

## **EFFECT OF HUMAN CAPITAL DEVELOPMENT ON PERFORMANCE OF PUBLIC SECTOR ORGANIZATIONS IN ANAMBRA STATE, NIGERIA**

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### **ABSTRACT**

*This study examined the effect of human capital development on the performance of public organizations in Anambra State, Nigeria. The specific objectives of the study were to: determine the effect of skill development on service delivery of public sector organizations, establish the effect of knowledge accessibility on efficiency of public sector organizations and examine the effect of manpower planning on service delivery of public sector organizations. The population of the study was 1500. The study employed mean score in data analysis while Z-score analysis was used to test the hypotheses. The findings showed that skill development has a significant effect on service delivery of public sector organizations, knowledge accessibility had a significant effect on efficiency of public sector organization and that manpower planning had a significant effect on service delivery of public sector organizations in Anambra State, Nigeria. The study concluded that human capital development enhances organizational performance of public sector organizations in Anambra State. The study recommended that public sector organizations in Anambra State Nigeria should increase their human capital investment to boost their performance. In doing that, the basic allowance should be introduced.*

**Keywords: Human Capital, Performance, Skill Development, Knowledge Accessibility, Efficiency.**

### **Introduction**

#### **1. Background of the Study**

Today, it is hard to refute the significance of human capital in any establishment as individuals represent the crucial assets that make a fruitful organization (Ming, 2012). Despite the arrival

of information technology, which has converted the entire world into a global village, human capital continues to be the driving force behind its success. There is no technology or service-based progress that has not and will not be fueled by human intellect, which is defined as an individual's aptitude, knowledge, and skill. In order for businesses to find innovative ways to build and preserve competitive advantage in today's changing climate, it's critical that they use their staff as a competitive weapon. Influencing the labor force entails, first and foremost, securing the right people with a high level of intellectual capability, necessitating the necessity for human capital investment. Human capital is an intangible asset that is considered an element of intellectual capital. The current corporate performance assessment system is significantly skewed toward the financial and physical sides of the business, resulting in a lack of useful data on intangible asset performance or intellectual capital efficiency ((Manukaji, Osisoma & Okoye, 2019).

The term "human capital" refers to a combination of the words "human" and "capital." Human capital, according to Olowolaju, Philip, Segun (2016), is a set of characteristics such as education, experience, training, intelligence, energy, work habits, trustworthiness, and initiative that influence the value of a worker's marginal product. Capital is a term used in economics to describe factors of production that are utilized to create products and services but are not consumed in the production process, along with the definition of capital from an economic standpoint. At a macro level, human resource refers to the sum of all components possessed by all people, such as talents, creative ability, inventive thinking, intuition, imagination, knowledge, and experience. Even if an organization has a lot of physical resources, it can still fail terribly if it doesn't have the right people to run it. As a result, the importance of human resources cannot be overstated. Then it becomes critical to pay close attention to the proper development of such an important organizational resource. According to Olayinka & Olayiwola (2017) training is a process or plan for improving and expanding workers' abilities, talent, and knowledge. Intellectual assets are more important to an organization's success, growth, and profitability than physical assets. The ability of a company to generate a profit on sales, as well as a sufficient return on the capital and personnel used in the commercial activity, is referred to as performance. Profits are the sources of a company's retained earnings. Productivity is the yardstick by which performance is judged. The importance of increased staff productivity in public sector organizations cannot be overstated, with benefits such as faster service delivery and improved production. Increased earnings; increased supply of goods and services at cheaper costs and prices, and so forth.

A government department tasked with providing crucial services to the broader public is known as a public sector institution. The public sector refers to all levels of government, whether federal, state, or local. Public sector organizations are those that have arisen as a result of the government operating as an entrepreneur. Human capital can help public institutions in Anambra State, Nigeria improve organizational performance by using staff knowledge, skills, and capacities. To get the most out of human resources in a public institution in Anambra State, a significant and meaningful investment is necessary. Today's corporate environment, according to Anosa (2021), is extremely dynamic, undergoing rapid changes as a result of technological breakthroughs, increased awareness, and evolving customer and environmental expectations. Enterprises in the public sector, particularly those in the media, operate in a complicated and competitive market that is always changing. As a

result, these media organizations' human capital must keep up with the continual changes in the environment (Isichei, 2016). Human capital development in the public sector should be ongoing to stay competitive and afloat, particularly in the areas of skill development, knowledge accessibility, training and development, and so on.

