuja

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Abstract
The general objective of this study is to assess the Effect of human capital development on personnel management in Independent National Electoral Commission (INEC), Headquarters, Abuja. The study is anchored on the Human Capital Theory as its theoretical framework while the survey design was adopted as its methodology. Thus, the population of this study is 1015. Taro Yamane (1967) was the technique used in drawing the sample size of 400 for the study. The study found that INEC provides adequate human capital development opportunities that are well-designed and effectively implemented. These programmes have a positive impact on employee job satisfaction and motivation, indicating that INEC's efforts to invest in its human capital are yielding positive results. It was further revealed by this study that employees with higher education levels are better equipped to understand and comply with performance management practices in INEC, ultimately contributing to improved efficiency and effectiveness of the organization's performance management systems. Thus, the study recommends that to maintain and improve upon the positive outcomes of its training and development programmes, the Independent National Electoral Commission (INEC), headquarters in Abuja, should: develop specialized training programmes tailored to the specific needs of each department and employee role. Implement ongoing learning opportunities such as mentorship, workshops, and e-learning platforms. And there is need for the Independent National Electoral Commission (INEC), Headquarters, Abuja to prioritize educational development initiatives and implement policies that encourage the continuous educational advancement of its workforce by offering educational support programmes such as tuition reimbursement, scholarships, or study leave for employees seeking to further their education, particularly in areas related to performance management and organizational effectiveness.

Keywords: *Human Capital Development (HCD), Personnel Management, Independent National Electoral Commission (INEC), Training and Development programmes (TDP), Employee Education Level (EEL).*

Introduction

Human capital development (HCD) has become a critical aspect of organizational success in the modern era. It emphasizes the strategic importance of enhancing employee skills, knowledge, and competencies through continuous education, training, and development. Organizations today recognize that investing in human capital leads to improved personnel management, higher employee retention, and better overall performance. In institutions like the Independent National Electoral Commission (INEC), where the quality of personnel

directly impacts the effectiveness and credibility of electoral processes, human capital development is especially crucial (Ogunleye & Adebayo, 2022).

Human capital development is widely recognized as a key driver of organizational success, particularly in sectors where efficiency, competence, and accountability are essential. In the public sector, the need to develop human capital is increasingly being acknowledged as critical for improving service delivery, enhancing employee performance, and fostering innovation. Human capital development involves strategic investments in education, training, skills acquisition, and capacity building, aimed at enhancing employees' competencies and aligning them with the organization's goals. Public institutions like the Independent National Electoral Commission (INEC) require well-trained and skilled personnel to manage the complexities of electoral processes. INEC plays a central role in Nigeria's democratic governance by ensuring free, fair, and credible elections. Effective personnel management is essential to achieving these objectives, which hinges on the continuous development of staff capacity in areas such as election management, digital technology, and organizational leadership. However, like many public institutions in developing countries, INEC faces challenges in maximizing the potential of its workforce due to inadequate human capital development programme, which impacts its ability to meet the demands of modern electoral processes. Personnel management, which involves hiring, training, developing, and retaining employees, benefits significantly from robust human capital development strategies. By fostering employee growth and addressing the factors that motivate and engage workers, organizations can enhance productivity, morale, and loyalty. The nexus between human capital development and personnel management can be seen in how specific training and development programmes (TDP), educational achievements, and leadership initiatives shape organizational outcomes, including employee retention rates (ERR), performance management effectiveness (PME), and leadership development.

Studies have shown that investment in human capital development enhances employee productivity, reduces turnover, and increases job satisfaction, ultimately improving overall organizational performance (Ogunleye & Adebayo, 2022). As electoral management becomes more complex due to technological advancements, legal reforms, and increasing public expectations, the development of human capital within INEC becomes even more important to ensure effective personnel management and sustained organizational performance. The Independent National Electoral Commission (INEC), responsible for overseeing elections and democratic processes in Nigeria, operates within a dynamic and complex environment. The role of human capital in its personnel management is pivotal to the institution's ability to carry out its mandate effectively. The organization's capacity to engage its workforce, foster continuous learning, and support employee career development is directly linked to the performance and integrity of its operations. Human capital development programmes at INEC are essential for preparing staff to meet the challenges of electoral management, adapt to technological advancements, and navigate a politically sensitive working environment Omodia and Mustapha (2024)

The Independent National Electoral Commission (INEC) of Nigeria incorporates policies on human capital development within its broader personnel management framework to ensure efficiency, professionalism, and capacity-building among its staff. The policy objectives and strategies are;

i. **Training and Development Programmes:** INEC focuses on continuous professional development through structured training programmes for employees at all levels, especially in electoral processes, technology, and conflict management. Specialized training for ad-hoc staff and permanent employees to ensure updated knowledge of electoral laws and the use of technology like the Bimodal Voter Accreditation System (BVAS).

ii. **Capacity-Building Initiatives:** Collaboration with international organizations (e.g., UNDP, IFES) to deliver capacity-building programmes. Encouragement of knowledge sharing within departments through workshops and seminars.
iii. **Career Development and Promotion Policies:** Transparent performance appraisal systems to guide promotions and rewards. Support for higher education and certification relevant to election management and administration.
iv. **Employee Well-Being and Engagement:** Provision of adequate health insurance and welfare packages. Policies to improve work-life balance, including flexible work arrangements where necessary.
v. **Knowledge Sharing and Leadership Development:** Mentorship programmes aimed at developing leadership skills among mid-level and senior employees. Creation of an organizational culture where experienced personnel impart knowledge to newer staff.

