Effect of Human Capital Development on Employees’ Performance in the Nigerian Civil Service

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Authors’ contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

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ABSTRACT

The Nigerian civil service over the years has endured stagnation, denigration and generally low optimism due to the inadequacy of human capital development, whose intentions spins around training, education and motivation, in other to improve the cognitive ability of personnel in the discharges of their responsibilities and to act in a way that seems rational and realistic. The study examines the effect of human capital development on employee’s performance in the Nigeria Civil Service. Descriptive statistics was used in analyzing the responses elicited through questionnaire, from the sampled population of 214 respondents, from selected ministries in the Federal Capital Territory, Abuja. Data gathered were analyzed qualitatively. Finding from this study shows an association between human capital development and service accountability, including leadership
supervision. Based on this findings, appropriate recommendation were made for the setting up of clear and measurable goals for service delivery, and the provision of tools and training employees need to do their job.

Keywords: Human capital; human capital development; performance; Nigeria civil service.

1. INTRODUCTION

Scholars and policymakers in both established and emerging economies have given substantial emphasis to the importance of human capital in speeding the growth and development of every aspect of a country's national life. Therefore, regardless of their levels of development success, all nations in the world now have a major interest in the idea of human capital development. Human capital, a component of development made up of the knowledge, talents, skills, abilities, experience, intelligence, and training that the population of a country possesses, has been referred to as the "foundation" upon which all other aspects of development social, economic, technological, etc of any nation rest [1,2].

Nevertheless, studies have shown that the idea of Human Capital can be attributed to Adam Smith who in his book, "An Inquiry into the Nature and Causes of Wealth of Nations" discussed the concepts and consequences of wealth, knowledge and training on a nation. He suggested that "improving human capital through training and education leads to a more profitable enterprise, which adds to the collective wealth of society which in turn, makes it a win for everyone" Smith, [3] cited in Oshioma, n.d.[4,5].

Yet, it was not until 1964 that Nobel Prize winners and economists, Gary Becker and Theodore Schultz coined the theory of Human Capital. They both viewed Human Capital as a means of production with potential to influence economic growth at different levels. Expanding the theory with reference to education, Becker’s theory explained how investing in education benefited people, companies, and countries. He found that 25% of the rise in U.S. income per capita income from 1929 to 1982 was due to increases in schooling. (Becker, 1993 in Oshioma, n.d).

Schultz also believed “human capital was like any other form of capital to improve the quality and level of production. Improving human capital would require an investment in the education, training and enhanced benefits of an organization's employees” (Oshioma, n.d). Thus, effective utilization and development of human capital would invariably lead to economic growth [6]. That is why Human Capital was defined by the Organization for Economic Co-operation and Development (OECD) as “the knowledge, skills, competencies and other attributes embodied in individuals or groups of individuals acquired during their life and used to produce goods, services or ideas in market circumstances” (Organization for Economic Co-operation and Development, 2017 in [6]).

Unfortunately, the issue of human resource development has become central in public management literature due largely to frequent failure of public organisations to achieve their programmed objectives. In public institutions, social goods and services are offered to the members of the public at no cost [7] and therefore, performance in public institution is attained when the expectations of the stakeholders are met [8,9] [6,10]. Scholars like Pollyn and Anuwor, [11] have equally demonstrated that a sound human capital capacity development programme is a necessary tool to increasing employee productivity which in turn enhances organizational productivity and competitiveness. A public institution such as the Nigeria Civil Service has been identified as an important institution saddled with the responsibility of providing service delivery to the public at no cost. The remote function of the Nigeria Civil Service according to the civil service manual includes implementing the policies and programmes of the government [12,13].