To put it another way, employees should be properly trained and motivated on a regular basis in order to encourage high productivity, since this is one surefire approach to ensure that the firm is productive, expanding, and self-sustaining. As a result, spending money on employee training and development is often recognized as one of the most significant investments a company can make, and such expenditures should be classified as capital expenditures. It is against this background that the study examined the effect of human capital development on performance of public sector organizations in Anambra State Nigeria.

## **2. Statement of the Problem**

Human capital is the mainstay of the achievement in every organisation. The knowledge, skills, and capacities moved within an organization through human capital are key to performance of public sector organizations. Unfortunately, many organizations understand human capital development as additional cost as well as liability to their operations, hence, do not appropriately train and develop them. Where it is possible for some organizations, the training and development is not matched with the training needs of the workers. Low levels of tertiary education, such as low high school enrollment rates in Nigeria, result in minimal rate of human capital, which can harm the transmission of knowledge, skills, and capabilities in organizations.

The consequences of disregard to investing in human capital development result in low productivity of workers in an organization. Training of employees is a responsibility of organizations as organizations tend to benefit from the training as the skills and knowledge acquired by employees through training is brought to bear or applied in the course of performing tasks. However, if the training needs, skills and knowledge accessibility of employees are not well prioritized in an organization, it will severely affect the predicted outcomes which consequently will be damaging to the level of productivity.

Today, many public sector organizations in Anambra State, Nigeria have not been productive as many of the employees lack the requisite skills to power the organizations to greater height. Most of the employment are done by connection and nepotism in disregard to merit. Most of the staff of Nigerian public sector have been found deficient in relations to their educational background, almost all of them had the qualifications short of the basic knowledge, skills and capabilities essential of their jobs. Thus, most of them find it very problematic to direct the activities of their various situations thereby making mistakes here and there which should not have been.

It is against this background that the study examined effect of human capital development on performance of public sector organizations in Anambra State, Nigeria.

### **3. Objectives of the Study**

The broad objective of the study was to examine the Effect of Human Capital Development on performance of public sector organizations in Anambra State, Nigeria. The specific objectives were to:

- i. Determine the effect of skill development on service delivery of public sector organizations in Anambra State, Nigeria.
- ii. Establish the effect of Knowledge accessibility on efficiency of public sector organizations in Anambra State, Nigeria.
- iii. Examine the effect of manpower planning on service delivery of public sector organizations in Anambra State, Nigeria.

### **4. Research Questions**

The following research questions were raised for the study

- i. What effect does skill development have on service delivery of public sector organizations in Anambra State, Nigeria?
- ii. What is the effect of Knowledge accessibility on efficiency of public sector organizations in Anambra State, Nigeria?
- iii. How does manpower planning affect service delivery of public sector organizations in Anambra State, Nigeria?

### **5. Statement of Hypotheses**

The following null hypotheses were formulated to guide the study.

- i. Skill development has no significant effect on service delivery of public sector organizations in Anambra State, Nigeria.
- ii. Knowledge accessibility has no significant effect on efficiency of public sector organizations in Anambra State, Nigeria.
- iii. Manpower planning has no significant effect on service delivery of public sector organizations in Anambra State, Nigeria.

### **6. Scope of the Study**

The study covered the effect of human capital development on performance of some public sector organizations in Anambra State. The study was conducted among four public media organizations in Anambra State from 2011-2021. The study focused on determining how human capital related variables such as: Skill transfer, knowledge accessibility and manpower planning relate with organizational performance proxied by service delivery and efficiency. The organizations studied are: Purity FM Awka, Nigeria Television Authority (NTA) Awka and Anambra State Broadcasting Service (Radio & Television) Awka. The general audience/listeners were also part of the study.

### **Review of Related Literature**

#### **7. Human Capital Development**

The accumulation of abilities, skills, and knowledge that can carry out work and provide economic value is referred to as human capital (Mubarik et al., 2018). Human capital accumulation leads to a value that can be seen at the individual, aggregate, national, and organizational levels. As a result, human capital implications can be made at both the individual and aggregate levels. Individual human capital focuses on evaluating professional achievement, including remuneration and promotions (Hayek 2016). Aggregate human

capital is the value that might potentially create a sustainable competitive advantage through productivity and profitability, depending on the unique knowledge, skills, and talents of all employees in a business (Nyberg & Wright, 2015).

Individual individuals add value to firms through their knowledge, skills, and abilities, but it is the sum of these employees' value that has the potential to build a sustained competitive advantage (Blanco-Mazagatos et al., 2018; Delery and Roumpi, 2017).