Independent National Electoral Commission (INEC) of Nigeria, headquarters in Abuja, is tasked with overseeing and administering all election processes in the country. Given its critical mandate, INEC's effectiveness relies heavily on its human resources the staff who manage electoral processes, ensure compliance with regulations, and handle the administrative and logistical aspects of elections. Personnel management in INEC involves the recruitment, development, and retention of employees to guarantee the institution's capacity to fulfill its mandate efficiently. In recent years, there have been growing concerns about the adequacy of human capital development efforts within INEC, particularly in the areas of training, employee engagement, and leadership development. While INEC has made efforts to offer training and development programmes, there remain gaps in aligning these initiatives with the fast-evolving demands of electoral governance. For instance, the lack of regular and specialized training for staff, coupled with limited opportunities for acquiring relevant certifications and qualifications, has impacted employee performance and career progression (Ajibola, 2023). Furthermore, the need for knowledge sharing and the development of leadership capabilities within the organization is crucial, as a well-equipped workforce ensures the institution's capacity to manage crises and adapt to electoral reforms. Inadequate human capital development has contributed to challenges in employee retention, performance management, and succession planning at INEC (Adewale, 2022). Addressing these issues through a focused and strategic approach to human capital development is critical to improving personnel management outcomes, including employee satisfaction, engagement, and leadership development. Human capital development is integral to the success of organizations, especially in public service institutions such as the Independent National Electoral Commission (INEC). As an institution that plays a central role in safeguarding democracy in Nigeria, INEC's human resource management practices are essential for its ability to function effectively. Human capital development is defined by Becker (1993) as the process of improving the knowledge, skills, and capacities of individuals within an organization to enhance performance and productivity. Effective personnel management in such an environment involves creating a workforce that is not only competent but also motivated to meet organizational goals.

At INEC, participation in training and development programmes (TDP) is crucial for employee retention (ERR). Employees who are provided with opportunities for continuous learning and growth are more likely to stay with the organization. Studies have shown that organizations that prioritize employee development tend to experience lower turnover rates (Huselid, 1995). In the context of INEC, where electoral staff must continuously adapt to changes in election laws, processes, and technology, participation in relevant training programmes becomes critical for retention and long-term engagement.

The influence of employee education level (EEL) on performance management effectiveness (PME). Higher levels of education among employees often translate into a better

understanding of performance metrics and the ability to meet organizational goals. In public institutions like INEC, where adherence to rules and ethical guidelines is paramount, having a well-educated workforce can significantly enhance the effectiveness of performance management systems. In INEC, employee satisfaction is closely tied to their ability to carry out their duties effectively, especially during sensitive electoral periods. Ensuring that long-serving employees remain engaged and satisfied can improve organizational stability.

Therefore, this study focuses on assessing the effect of human capital development on personnel management at INEC's headquarters in Abuja. It aims to evaluate key factors such as training participation, employee education, certification acquisition, and knowledge sharing and their impacts on crucial personnel management outcomes such as employee retention, performance management, and leadership development.

The general objective of this study is to assess the effect of Human Capital Development on Personnel Management in Independent National Electoral Commission (INEC), Headquarters, Abuja.

Specifically, this study attempts to achieve the following objectives.

i. To assess the effect of participation rate in training and development programmes (TDP) on employee retention rate (ERR) at Independent National Electoral Commission (INEC), Headquarters, Abuja.

ii. To evaluate the extent to which employee education level (EEL) influence the effectiveness of performance management (PME) practices at INEC Headquarters.

Statement of Hypotheses

H01: Participation rate in training and development programmes (TDP) has no significant effect on employee retention rate (ERR) at Independent National Electoral Commission (INEC), Headquarters, Abuja.

H02: Employee education level (EEL) has no significant influence on the effectiveness of performance management (PME) practices at INEC Headquarters.

Conceptual Framework

Human Capital Development

Human capital development refers to the process of improving the skills, knowledge, competencies, and overall capacities of individuals within an organization or a society. This process is essential for enhancing employee performance, organizational effectiveness, and economic growth. Human capital development encompasses a broad range of activities, including education, training, health improvement, and other forms of personal and professional development that enable individuals to contribute more effectively to the economy and society (OECD, 2020).

Capital development refers to the process of enhancing the knowledge, skills, abilities, and competencies of individuals within an organization or society. It involves investing in various initiatives and programmes aimed at improving the human resources' capabilities to contribute to organizational goals and overall economic growth (Schultz, 1961; Becker, 1964). The concept of human capital development has gained significant importance in recent decades, as organizations and nations have recognized the crucial role of human resources in achieving sustainable competitive advantage and economic prosperity.

Human capital development is critical because it helps to increase the productivity and efficiency of employees, which, in turn, enhances organizational performance. It involves not only the acquisition of new skills but also the continuous improvement of existing ones. Human capital development strategies are typically designed to align with an organization's goals and objectives to ensure that the workforce remains competitive and adaptable to

changing conditions. This concept has evolved significantly over time, and its importance has been underscored by modern-day challenges that demand continuous learning and adaptability. The concept of human capital development has its roots in classical economics, where economists such as Adam Smith (1776) emphasized the importance of investing in individuals as a means of boosting productivity. Smith recognized that individuals who possess higher skills and knowledge tend to be more productive, and thus, the workforce is considered an essential element of a nation's wealth.

Human capital development encompasses various components that contribute to the overall growth and advancement of individuals and organizations. These components include:

i. **Education and Training:** One of the most fundamental aspects of human capital development is education and training. Education provides individuals with the foundational knowledge they need to succeed in their careers, while training equips them with specific skills that are relevant to their job roles. According to OECD (2020), investment in education is one of the most significant drivers of economic growth and individual well-being. Continuous training and development programmes enable employees to keep up with new technological advancements and industry trends, ensuring that their skills remain relevant.Formal education and structured training programmes are fundamental aspects of human capital development. They provide individuals with the necessary knowledge, skills, and competencies required for personal and professional growth (Almendarez, 2011; Nafukho et al., 2004).

ii. **Health and Well-being**: A healthy workforce is a productive workforce. Investment in the health and well-being of employees is another critical component of human capital development. Studies have shown that employees who are in good health are more likely to be productive and engaged in their work. In their study, Bloom, Canning, and Sevilla (2004) found a strong correlation between health and economic productivity, indicating that improvements in health lead to enhanced human capital and, consequently, economic growth.

iii. **Workplace Learning and Development:** Human capital development does not stop at formal education. Workplace learning, including on-the-job training, mentoring, and coaching, plays a crucial role in employee development. Organizations that foster a culture of continuous learning are more likely to retain top talent and adapt to changes in the business environment. According to a report by Deloitte (2021), companies that prioritize employee learning and development experience 2.5 times higher productivity than those that do not.

iv. **Career Development and Succession Planning:** Human capital development also includes career development initiatives, which ensure that employees have opportunities for growth and advancement within the organization. Succession planning, which identifies and prepares future leaders, is a critical aspect of career development. Organizations that invest in career development are better able to retain their employees, reduce turnover, and ensure continuity in leadership roles (Cappelli, 2008).

v. **Knowledge Management and Sharing:** In the knowledge economy, intellectual capital has become one of the most valuable assets of an organization. Human capital development includes knowledge management practices that promote the sharing and dissemination of knowledge across the organization. By fostering a culture of knowledge sharing, organizations can leverage the expertise of their employees to drive innovation and improve performance (Nonaka & Takeuchi, 1995).