The Nigeria Civil Service has not attained optimum efficiency due to its lacklustre performance, though, strategic re organisations through reform actions covering recruitment policy, standard training, personnel development, fair remuneration and allowances, promotion, welfare incentives and medical care, and among others, to foster performance have been embarked by the Nigerian Civil Service. As remarked by Berman (2015), performance of public institutions is attained when its programmes and policies connect with and meet the expectations and challenges the people, community, and nation are facing, and such performance attainment relies on the
professionalism and competencies of employees [14]. As emphasised in a plethora of academic literature, the development of effective, competent, and hugely performing workforce to enhance performance in the public sector is necessary and contingent on the design and implementation of effective HCD policies (Abubakar, Panguil, & Othman, 2016).

Looking at the imperativeness of human capital for the growth of a nation, the World Bank (2020) decried an increasing cost of inaction in human capital development, and noted that without human capital, no country can sustain economic growth. Countries will suffer from a lack of workforce that is prepared for the more highly-skilled jobs of the future, and will not find their feet effectively in the global space. The Challenges of Human Capital Development, was detailed in the study conducted by PricewaterhouseCoopers titled: Yesterday, Today and Tomorrow. This survey revealed that some of the challenges militating against strong human resources development generally include change management, leadership development, human resources effectiveness measurement, poor educational system, indiscipline and a hostile work environment, lack of strategic planning, enhanced recruitment and greater company culture, low rating in human development indices, brain drain and underemployment (Azu, 2022; Chikwe, Ogidi & Nwachukwu, [15]).

In a public sector institution which is labour-intensive in operation, the effective utilisation of human resource can therefore be achieved via investment in HCD interventions, like training, workshop, conferences, seminars and dialogues that enhance employee ability, motivation, and opportunity to perform so as to gain competitive advantage [16,17,18]. As the debate and discussion continues among scholars, this study joined the train by investigating the effect in human capital development on employee’s performance in the Nigeria Civil Service.

2. OBJECTIVES OF THE STUDY

The general objectives of this study is to assess the effect of human capital development on employees performance; the specific objectives are to

I. Understand the effect of human capital development on service accountability Nigeria Civil Service.
II. Investigate the effect of human capital development efforts on effective employee’s supervision and leadership in Nigeria Civil Service.

3. CONCEPTUAL REVIEW

3.1 Human Capital Development

The concept of human capital development has attracted a plethora of scholarly attention. This might be due to the fact that Human Capital Development is a concept synonymous to social progress and societal transformation. Scholarly postulations, revealed that only a highly literate society witnesses prosperity and social transformation. Literacy here involves education, vocational training and overall human development through technology. But, before we theorise the concept of Human Capital Development, it is necessary to acquaint our self-human with the concept of human capital.

Classical scholars of human capital development view “human capital” as a key element in improving a firm’s assets and employees in order to increase productivity as well as sustain competitive advantage. It relate to training, education and other professional initiatives in order to increase the levels of knowledge, skills, abilities, values, and social assets of an employee which will lead to the employee’s satisfaction and performance, and eventually on a firm performance (Schultz, 1993). Human capital is an important input for organizations especially for employees’ continuous improvement mainly on knowledge, skills, and abilities. Broadly speaking human capital is “the knowledge, skills, competencies, and attributes embodied in individuals that facilitate the creation of personal, social and economic well-being” [19]; OECD, 2001 in Marimuthu, [6].

Constantly changing business environment requires firms to strive for superior competitive advantages via dynamic business plans which incorporate creativity and innovativeness, which is essentially important for their long term sustainability [19] OECD, 2001 in [20]. It has been proven widely that studies on human capital have implications on firm performance that ensures greater competitiveness, innovativeness and firm performance under the human capital philosophy [21,22,23].

3.2 Human Capital Development

Scholars and theoretists have given diverse explanations with regards to the concept of
human capital development. While some of the definitions are closely related. Others are not so related, but contain common elements and this still makes the subject technically difficult. Perhaps human capital development will be best understood based on the explanations of [15] according to them “human capital development is building an appropriate balance and critical mass of human resource base and providing enabling environment for all individuals to be fully engaged and contribute to national development efforts. It involves providing opportunities to all citizens to develop to their fullest potentials through education, training and motivation as well as creating the enabling environment for everyone to participate fully in National development”.