Human capital development as a concept seems to be giving way to concepts such as human resource development, manpower development and human resource management in most literature. Olusoji and Adedayo (2017) defined human resources development as a form of undertakings undertaken to expose an employee to perform an additional duties and assume positions of importance in the organisational hierarchy. Human resources development involves preparing employees for higher responsibilities in future. Human resources development is described by the Organization for Economic Cooperation and Development (OECD) as the advancement of skills, knowledge, talents, and attributes personified in people that enable the creation of personal, societal, and commercial well-being. As a result, human resource development may lead to increased employee productivity and, as a result, increased organizational productivity. Human resources development, according to Sowunmi, Eleyowo, Salako, and Oketokun (2015), is a continual process of upgrading the skill content of an organization's employees as a consequence of "job change." The cost of human resource development was used as a proxy for human resource development in this study.

### **Skill Development**

Skills development, according to Anosa (2021), is the process of (1) identifying one's skill gaps and (2) learning and strengthening those skills. It's significant since their abilities influence your ability to carry out your ideas successfully. Skill development is widely seen as essential for effective participation. As a result, it is an important tool for increased productivity, private-sector development, equitable economic growth, and poverty alleviation. Economic diversification and structural reform in favor of high-productivity sectors are critical for long-term poverty reduction. This needs a highly trained and adaptable workforce, which can encourage both domestic and international investment. To ensure relevance, policy coherence, coordination, and placement, skills development must be integrated into larger education and employment, growth and development approaches and processes.

Skills development, according to Olusoji and Adedayo (2017), refers to the productive skills acquired at all levels of knowledge and training, including formal, non-formal, informal, and on-the-job contexts. It enables people to become fully and effectively involved in their livelihoods, as well as to adjust their skills to meet the changing demands and opportunities of the economy and labor market. The acquisition of such skills is contingent on a number of factors, including a high-quality lifelong learning system and a conducive learning environment.

### **Knowledge accessibility**

Experience and practice embed knowledge, which can be exchanged without words in cooperative and master-apprenticeship relationships. Tacit knowledge can only be explained

to a limited extent, and it is debatable whether one should even try. Rather, it should be regarded as an integral element of professional practice, not as a substitute for explicit knowledge. However, from the perspective of a researcher, the study of tacit knowledge is of limited value because research-based knowledge is by definition in the realm of explicit knowledge. The article concentrates on explicit knowledge.

Human capital theorists asserted that education improves workers' cognitive skills, resulting in increased productivity and competence. As a result, investing in education improves an individual's cognitive capacities and abilities, consequently awakening his innate abilities through greater reasoning, thinking, attitudes, and performances. Significant changes in a worker's level of education and skills necessitate that he receives a range of pay (Goncalve, 2019).

### **Manpower Planning**

Manpower Planning is essentially the process of getting the number of qualified employees and seek to place the right employees in the right job at the right time, so that an organisation can meet its objectives (Abosedo, Eze and Showumi, 2018). Manpower Planning which is also called as Human Resource Planning consists of putting right number of people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the organization. Human Resource Planning has got an important place in the arena of industrialization. Human Resource Planning has to be a systems approach and is carried out in a set procedure. The procedure is as follows:

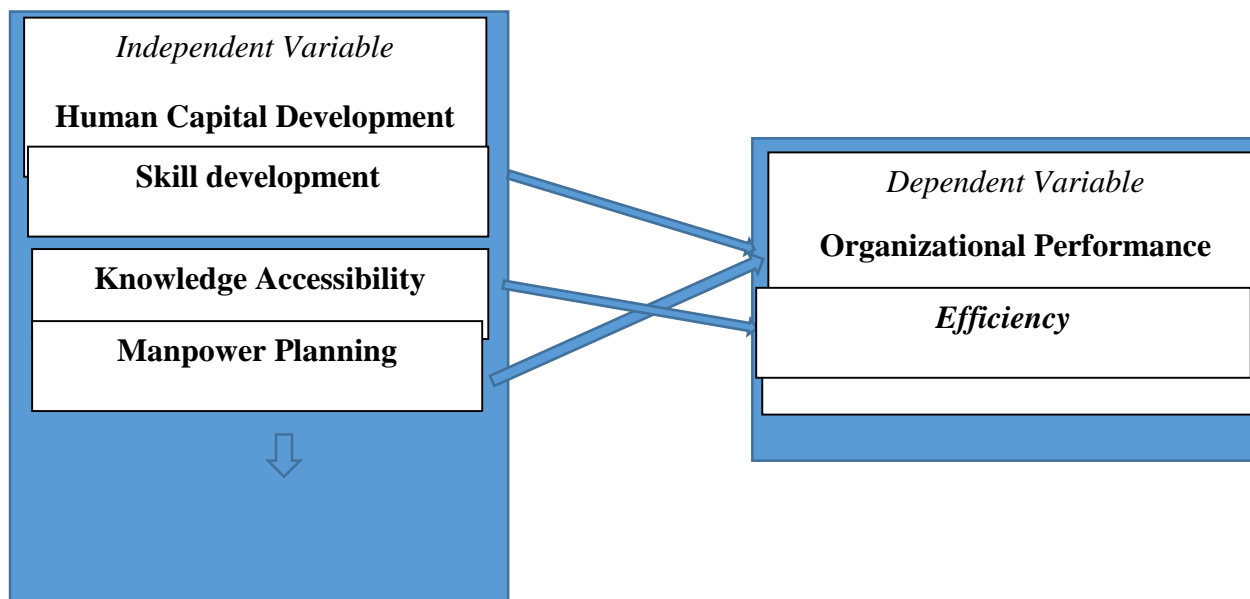
1. Analysing the current manpower inventory
2. Making future manpower forecasts
3. Developing employment programmes
4. Design training programmes