Personnel Management

Personnel management, also known as human resource management (HRM), is a critical function within organizations that focuses on the effective management of human resources to achieve organizational goals. It encompasses a wide range of activities and practices aimed at attracting, developing, and retaining talented individuals, while aligning their efforts with the organization's strategic objectives (Ulrich et al., 2021).

The concept of personnel management has evolved significantly over the years, reflecting the changing dynamics of the business environment and the increasing recognition of the importance of human capital in driving organizational success. Personnel management refers to the administrative discipline of hiring and developing employees so that they become more valuable to the organization. It is primarily concerned with the effective use of human resources in organizations, ensuring that employees are properly utilized to achieve organizational goals. Personnel management is responsible for functions such as recruitment, training, performance appraisal, compensation, and employee relations. Over time, the traditional view of personnel management has evolved into human resource management (HRM), which takes a more strategic approach to managing people (Ulrich et al., 2021). The transition from personnel management to human resource management (HRM) represents a shift from administrative to strategic focus. Personnel management primarily dealt with day-to-day employee administration, while HRM encompasses a broader approach, incorporating strategic planning, employee development, and talent management. HRM focuses on aligning human resources with the long-term goals of the organization, recognizing employees as critical assets in achieving a competitive advantage (Boxall & Purcell, 2016).

This evolution has been driven by various factors, including globalization, technological advancement, and changes in labor market dynamics. HRM now plays a pivotal role in organizational success, ensuring that human capital is managed efficiently to support innovation and competitiveness (Ulrich et al., 2021).

Human Capital

Personnel are people who are employed by a company or organization to perform some kind of work. Personnel can, according to Encyclopedia (2018) vary from unskilled labourers hired to do daily contract work to highly skilled professionals such as doctors who staff a hospital. The importance of personnel in the attainment of organizational objectives cannot, according to Onah (2002) in Ezeani and Nwankwo (2002) be over-emphasized. Accordingly, the critical processes of determining goals, making investment choices, directing work effort on a day-to-day basis, maintaining and servicing equipment and so on, fall squarely on the personnel of an organization. It therefore follows that people are the main instruments for the realization of organizational objectives. In observing the role of personnel in the attainment of organizational goals, Ofoegbu (2014) averred that a firm can mobilize all its capital inputs and still be out of production. The decision to start capital mobilization is personnel decision. The assemblage of the inanimate factors of production into a single, coherent and operational production system is a human act, conceived by human genius and realized by human efforts. However, personnel is interwovenly used as human capitals. Human capitals at the organizational level, according to Ikeanyibe (2023) is the entire employee, personnel, manpower or employees of the organization. Human capital denotes the infinite differences in the relative capability of people who may be employed or are actually employed in an organization and the relative quantity and quality of output, which they could be used to achieve. Onah, (2010) observed that the efficiency with which an organization can perform will depend to a large extent, on how its human capitals can be managed and utilized. Every manager must, therefore, be able to work effectively with people and also be able to solve the various problems which the management of people may entail. Accordingly, he observed that

the type of leadership which characterized our organizations in the first half of the 20th century is no longer sustainable in the present working environment. The leadership was arbitrary and autocratic in its relationship with subordinates. Today, things have changed. Employees are better educated and their orientation and value system are no longer the same as those of the past. In addition, most organizations are becoming more complex in nature and, therefore, leaders in these organizations are expected to have greater technical competence and a better understanding of human behaviour. Organizational human capitals have become of strategic interest to the top management recently because the effective use of people in organizations can provide a competitive advantage. Human capitals, easily recognized as the most important out of the capitals required for the production of goods and services, are the key to rapid socio-economic development and efficient service delivery.

According to Barney (2015), human capitals include all the experiences, skills, judgment, abilities, knowledge, contracts, risk-taking and wisdom of individuals and associates in an organization. Without an adequate, skilled and well-motivated workforce operating within a human capital management programme, development and efficient service delivery is not possible. The concept of human capital is more frequently used today to refer to organizational personnel. Thus, human capital management is today more frequently used to describe the handling of the people aspect of management.

Effect of Human Capital Development on Personnel Management

Human capital development (HCD) has become a crucial strategy for organizations in enhancing their personnel management. It encompasses activities and initiatives aimed at improving the knowledge, skills, and competencies of employees, which in turn influence organizational effectiveness. Personnel management, now commonly referred to as human resource management (HRM), focuses on optimizing employee performance, ensuring employee satisfaction, and aligning workforce development with strategic organizational goals (Ulrich et al., 2021). Human capital development and personnel management are intrinsically linked, as the effective management of an organization's human resources is contingent upon investing in the growth and development of its workforce. The impact of human capital development on personnel management is multifaceted, influencing various aspects of the organization's ability to attract, retain, and optimize the performance of its human resources. Training and development programmes (TDP) are critical in retaining employees by enhancing their skills and providing career advancement opportunities. Employees who receive continuous training are more likely to stay longer with the organization, reducing turnover rates. Studies show that organizations that invest in the development of their human capital see higher retention rates due to increased job satisfaction and loyalty (McKinsey & Company, 2021). Employees view training as an investment in their future, which fosters a sense of belonging and commitment to the organization.

For example, Gallup (2019) reports that employees who perceive their organization as being invested in their development are 50% more likely to stay for five or more years. This engagement, in turn, reduces costs related to recruitment and onboarding, thus improving overall organizational efficiency. Employee education level (EEL) significantly impacts the effectiveness of performance management practices (PME). More educated employees tend to have a better understanding of job expectations, performance metrics, and the overall goals of the organization. This leads to a more structured and efficient performance evaluation process, allowing for accurate identification of areas for improvement and development (Becker et al., 2009). Highly educated employees are also more likely to engage in continuous learning and development, ensuring that performance management systems are utilized to their full potential. Organizations that invest in the education of their workforce

experience enhanced performance outcomes due to better alignment between employee capabilities and organizational goals (Boxall & Purcell, 2016).