*Olusoji and Adedayo (2017) argue that Manpower planning is basically deals with coordinating, motivating and controlling of the various activities within the organisation. It is no doubt, planning is the most essential factors for each and every organisations. Without planning, no organisation can fulfil its goals. Generally, Human Resource planning is also called manpower planning. Manpower Planning is the development of strategies to match the supply of manpower to the availability of jobs at organizational, regional or national level.*

### **8. Organizational Performance**

The ability of a company to generate a profit on sales, as well as a sufficient return on the capital and personnel used in the commercial activity, is referred to as performance. Profits are the sources of a company's retained earnings. 'Profit to financial management is a test of efficiency and a measure of control; to creditors, it represents a margin of safety; to the government, it is a measure of taxable capacity and a basis for legislative actions; to the country, it is an index of economic progress, national income generated, and the rise in the standard of living; whereas performance is an outcome of profit,' according to Weston and Brigham (1992). Profit and profitability, or performance, are so closely related but play different functions in the corporate world. 'Corporate profitability,' according to Ehi-Oshio, Adeyemi, and Enofe (2013), is the degree to which an organization can successfully utilize its existing finances and assets and transform them into profits.

Figure 2.1 Conceptual framework



Source: Authors' conceptualization, 2022

In this study, the independent variables are human capital development which is represented by Skill development, knowledge accessibility and manpower planning, why the dependent variables were represented by organizational performance, service delivery and efficiency.

## 9. Theoretical Framework

### The Modernization Theory

Modernization notion can be traced back to Aristotle, according to historians (Cullather, 2002). Modernization theory is based on the work of social psychologist McClelland (1961), who attempted to explain the disparities in social and technological growth between nations. This idea examines how education affects a person's values, beliefs, and conduct. Modern ideals and attitudes are instilled by exposure to modernization institutions such as schools, factories, and the media. Openness to new ideas, independence from conventional authority, willingness to plan and forecast future demands, and a rising sense of personal and social efficacy are all characteristics of this mindset.

These normative and attitudinal changes, according to modernization theorists, persist throughout the life cycle, permanently altering the individual's relationship with the social structure. The greater the number of persons who visit modernization institutions, the higher the society's level of individual modernity. When a significant portion of a population deviates in this way, the rate of modernization and economic development accelerates. As a result of its effects on individual values and benefits, educational expansion sets in action the required building blocks for a more productive workforce and longer-term economic growth.

The theory is useful to the study in that resources are the driving forces in human resource management, and human resources and managers are primarily highlighted in understanding the escalating trends in knowledge and learning. The resource-based

paradigm asserts that quality and human skills must be developed and utilized before organizational and personnel goals and higher productivity can be achieved.

## **10. Empirical Review**

### **Skill Development and Service Delivery**

Obikwelu (2018) looked into the effects of human capital development on Nigeria's manufacturing industry. The data for this study came from the Central Bank of Nigeria's (CBN) statistical bulletin from 2016 and the World Bank's Development Indicators from 2017. In this investigation, the ordinary least square method was used. The findings demonstrated a favorable association between human capital development and manufacturing productivity, which is statistically significant. This demonstrates that for the manufacturing industry to achieve inspiring levels of output, human capital development is required.

Abosedo, Eze, and Showumi (2018) investigated the impact of human resource management (as evaluated by Reward management, Employee performance management, and Employee resourcing) on the non-financial performance of Nigerian banks. The study used a survey research method. With the help of STATA version 14, the model was estimated using ordinary least square (OLS). Human resource management has a considerable impact on banks' non-financial performance (F-value= 19.22 \* 0.0000 at a 5% level of significance), according to the data.

Widarni and Malang (2015) investigated the impact of human capital factors on manufacturing sector performance in West Java, Indonesia. A total of 897 people participated in the survey, which included 250 small and medium-sized businesses (SMEs). The data was analyzed using correlation and regression analysis. Employee educational level and experience are associated to SME success, according to the findings.

Oyinlola and Adeyemi (2014) conducted a related study on human capital development and organizational performance in the banking business. Data was analyzed using descriptive statistics, specifically means and standard deviations, while ANOVA and Pearson Correlation Analysis were used to investigate the link between the explanatory and dependent variables, as well as the relationship's level of significance. In the banking industry, it was shown that there is a considerable link between human capital development and organizational success.

### **Knowledge Accessibility and Efficiency**

Obulor and Ohaka (2019) did a study on the Nexus: Sector Analysis of Quoted Manufacturing Firms in Nigeria, which looked at training costs and financial performance.

With panel data from 2008 to 2017, we used an ex-post facto design. The Correlation Coefficient (R), Coefficient of Determination (R<sup>2</sup>), T-test, F-test, and Granger Causality are used to describe the data analysis. The first null hypothesis is rejected in favor of the alternate hypothesis, which asserts that training cost has a significant effect on return on equity (1.660 crucial t-value at 0.05 3.734 computed t-value). These disclosures demonstrate that the cost of human resources has a major impact on the financial performance of publicly traded manufacturing companies in Nigeria.



In a similar study carried out by Ulo and Ekpe, (2018) on Employee Training and the Performance of Plastic Products Manufacturing Firms in Nigeria. A descriptive research method was used. The Pearson's Product Moment Correlation Coefficient ( $r$ ) was used to collect and analyze data, and the results were tested using t-statistics. The data show that programmed instruction has a substantial relationship with increased sales volume, and computer/simulated games have a significant relationship with excellent return on investment in Nigerian plastic product manufacturing companies.

Yaya (2016) looked into how human capital development affects librarian job satisfaction in Nigerian public universities. The study used a correlation survey research design. The survey included 1,254 librarians from Nigerian public university libraries, of whom 923 were chosen using simple random sampling. The study discovered a link between librarians' human capital development and job satisfaction in Nigerian public university libraries.

### **Manpower Planning and Service Delivery**

The impact of human capital efficiency on corporate productivity of industrial goods companies listed on the Nigerian Stock Exchange Market was investigated by Danjuma and Akinpelu (2016). The link between the variables of interest (employee growth (EG), earnings per share (EPS), and return on assets) was investigated using multiple linear regression models (ROA). According to the findings, there is a strong positive association between human capital efficiency and ROA and EPS, as well as a minor negative relationship between human capital efficiency and Size, lagged human capital efficiency, and staff growth.

In Abia State, Chijindu, Ibeh, and Emerole (2016) investigated the impact of human capital development programs on employee productivity. The study used a survey research design, as well as primary and secondary data, as well as a questionnaire and an oral interview to extract information from respondents. The data was analyzed using descriptive statistics and Logistic Regression analysis using SPSS version 20. The Logistic Regression result suggested that training, seminars, workshops, and skill acquisition are human capital development programs that are substantially associated to employee productivity.

From 1991 to 2017, Onokoro and Dania (2019) looked at human capital investment and economic growth in Nigeria. The co-integrated test result indicated a long-term link between the two variables evaluated, thus they used the unit root test. The study also suggested investing in human capital, citing it as a critical component of socioeconomic development.

## **11. Methodology**

### **Research Design**

The study employed census survey research design. In using census survey design, opinions of the respondents were ascertained through the administration of questionnaire and the conduct of interview. This helped to provide answers to the issues raised in the research questions and hypotheses.

The study is focused on human capital development and performance in public sector organizations in Anambra State, Nigeria. The study area is media organizations in Anambra State namely; Purity FM Awka, Nigeria Television Authority (NTA) Awka, Anambra State

Broadcasting Service (Radio & Television) Awka. Purity FM Awka is a branch of Radio Nigeria Enugu Zonal Station which is located at Mgbakwu in Awka North LGA, ABS Awka is located along Enugu – Onitsha expressway by Aroma Junction Awka, NTA is also located along Enugu – Onitsha expressway, Awka South LGA of Anambra State. The general audience was equally part of the study.