Benefits of Human Capital Development

Investing in human capital development offers numerous benefits for individuals, organizations, and societies. Some of the key benefits include:

i. **Improved Employee Performance:** One of the most immediate benefits of human capital development is improved employee performance. By providing employees with the skills and knowledge they need to succeed, organizations can enhance productivity and efficiency. According to a study by McKinsey & Company (2021), companies that invest in employee development are more likely to outperform their competitors in terms of financial performance and innovation.

ii. **Enhanced Employee Retention and Engagement:** Human capital development plays a critical role in employee retention and engagement. Employees who feel that their organization is invested in their development are more likely to remain loyal and committed to the organization. Gallup (2019) found that employees who receive regular development opportunities are 50% more likely to remain with their employer for five or more years.

iii. **Adaptability and Innovation:** In a rapidly changing business environment, organizations must be able to adapt to new technologies, market conditions, and customer demands. Human capital development ensures that employees have the skills and knowledge they need to innovate and respond to these changes. According to a report by the World Economic Forum (2020), organizations that prioritize reskilling and upskilling are better equipped to navigate technological disruptions and remain competitive in the global market.

iv. **Leadership Development:** Human capital development is essential for building the next generation of leaders within an organization. Succession planning and leadership development programmes ensure that organizations have a pipeline of talent ready to step into leadership roles when needed. Research by Bersin by Deloitte (2021) found that organizations with strong leadership development programmes are more likely to experience long-term success and growth.

v. **Improved Employee Performance and Productivity:** Well-trained and skilled employees are better equipped to perform their tasks efficiently and effectively, leading to increased productivity and organizational performance (Becker et al., 2009; Bassi & McMurrer, 2007).

Functions of Personnel Management

Personnel management encompasses a range of functions and activities designed to effectively manage and develop an organization's human resources. These functions include:

i. **Workforce Planning and Recruitment:** Recruitment is the process of identifying organizational staffing needs and attracting candidates to fill those needs, while selection involves choosing the best candidates for the job. Personnel management ensures that this process is efficient, legally compliant, and aligned with the organization's goals. Modern recruitment practices often incorporate technology, like applicant tracking systems, which enhance the efficiency and accuracy of the process (Noe et al., 2020). This function involves analyzing and forecasting the organization's human resource needs, developing job descriptions, and attracting and selecting qualified candidates to fill vacant positions.

ii. **Training and Development:** Personnel management plays a crucial role in employee development, ensuring that staff members are trained to perform their jobs effectively and are offered opportunities for continuous learning. This function is particularly significant as it contributes to employee satisfaction and retention, which are critical in today's competitive job market. Employee training is also essential for adapting to technological advances and changing market demands (Armstrong & Taylor, 2020). This function focuses on providing employees with the necessary knowledge, skills, and competencies to perform their jobs effectively and prepare them for future roles and responsibilities through various training programmes, workshops, and development opportunities.

iii. **Performance Management:** Personnel management encompasses the development of performance appraisal systems that assess employee contributions to the organization. This process involves setting performance standards, assessing employee achievements, and providing feedback. Effective performance management ensures that employees remain motivated, understand expectations, and contribute to organizational objectives. Research suggests that organizations with strong performance management systems tend to have higher productivity and profitability (Aguinis, 2019). This function involves setting performance standards, evaluating employee performance against those standards, providing feedback, and taking appropriate actions to address performance issues or reward outstanding performance.

iv. **Compensation and Benefits Administration:** Compensation management is a critical part of personnel management. It involves determining competitive salaries and benefits packages to attract and retain talent. This area also includes designing compensation structures that are fair and equitable across the organization. As noted by Milkovich et al. (2019), well-structured compensation systems can improve employee motivation and organizational commitment. This function involves designing and administering competitive compensation and benefits packages to attract and retain talented employees, while ensuring internal equity and compliance with relevant laws and regulations.

v. **Employee Relations and Labor Relations:** Personnel management ensures positive employee relations by addressing concerns, managing grievances, and fostering communication between employees and management. Strong employee relations lead to higher job satisfaction, improved productivity, and lower turnover rates. According to Cascio and Boudreau (2021), good employee relations are associated with lower organizational conflict and higher employee engagement. This function encompasses activities related to fostering positive employer-employee relationships, addressing employee grievances and concerns, and managing labor relations, including collective bargaining and contract negotiations, where applicable.

Challenges of Human Capital Development and Personnel Management

Based on general challenges that organizations may face in human capital development and personnel management, here are some potential challenges that the Independent National Electoral Commission (INEC) encounter (INEC, 2024):

i. **Limited Resources:** Insufficient budget allocation for training and development programmes. Lack of dedicated personnel or department for human capital development initiatives. Inadequate infrastructure or facilities for conducting training sessions.

ii. **High Staff Turnover:** Frequent staff rotations or transfers, leading to knowledge gaps and disruptions in training efforts. Loss of skilled and experienced personnel, necessitating continuous recruitment and training.

iii. **Geographical Spread:** Challenges in providing consistent training and development opportunities across different states and regions. Logistical difficulties in delivering training programs to remote or hard-to-reach areas.
iv. **Diversity and Inclusion:** Ensuring equal access to training and development opportunities for all staff, regardless of gender, ethnicity, or background. Addressing language barriers and cultural differences in delivering training programmes.
v. **Technological Limitations:** Lack of access to modern technology or e-learning platforms, especially in rural areas. Limited expertise or technical support for implementing digital training solutions.

Empirical Review

Green, and Davis, (2022) explore how training programmes in retail organizations impact employee retention. Motivation-Hygiene Theory (Herzberg's Two-Factor Theory). This theory was selected as it addresses the motivational factors that influence employee satisfaction and retention, particularly how growth opportunities through training act as a motivator. The researchers employed a cross-sectional survey method, using standardized questionnaires to gather data from employees in retail stores. The cross-sectional approach was chosen to provide a snapshot of current training practices and their influence on retention. The study targeted 600 employees from five large retail chains, with a sample size of 250 employees selected using simple random sampling. The study found that 70% of employees who participated in the training program reported increased job satisfaction and a reduced likelihood of leaving their jobs within the next 12 months. Training was seen as a key factor in reducing turnover in the retail industry. The study recommended that retail companies should incorporate regular training as part of their employee engagement strategy to enhance retention and improve job satisfaction. McKenzie, and Thompson, (2021), investigate the role of employee training and development programmes (TDP) in improving employee retention in multinational corporations. Human Capital Theory. This theory was selected as it emphasizes the value of investment in employee skills and knowledge, which aligns with the focus on training and development. The study employed a quantitative survey approach, using structured questionnaires to collect data from employees across various multinational companies. This methodology was chosen to generate statistically valid insights across a large and diverse workforce. The population was 500 employees from 5 multinational companies, and a sample size of 300 was randomly selected. The study revealed that companies with higher participation rates in TDP had a 25% lower employee turnover compared to companies with limited or no formal training. Employees who were given opportunities to upgrade their skills were more likely to stay longer with their employers. The authors recommend that organizations should institutionalize continuous training and development to foster employee loyalty and reduce turnover costs.

Armstrong, (2020), examine the relationship between employee participation in training and development programmes and their retention in large multinational companies. Human Capital Theory (Becker, 1964) was used to understand the role of investment in employee development in increasing their value to the organization. The study employed a quantitative research design using structured questionnaires distributed to employees across 10 multinational companies. This methodology was chosen due to the large number of participants and the need for statistical analysis. The population consisted of 5,000 employees from 10 multinational companies, with a sample size of 500 respondents selected through stratified random sampling. The study found a significant positive relationship between participation in training and employee retention. Companies that provided regular development opportunities experienced lower turnover rates. The study recommended that the organizations should adopt continuous training and development programmes as part of

their retention strategy, with a focus on aligning these programmes with employee career aspirations. Shahzad, (2019) explore the impact of training and development programmes on employee retention in the banking sector of Pakistan. The Social Exchange Theory (Blau, 1964) was employed, suggesting that employees reciprocate organizational investments in their development by showing greater loyalty and commitment. The research used a mixed-method approach, combining surveys and interviews with 300 employees in five major banks. This combination was chosen to capture both quantitative data and personal insights. The study's population was 1,500 employees from five banks, and a sample size of 300 was drawn using purposive sampling. Training and development programmes significantly influenced employee retention, particularly for mid-career employees. Employees were more likely to stay if the programmes addressed their career growth needs. Thus, the study suggested that, Banks should focus on tailoring development programmes to different career stages to improve employee retention rates. Lee, (2021), investigate the role of training in improving employee retention within the technology sector. Resource-Based View (RBV) of the firm was applied, viewing employees' knowledge and skills as valuable resources that provide a competitive advantage. This quantitative study utilized a longitudinal survey design, collecting data over three years from technology firms. The longitudinal design was chosen to track retention patterns over time. The study's population comprised 8,000 employees across various technology companies, with a sample size of 1,000 employees. The study revealed that continuous training, particularly in emerging technologies, led to higher retention rates. The employees who participated in more than three training programmes annually were 50% less likely to leave the organization. The study suggested that technology companies should invest in skill development in cutting-edge fields, creating a learning culture to retain top talent. Smith, (2018) determine the effect of leadership development programmes on employee retention in the healthcare industry. Leadership Development Theory (Avolio & Bass, 2002) was used, which emphasizes the role of leadership skills in enhancing employee commitment and retention. The study used a case study approach, selecting five leading hospitals in the United States. Data were collected through surveys and interviews. The case study method allowed for in-depth exploration of the programmes in different settings. The population included 2,000 healthcare employees, with a sample size of 400 employees participating in leadership development programmes. Leadership development programmes were strongly linked to higher employee retention, particularly for employees identified as future leaders. These programmes fostered a sense of belonging and career growth. Healthcare organizations should establish formal leadership development tracks as a strategy to retain high-potential employees.

Khan, (2022) assess the impact of employee participation in skill development programmes on retention in the manufacturing sector. Motivation Theory (Herzberg, 1959) was used to analyze how skill development motivates employees to stay in the organization by addressing their intrinsic needs for growth and achievement. A cross-sectional survey was conducted using questionnaires distributed to 10 manufacturing firms. The cross-sectional design was selected due to the need for current data across multiple firms. The study included 3,000 employees in 10 manufacturing firms, with a sample size of 600 respondents chosen through simple random sampling. The study found that skill development programmes significantly reduced turnover, especially among technical staff. Employees were more likely to stay if they perceived the training as relevant to their career advancement. Manufacturing firms should integrate skill development into their long-term employee engagement strategies to minimize turnover and build a highly skilled workforce.

Johnson, and Smith, (2020) examine the impact of employees' education levels on the effectiveness of performance management practices in the banking industry. Human Capital Theory. This theory was chosen because it emphasizes the role of education and training in

enhancing employees' productivity, which is key to performance management. A mixed-methods approach combining surveys and interviews. Surveys were used to gather quantitative data on employee education and performance outcomes, while interviews were conducted with HR managers to understand qualitative aspects. This methodology was chosen to provide both breadth and depth in analyzing the issue. The population consisted of 1,200 employees across five major banks. A sample size of 400 employees was selected through stratified random sampling, ensuring representation from different educational backgrounds. Employees with higher education levels demonstrated a better understanding of performance management systems and were more likely to meet or exceed performance expectations. These employees were also more receptive to feedback and personal development goals set during performance reviews. The authors recommend that banks should align their performance management systems with employee education levels by offering more advanced training for employees with higher education to fully utilize their potential. Patel, and Zeng, (2021), investigate how the educational background of employees affects the effectiveness of performance management practices in the manufacturing sector. This theory was chosen because it explains how employees' expectations of rewards, based on their abilities (education), influence their performance in relation to performance management systems. The study used a quantitative research design with structured questionnaires to collect data on employee education and performance outcomes. The methodology was chosen to generate measurable data that could be analyzed statistically to identify trends and relationships. The study involved 2,000 employees from 10 manufacturing companies, with a sample size of 600 employees selected through simple random sampling. The study found that employees with higher education levels performed better in goal-setting, self-assessment, and feedback assimilation during performance appraisals. This group exhibited higher motivation and understanding of PME processes, leading to better performance outcomes. The study recommends that manufacturing companies invest in continuous education programmes to upskill their workforce, as higher education improves the effectiveness of performance management practices.