The study adopted primary and secondary sources. The primary source of data came from questionnaire, personal observation and interview. The secondary source came from documents drawn from government publications, journals and papers and other published materials from the internet.

### 10. Population of the Study

The population comprises all the staff of Purity FM Awka, Nigeria Television Authority (NTA) Awka, Anambra State Broadcasting Service (Radio & Television) Awka. The target population of the study is 1500.

**Table 3.1: Population Distribution Table**

Organizations	General Population	Percentage
Purity FM	75	5
NTA Awka	104	7
ABS	121	8
Audience/Listeners	1200	80
<b>Total</b>	<b>1500</b>	<b>100</b>

Source: Personnel Department

### 11. Sample Size Determination

The sample size was determined through the use of the Taro Yamane formula (1967) formula:

The formula

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

Where:

$$N = \text{population}$$

$$1 = \text{constant, } E = \text{Degree of error (i.e., 5\% or 0.05)}$$

The sample size is computed thus:

$$n = \frac{1500}{1 + 1500(0.05)^2}$$

$$n = \frac{1500}{4.75} = 315.78$$

$$n = \text{approximately } 316$$

Therefore, the sample size is 316.

### 12. Sampling Technique

The respondents who were relevant to this study were chosen using a purposeful sample strategy. As a result, the 300 participants were chosen based on their subject expertise as well as their ability to access, interpret, and respond to internet-based information.

The major instruments used for data collection was questionnaire. The questionnaire instrument was in a 5-point Likert scale structured form. The questionnaire items and the

interview guide were drawn from the objectives, research questions and hypotheses developed for the study.

### 13. Method of Data Analyses

The collected quantitative data were computed on tables and charts, analysed and interpreted statistically with the use of SPSS version 23.0. This generated the needed contingency tables that were used for statistical testing of the formulated hypotheses. The hypotheses were tested using Z-Score analysis with the aid of SPSS statistical tool. On the other hand, the generated qualitative data were transcribed and presented using the explanation building approach.

The Z-score was found as

$$z = \frac{\bar{x} - \mu}{s/\sqrt{n}}$$

where:

- z = standard normal deviate
- $\bar{x}$  = mean of the mean responses
- $\mu$  = Population mean
- S = standard deviation
- e = 2% (Zcritical =  $\pm 2.33$ )

### Decision Rule

The rule in the use of the z-test criterion was to accept the alternate hypothesis of the calculated z-score was higher than the tabulated z-score. The hypothesis was not to be rejected if the tabulated value was less than the calculated z-value.

### 14. Data Presentation and Analysis

The data collected were presented and analysed in this section. Two hundred and ninety-eight (298) copies of questionnaire were distributed and two hundred and ninety copies of questionnaire were returned.

**Research Question one:** What effect does skill development have on service delivery of public sector organizations in Anambra State, Nigeria?

**Table 4.1: Effect of skill development on service delivery of public sector organizations in Anambra State, Nigeria**

s/n	Response	SA	A	UD	DA	SD	Total	Mean	Decision
1	Skill development increases the production capacity of employees	90	100	20	40	40	290	3.56	Accepted
2	Skill development activities can enhance the knowledge and competency of public sector organizations	90	150	10	20	20	290	4.0	Accepted
3	Investment in skill acquisition increases the productivity of public sector organizaion	100	60	10	70	50	290	3.3	Accepted

4	Skill development improves capacity utilization of employees of public sector.	130	80	10	30	40	290	4.38	Accepted
5	investing on employees help public sectors to gain sustainable competitive advantage in the changing economy, and increase their performance	70	120	20	40	40	290	3.5	Accepted

**Source: Field Survey 2022**

Table 4.1 above shows the mean score of the questionnaire items 1-5 are 3.56, 4.0, 3.3, 4.38 and 3.5 respectively. All the 5 mean scores are above the decision level of 3.0. therefore, the result indication that skill development increases the productive capacity of employees.

**Research Question Two:** What is the effect of Knowledge accessibility on efficiency of public sector organizations in Anambra State, Nigeria?