Kim, and Jones, (2019), evaluate the influence of employee educational levels on the effectiveness of performance management practices in public sector organizations. Cognitive Resource Theory. This theory was selected because it explains how the cognitive abilities of employees, often linked to their educational background, influence their problem-solving skills and decision-making, which are critical to performance management. The study used a case study approach, focusing on three public sector organizations. Data was collected through interviews with supervisors and surveys from employees to assess how education impacted their perception and application of performance management. The case study approach was selected to gain a deeper understanding of the organizational context and how education interacts with performance practices. The population included 1,500 employees across three organizations, with a sample size of 300 employees selected using purposive sampling. The study found that employees with graduate-level education were better at utilizing performance management tools, such as self-assessment forms and individual development plans. They were also more likely to see performance management as a developmental tool rather than a punitive measure. The study recommends that public sector organizations should tailor performance management practices to account for the educational diversity within their workforce, providing more advanced tools and guidance for employees with higher education. White, and Martin, (2022), explore the relationship between employees' educational levels and the efficacy of performance management systems in retail businesses. Transformational Leadership Theory. This theory was applied to emphasize how leaders can inspire and motivate employees by aligning performance management with their education levels and individual competencies. A cross-sectional survey design was used,

where employees from various educational backgrounds were surveyed to assess their understanding and engagement with performance management practices. This methodology was selected for its ability to capture a wide range of educational backgrounds and perspectives at a single point in time. The population consisted of 700 employees from five retail chains. A sample size of 250 employees was selected through simple random sampling. Employees with higher education levels were more likely to actively participate in performance reviews and set more realistic, measurable performance goals. These employees also showed higher levels of engagement in self-assessment and developmental feedback sessions. The study recommends that retail companies should offer tailored performance management strategies that cater to employees' educational backgrounds. For highly educated employees, the introduction of more sophisticated performance metrics may increase engagement and retention.

Nguyen, and Williams, (2018) examine how employees' educational backgrounds influence the effectiveness of performance management practices in technology companies. Competency-Based Theory. This theory was chosen because it posits that employees' competencies, largely influenced by education, determine their performance capabilities and how they interact with performance management systems. The study used a longitudinal design, tracking employees' performance over two years following the introduction of new performance management systems. This methodology was selected to observe changes over time and to assess the long-term impact of educational level on PME effectiveness. The population consisted of 900 employees from three technology firms. A sample size of 450 employees was selected using stratified sampling to ensure diversity in educational background. The research revealed that employees with higher education, particularly those with specialized degrees in technology, responded more positively to performance management systems that focused on continuous learning and development. These employees also showed higher retention and job satisfaction rates. The study recommends that technology firms should design performance management systems that emphasize continuous learning and career development, particularly for highly educated employees. Continuous education and certifications should be incorporated into PME practices to enhance performance outcomes.

Gap in literature review

From the reviews on "Effect of Human Capital Development on Personnel Management in INEC," identifying empirical gaps in the literature is crucial. Based on the existing studies conducted so far, the following empirical gaps were identified. Most studies, such as those by Green and Davis (2022), McKenzie and Thompson (2021), and Armstrong (2020), focus on retail, multinational corporations, and banking sectors. However, none of these studies explore public sector organizations, particularly election management bodies like INEC. This presents an opportunity to study human capital development within the unique context of public administration and electoral governance, where operational dynamics may differ significantly from private sectors.

Theoretical Framework

This study considered various theories such as Human Capital Theory, Herzberg's Two-Factor Theory, Social Exchange Theory, Maslow hierarchy of needs theory, Alderfer ERG Theory and Resource-Based View (RBV).

Human Capital Theory, was developed by Becker, (1964). Human Capital Theory posits that investments in education, training, and development enhance the productivity and efficiency of employees, ultimately contributing to organizational performance.

This theory supports the idea that training and development programmes lead to improved employee retention, enhanced performance, and better management practices within INEC. By emphasizing the value of investing in human resources, it aligns well with the objectives of your study.Human Capital Theory suggests that individuals and organizations can invest in education, training, and development to enhance knowledge, skills, and abilities, which in turn contribute to increased productivity, economic growth, and organizational performance.
Human Capital Theory primarily focuses on the economic benefits of education and training, potentially neglecting the psychological and social factors that influence employee retention and satisfaction, particularly in a public sector context.

Motivation-Hygiene Theory (Herzberg's Two-Factor Theory)
Herzberg, F. (1959) this theory suggests that job satisfaction and dissatisfaction arise from two different sets of factors: motivators (e.g., achievement, recognition, responsibility) and hygiene factors (e.g., salary, working conditions). Motivators lead to job satisfaction, while hygiene factors can prevent dissatisfaction.
The theory can be used to explore how training programmes serve as motivators that enhance job satisfaction and retention among INEC employees. It helps in understanding the intrinsic and extrinsic factors that influence personnel management in the organization.
The theory may oversimplify the complexities of employee motivation and retention, as it does not account for contextual and organizational factors specific to public sector institutions like INEC.

Best Suitable Theory: Human Capital Theory
Human Capital Theory directly addresses the impact of training and development on employee performance and retention, making it highly relevant for assessing the effect of human capital development on personnel management within INEC.
Numerous studies have validated the relationship between human capital development and organizational outcomes, providing a strong foundation for this research.
This theory offers a clear framework for analyzing how various human capital development strategies can enhance the capabilities of INEC employees, leading to improved personnel management practices. By adopting Human Capital Theory, this study can effectively explore the dynamics of employee training, retention, and overall performance in the context of INEC, providing valuable insights into how human capital development can optimize personnel management in public sector organizations.

Methodology
This study adopted survey design. The population of the study comprises of all the staff of the Independent National Electoral Commission (INEC), Headquarters, Abuja. The organisation has the total of 1015 staff. (INEC, 2023). Thus, the population of this study is 1015. The staff were purposely sampled because of their experience with the human capital development on personnel management in the Independent National Electoral Commission (INEC), Headquarters, Abuja.
The technique used in drawing the sample size is Taro Yamane (1967) formula defined as:

$$n = \frac{N}{1+N(e)^2}$$

Where n = sample size
N = total population size
1 is constant
e = the assume error margin or tolerable error which is specified as 5% (0.05) in this study.

$$n = \frac{N}{1 + N\,(e)^2} = \frac{1015}{1+41015\,(0.05)^2} = \frac{1015}{122.04} = 399.9 = 400$$

The questionnaires were distributed in such a way that all the beneficiaries were represented and captured.

The study took a sample size of 400 based on the Taro Yamane (1967) formula. Multistage sampling technique was used for the study. In this sampling procedure, the primary groups and sub-groups are selected on the basis of geographical distribution rather than other characteristics.

Table 1: Analysis of Questionnaire Administered

Questionnaires	**Data of Respondent**	**Percentage %**
Questionnaires returned	397	99.25%
Questionnaires not returned	3	0.75%
Total	**400**	**100%**

Source: Field Survey, 2024.

As shown on the table, the first threshold shows that out of the 400 copies of questionnaires administer and interviews conducted 397 were returned representing 99.25%of the targeted population, while 3 questionnaires were not returned representing 0.75% of the entire study population.

Table 2: Sex Distribution of Respondents

Sex	No. of Respondents	Percentage %
Male	333	83.9%
Female	64	16.1%
Total	397	100%

Source: Field Survey, 2024.

As can be seen in Table 2 above, 333 of the respondents representing 83.9% of the population are male while only 64 respondents representing 16.1% are female.

Table 3: Responses on whether employees at INEC are provided with adequate opportunities for training and development (TDP).

Option	Number of respondent	Percentage%
Strongly Agree	119	30%
Agree	178	44.8%
Strongly Disagree	45	11.3%
Disagree	34	8.6%
Undecided	21	5.3%
Total	397	100%

Source: Field Survey, 2024.

The table shows that the majority of respondents believe that Employees at INEC are provided with adequate opportunities for training and development (TDP), with a combined total of 74.3% (119 + 178) of respondents either strongly agreeing or agreeing with this statement. Only 15.9% of respondents (45 + 34) disagree or strongly disagree, while 5.3% are undecided as to whether employees at INEC are provided with adequate opportunities for training and development (TDP) or not.

Table 4: Opinions of respondents on whether the training and development programmes at INEC are well-designed and effectively implemented.

Option	Number of respondent	Percentage%
Strongly Agree	81	20.4%
Agree	160	40.3%
Strongly Disagree	76	19.1.1%
Disagree	21	5.2%
Undecided	59	14.9%
Total	397	100%

Source: Field Survey, 2024.

The table shows that a significant proportion of respondents (60.7%, comprising 81 + 160) either strongly agree or agree that the training and development programmes at INEC are well-designed and effectively implemented. In contrast, only 19.1% (76) of respondents disagree or strongly disagree, while 14.9% (59) are undecided as to whether the training and development programmes at INEC are well-designed and effectively implemented or not.

Table 5: Responses on whether Participation in Training Development Programme at INEC positively impacts employees' job satisfaction and motivation.

Option	Number of respondent	Percentage%
Strongly Agree	87	21.9%
Agree	153	38.5%
Strongly Disagree	76	19.1%
Disagree	50	12.6%
Undecided	31	7.8%
Total	397	100%

Source: Field Survey, 2024.

The table shows that the majority of respondents (60.4%, comprising 87 + 153) believe that Participation in TDP at INEC positively impacts employees' job satisfaction and motivation. On the other hand, only 31.1% of respondents (76 + 50) disagree or strongly disagree that Participation in TDP at INEC has not positively impacts employees' job satisfaction and motivation, while 7.8% (31) are undecided as to whether Participation in TDP at INEC positively impacts employees' job satisfaction and motivation or not.

Table 6: Responses on the whether the Training Development Programme at INEC adequately addresses the needs of employees and the organization.

Option	Number of respondent	Percentage%
Strongly Agree	49	12.3%
Agree	74	18.6%
Strongly Disagree	127	32%
Disagree	107	27%
Undecided	40	10.1%
Total	397	100%

Source: Field Survey, 2024.

The table indicates that most respondents (59.9%, comprising 49 + 74) either strongly agree or agree that the TDP at INEC adequately addresses the needs of employees and the organization. However, this is countered by a significant proportion (59%, comprising 127 + 107) of respondents who disagree or strongly disagree, suggesting that the TDP at INEC has not adequately addresses the needs of employees and the organization. Only 10.1% (40) of

respondents are undecided on whether TDP at INEC adequately addresses the needs of employees and the organization or not.

Table 7: Responses on whether Employees with higher education levels demonstrate a better understanding of performance management practices in INEC.

Option	Number of respondent	Percentage%
Strongly Agree	138	34.8%
Agree	89	22.4%
Strongly Disagree	54	13.6%
Disagree	65	16.6%
Undecided	51	12.8%
Total	397	100%

Source: Field Survey, 2024.

The table suggests that a significant proportion of respondents 138 and 89 representing (34.8% + 22.4%, totaling 57.2%) believe that Employees with higher education levels demonstrate a better understanding of performance management practices at INEC. However, a larger proportion (a combined total of 53%, comprising 54 + 65) disagree or strongly disagree with this statement, indicating that not all respondents perceive Employees with higher education levels demonstrate a better understanding of performance management practices at INEC. The remaining 12.8% of respondents are undecided as to whether employees with higher education levels demonstrate a better understanding of performance management practices at INEC or not.

Table 8: Opinions of respondents on whether the effectiveness of performance management practices at INEC improves when employees have advanced educational qualifications.

Option	Number of respondent	Percentage%
Strongly Agree	109	27.5%
Agree	105	26.5%
Strongly Disagree	71	17.9%
Disagree	45	11.3%
Undecided	64	13.5%
Total	397	100%

Source: Field Survey, 2024.

The table demonstrates that a majority of respondents (a combined total of 54% from 109 + 105) either strongly agree or agree that the effectiveness of performance management practices at INEC improves when employees have advanced educational qualifications. On the other hand, only 29.2% (71 + 45) of respondents disagree or strongly disagree with this statement that the effectiveness of performance management practices at INEC has not improves when employees have advanced educational qualifications, while 13.5% (64) are undecided as to whether the effectiveness of performance management practices at INEC improves when employees have advanced educational qualifications or not.

Table 9: Responses on whether Higher education levels among employees contribute to better compliance with performance evaluation processes in INEC.

Option	Number of respondents	Percentage%
Strongly Agree	99	24.9%
Agree	131	33%
Strongly Disagree	84	21.2%
Disagree	60	15.1%
Undecided	23	5.8%
Total	397	100%

Source: Field Survey, 2024.

The table suggests that a majority of respondents (a combined total of 57.9% from 99 + 131) either strongly agree or agree that Higher education levels among employees contribute to better compliance with performance evaluation processes at INEC. However, 42.1% (84 + 60) of respondents disagree or strongly disagree with this statement, that Higher education levels among employees does not contribute to better compliance with performance evaluation processes at INEC.

Table 10: Responses on whether Employees with higher certification and qualification acquisition rates are more likely to be promoted in INEC.