**Table 4.2:** Effect of Knowledge accessibility on efficiency of public sector organizations in Anambra State, Nigeria

s/n		SA	A	UD	DA	SD	Total	Mean	Decision
1	Public sector organization achieve Impressive output with Knowledge accessibility of employees	110	120	10	20	30	290	3.90	Accepted
2	The formal orientation programs to new employees are helpful for them to perform their jobs.	120	110	10	30	20	290	3.86	Accepted
3	Knowledge accessibility helps to empower employees to deliver on their assigned duties	120	110	5	35	20	290	3.95	Accepted
4	Employees knowledge accessibility increases the capacity utilization of manpower in the public sector	100	100	10	60	20	290	3.67	Accepted
5	It results in rapid organizational output of the public sector organization	100	110	10	50	20	290	3.76	Accepted

**Source: Field Survey, 2022.**

Table 4.2 above shows that the mean score of the questionnaire items 1-5 are 3.90, 3.86, 3.95, 3.67 and 3.76 respectively. All the 5 mean score are above the decision level of 3.0. therefore, the result is that knowledge accessibility increases efficiency level of employees in public sector organizations.

**Research Question Three:** How does manpower planning effect on service delivery of some public sector organizations in Anambra State, Nigeria?

**Table 4.3:** Effect of manpower planning on service delivery of public sector organizations in Anambra State, Nigeria.

s/ n	Response	SA	A	U D	D A	S D	FRE Q	Mea n	Decisi on
1	Motivating employees through manpower planning, and appraising them judiciously lead to high productivity in an organization.	12 0	14 5	5	10	10	290	4.2	Accep ted
2	Adequate manpower planning lead to adequate knowledge on the job for improved productivity	11 0	14 0	20	10	10	290	4.1	Accep ted
3	Manpower Planning effectively prepare employees to provide high quality service.	13 0	12 0	10	20	10	290	4.1	Accep ted
4	Manpower Planning is the backbone of sustainability and growth in the public sub- sector.	15 0	90	10	25	15	290	4.2	Accep ted
5	It adequately fortify the employees for effective service delivery in the public sector	12 0	12 0	10	20	20	290	4.0	Accep ted

**Source:** Field Survey, 2022.

Table 4.1 above shows that the measure of the questionnaire items 1-5 were 3.90, 3.86, 3.95, 3.67 and 3.76 respectively. All the 5 mean scores are above the decision level of 3.0. therefore, the result is that manpower planning fortify the employees for effective service delivery in public sector organizations.

### 15. Test of Hypotheses

To facilitate inferential analysis, the study adopted the z-test. The mean of the average responses to the questions as shown in the tables were calculated and standard deviation found.

**Decision Rule:** The rule in the use of the z-test criterion was to accept the alternate hypothesis of the calculated z-score was higher than the tabulated z-score. The hypothesis was not to be rejected if the tabulated value was less than the calculated z-value.

### Restatement of Hypothesis One

Ho: Skill development has no significant effect on service delivery of public sector organizations in Anambra State, Nigeria.

**Table 4.4: Normalizes z-score for mean responses**

S/N		N	Mean	Std. Deviation	z-score	Z <sub>0.05</sub>	Decision rule for hypothesis
1	Skill development increases the production capacity of employees	290	4.2929	1.03359	43.38	2.33	Accepted

**Source: Author’s compilation SPSS 22.0 Output**

The z-score for the replies to the questionnaire items is generated from table 4.4 and compared to the ztable value of 2.33 at a 2% significance level.

The computed, z value of 43.38 surpasses the table value of 2.33, indicating that the argument that "Skill development can influence organizational service delivery" is accepted at a 2% significant level.

**Decision:** The computed Z-scores for the assertions exceed the table z value of 2.33 at the 2% significance level, as shown in Table 4.4 and the subsequent examination of the results.

As a result, we reject the null hypothesis and accept the research hypothesis that skill development has a significant impact on public sector service delivery in Nigeria's Anambra State.

### Test of Hypothesis Two

#### Step 1: Restatement of the hypothesis in the null and alternate forms

#### Restatement of Hypothesis Two

H<sub>0</sub>: Knowledge accessibility has no significant effect on efficiency of public sector organizations in Anambra State, Nigeria.

**Table 4.5: Normalizes z-score for mean responses**

S/N		N	Mean	Std. Deviation	z-score	Z <sub>0.05</sub>	Decision rule for hypothesis
s1	Public sector organization achieve Impressive output with Knowledge accessibility of employees	290	4.3749	1.1048	42.75	2.33	Accepted

**Source: Author’s compilation SPSS 22.0 Output**

The z-score for the responses to the questionnaire items is generated from table 4.5 and compared to the z-table value of 2.33 at a 2% significance level.

The hypothesis that "Knowledge accessibility can improve organizational effectiveness" is accepted at the 2% significance level since the computed z value of 42.75 surpasses the table value of 2.33.