Option	Number of respondent	Percentage%
Strongly Agree	87	22%
Agree	133	33.5%
Strongly Disagree	76	19.1%
Disagree	60	15.1%
Undecided	41	10.3%
Total	397	100%

Source: Field Survey, 2024.

The table shows that a majority of respondents (a combined total of 55.5%, comprised of 87 + 133) either strongly agree or agree that Employees with higher certification and qualification acquisition rates are more likely to be promoted at INEC. On the other hand, 38.2% of respondents (76 + 60) disagree or strongly disagree with this statement, that Employees with higher certification and qualification acquisition rates are not more likely to be promoted at INEC while 41 respondent representing 10.3% are undecided as to whether Employees with higher certification and qualification acquisition rates are more likely to be promoted at INEC or not.

Test of Hypothesis

In this research work, chi-square statistics model was used to test the hypotheses.

H01: Participation rate in training and development programmes (TDP) has no significant effect on employee retention rate (ERR) at Independent National Electoral Commission (INEC), Headquarters, Abuja.

H02: Employee education level (EEL) has no significant influence the effectiveness of performance management (PME) practices at INEC Headquarters.

In testing the hypothesis table 5, and 7, was used to test the stated hypothesis in chapter one.

Observed Frequently.

Variable	Strong Agree	Agree	Strong Disagree	disagree	Undecided	Total Responses
Responses on whether Participation in TDP at INEC positively impacts employees' job satisfaction and motivation.	87	153	76	50	31	397
Responses on whether Employees with higher education levels demonstrate a better understanding of performance management practices at INEC.	138	89	54	64	51	397
Grand Total	225	242	130	114	82	794

Source: Underlying data from field survey 2024.

$$Fe = \frac{\text{Row total x Column total}}{\text{Grand total}}$$

$Fe = \frac{397 \text{ X } 225}{794} = 112.5$ $Fe = \frac{397 \text{ X } 114}{794} = 57$

$Fe = \frac{397 \text{ X } 242}{794} = 121$ $Fe = \frac{397 \text{ X } 82}{794} = 4$

$Fe = \frac{397 \text{ X } 130}{794} = 65$

(B) Computation of (Chi-Square)

Fo	Fe	Fo– Fe	(Fo – Fe)2	$\frac{£(fo - fe)2}{fe}$
225	112.5	112.5	12,656.25	112.5
242	121	121	14,641.00	121
130	66.2	63.8	4,070.44	61.41
114	57	57	3,249.00	57
82	41	41	1,681.00	41

Source: Field Survey 2024

Total Chi-Square Value: $\chi 2=392.99$

DF = (Nr-1) (NC-1)

Where DF = Degree of freedom

Nr = Numbers of rows in contingent table

NC = Numbers of column in contingent table

DF = (Nr-4) (NC-6)

= (4-1) (6-1)

=3 (5)

10 under 0.5 (level of significance)

=24.996

Decision Rule

Since the calculated chi-square value (392.99) is much greater than the critical value (24.996) at a 0.05 level of significance, we reject the null hypotheses (H_0) and accept the alternative hypotheses (H_1) for each of the tests.

Summary:

The chi-square statistic calculated (6348.8) far exceeds the critical value (24.996), indicating that:

H01: Participation rate in training and development programmes (TDP) has a significant effect on employee retention rate (ERR) at INEC.

H02: Employee education level (EEL) has a significant influence on the effectiveness of performance management (PME) practices at INEC.

In conclusion, based on the chi-square test results, there is sufficient evidence to reject all the null hypotheses and accept the alternative hypotheses, meaning that all the independent variables in the research have a significant impact on the respective dependent variables.

Summary of the major Findings

From the data presentation and analysis, the following are the summary of the major findings:

i. The study found that INEC provides adequate training and development opportunities that are well-designed and effectively implemented. These programmes have a positive effect on employee job satisfaction and motivation, indicating that INEC's efforts to invest in its human capital are yielding positive results.

ii. It was revealed by this study that employees with higher education levels are better equipped to understand and comply with performance management practices at INEC, ultimately contributing to improved efficiency and effectiveness of the organization's performance management systems.

Conclusion

This study has thoroughly examined the effect of human capital development on personnel management at the Independent National Electoral Commission (INEC) Headquarters, Abuja. The findings highlight the critical role that training and development programmes (TDP) play in enhancing employee retention, job satisfaction, and motivation. The finding shows that adequate access to TDP, supporting the notion that continuous learning and growth opportunities foster employee loyalty and reduce turnover.

However, concerns about the design and implementation of these programmes persist, this goes to show that while INEC’s human capital development efforts are generally effective, there is room for improvement in ensuring the programmes are well-aligned with both employee and organizational goals. Tailoring training to address specific skill gaps and future needs, as suggested by Noe (2017), will be crucial for maximizing the benefits of TDP.

Overall, the study concludes that human capital development significantly enhances personnel management at INEC, particularly in areas of employee retention and satisfaction. To further strengthen these outcomes, ongoing evaluation and refinement of training programmes are essential to better meet the evolving needs of employees and the organization.

Recommendations

Based on the findings of the study, the following recommendations were made:

i. Based on the findings, the study recommends that to maintain and improve upon the positive outcomes of its training and development programmes, the Independent National Electoral Commission (INEC), headquartered in Abuja, should develop specialized training programmes tailored to the specific needs of each department and employee role. Implement ongoing learning opportunities such as mentorship, workshops, and e-learning platforms. There is need for the organisation to regularly collect and analyze employee feedback on training programmes to refine their content, structure, and delivery. And to introduce incentives for active participation in development programmes, such as recognition, awards, and faster career progression.

ii. There is need for the Independent National Electoral Commission (INEC), Headquarters, Abuja to prioritize educational development initiatives and implement policies that encourage the continuous educational advancement of its workforce by offering educational support programmes such as tuition reimbursement, scholarships, or study leave for employees seeking to further their education, particularly in areas related to performance management and organizational effectiveness. They should also, develop recruitment strategies that place greater emphasis on hiring individuals with higher educational qualifications, particularly in key roles that directly influence performance management practices. Provide specialized training sessions for employees with lower education levels to ensure they are also equipped with the necessary skills and knowledge to understand and comply with performance management practices, thereby promoting inclusivity and overall efficiency. Establish clear pathways for career progression that reward employees who pursue and attain higher education, reinforcing the link between education, performance, and promotion within the organization.

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