**Decision:** The computed Z-scores (42.75) for the assertions exceed the table z value of 2.33 at the 2% significance level, as shown in Table 4.5 and the subsequent examination of the results. As a result, we reject the null hypothesis and accept the research hypothesis that knowledge accessibility has a considerable impact on public sector efficiency in Nigeria's Anambra State.

**Test of Hypothesis Three**

**Step 1: Restatement of the hypothesis in the null and alternate forms**

Ho: Manpower planning has no significant effect on service delivery of public sector organizations in Anambra State, Nigeria.

**Table 4.6: Normalizes z-score for mean responses**

S/N		N	Mean	Std. Deviation	z-score	Z <sub>0.05</sub>	Decision rule for hypothesis
1	Manpower Planning to adequate knowledge on the job for improved productivity	290	4.4246	1.06924	46.30	2.33	Accepted

**Source: Author's compilation SPSS 22.0 Output**

From table 4.6, the z-score for the responses to the questionnaire items are computed and juxtaposed with the z-table value of  $\pm 2.33$  at 2% significance level. The analysis indicates that the proposition that "manpower planning can influence the service delivery is accepted at 2% significance level as the computed, z value of 46.30 exceeds the table value of  $\pm 2.33$ .

**Decision:** As seen from Table 4.9 and the subsequent analysis of result the computed Z-scores (46.30) for the statements exceed the table z value of  $\pm 2.33$ . at 2% significance level. Therefore, we reject the null hypothesis and accept the research hypothesis that manpower planning has a significant effect on service delivery of public sector organizations in Anambra State, Nigeria.

**17. Discussion of Results**

**Skill Development and Service Delivery**

The study's primary goal was to examine the impact of skill development on public sector service delivery in Nigeria's Anambra State. Skill development has a considerable impact on the productivity of public sector companies in Anambra State, Nigeria, according to the findings. The z-score ( $z=43.38$ ,  $z_{cal}=2.33$ ) was calculated. This is corroborated by the findings of Chijindu, Ibeh, and Emerole (2016), who discovered that human capital development programs such as training, seminars, workshops, and skill acquisition are highly associated to employee productivity.

### **Knowledge Accessibility and efficiency**

Objectives two established the effect of Knowledge accessibility on productivity of public sector organizations in Anambra State, Nigeria. Knowledge accessibility has a considerable impact on the productivity of public sector companies in Anambra State, Nigeria, according to the findings. The (z-score ( $z=42.75$ ,  $z_{cal} =2.33$ )) result. This result is consistent with Widarni and Malang's (2015) findings, which revealed that employee educational level and experience are related to SME success.

### **Manpower Planning and Service delivery**

The third objective examined the effect of manpower planning on service delivery of public sector organizations in Anambra State, Nigeria. The finding indicated that Training and development has a significant effect on productivity of public sector organizations in Anambra State, Nigeria. The significant value of z-score ( $z=46.30$ ,  $z_{cal} =\pm 2.33$ ). This finding is in tandem with the findings of Ulo and Ekpe, (2018) who concluded that training relates significantly to the performance of plastic products manufacturing firms in Nigeria.

## **16. Summary of Findings**

The following were findings from the study

- i. Skill development had a significant effect on service delivery of some public sector organizations in Anambra State, Nigeria
- ii. Knowledge accessibility had a significant effect on efficiency of some public sector organizations in Anambra State, Nigeria.
- iii. Manpower planning had a significant effect on service delivery of public sector organizations in Anambra State, Nigeria

## **17. Conclusion**

Based on the findings, is affirmed that skill development, knowledge accessibility and manpower planning influenced the service delivery and efficiency of some public sector organizations in Anambra State Nigeria. There exist a clear-cut and obvious relationship between human capital development and organizational performance. In conclusion, human capital development enhances organizational performance of public sector organizations in Anambra State Nigeria.

## **18. Recommendations**

The following recommendations are made for the study:

- i. Public Sector organizations in Anambra State Nigeria should increase their human capital development to boost their service delivery. In doing that, basic motivating allowances should be introduced.
- ii. Since the study found that Knowledge accessibility had a significant effect on efficiency, Nigerian public sector should always try to make their human capital more productive. This could be done by improving working condition and introducing non-financial incentives.
- iii. There is need for public institutions to ascertain the level of human capital that can be seen to be optimal so that redundancy and under utilisation would not be encouraged.



## 19. Contribution to Knowledge

The study contributed to knowledge by expanding the discussion on human capital development and productivity of public sector organization. The study established the model skill development, knowledge accessibility and training and development as contributing factor to organizational productivity especially media organizations in Anambra State Nigeria.

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