“Any effort to increase human knowledge, enhance skills and productivity and stimulate resourcefulness of citizens is an effort in human capital development, investment to entrench good governance, provide supporting infrastructure and develop the education, health and social systems are investments in human capital development. Including expenditures in educational and training institutions, health and skills acquisition programmes, information and communication technologies (ICT) as well as in research and development” [15].

4. REVIEW OF RELATED LITERATURES

4.1 Human Capital Development and Service Accountability

Scholars and advocates have unanimously held that Public accountability means that the government and its employees are accountable and their activities are open to the public. In essence, records of government activities should be open to the people unless it involves security of the country (Bovens, 2007). By this definition of public accountability, it is clear that the public entities that utilize public resources have an obligation to account for the way these resources are allocated, used and the results these spending have achieved. In other words, the main objectives of all public accountability initiatives are to ensure that public money is spent most economically and efficiently; that there is minimum of wastage or theft and that the public actually benefit from public finance. Public accountability rests both on giving an account and on being held to account. Therefore, a public officer may not only be required to present his ‘doctored’ account but may face the challenges of a certain compelling expectable stewardship from the authorities whose office he manages, or enjoys. In addition, scholars suggest that Public accountability offers a figure of trustworthy, dutifulness, justice, clarity, and an attempt for improving and ethical qualification of public officials. Public accountability ensures that the society gets value for its money and that public resources are not diverted to private use [24].

In a different view, Odugbemi [25] sees accountability as the ability of citizens, civil society and the private sector to scrutinize public institutions and governments to hold them accountable. The above implies that where the opportunity to scrutinize the activities of public institutions – agencies and government is not available to the people, transparency or openness is more likely to be affected negatively and the citizens are bound to suffer from the inactions of such agencies of government. Therefore accountability and transparency on the part of public officials could be seen as a catalyst for the realization of enhanced performance of governmental agencies for development in a society.

However, over the years the concept of public accountability has come under intense scrutiny by the public, this might be unconnected to the poor implementation of public policies. The problem of accountability has become a recurring phenomenon in the Nigerian civil service; it has become a culture of the service! The manifestations of problems of accountability include corruption, red-tapism, and waste of human and material resources. However, all these manifestations, corruption is the most pronounced. Corruption might take the form of mis-performance, or neglect of a recognized duty, or the unwarranted exercise of power, with the motive of gaining some advantages more or less directly personal. According to Nye(1967 in Bello, 2019) “corruption is behaviour which deviates from the forward duties of a public role because of private regarding pecunary or status gain” corruption occur when an individual illegally or illicitly puts personal interest above the interests of others and the ideals she or he is pledged to serve. In the Nigerian civil service, the causes of corruption have a linkage to the nature and character of the Nigerian state that is characterized by mass poverty, deprivation, exclusion and low level of development of the productive forces and social relations of production (cited in Kwaghga, [26].
Table 1. Effect of human capital development on service accountability

<table>
<thead>
<tr>
<th>S/N</th>
<th>Items</th>
<th>SA %</th>
<th>A %</th>
<th>UD %</th>
<th>D %</th>
<th>SD %</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>HCD builds accountability that help employees of Nigeria Civil Service to be better prepared for task</td>
<td>180(84.1)</td>
<td>10(4.6)</td>
<td>4(1.8)</td>
<td>5(2.3)</td>
<td>10(4.6)</td>
<td>214/100</td>
</tr>
<tr>
<td>2</td>
<td>HCD provides accountability that builds operational excellence in the Nigeria Civil Service</td>
<td>175(81.7)</td>
<td>10(4.6)</td>
<td>5(2.3)</td>
<td>9(4.2)</td>
<td>5(2.3)</td>
<td>214/100</td>
</tr>
<tr>
<td>3</td>
<td>HCD leads to accountability that builds clients trust in the Nigeria Civil Service</td>
<td>158(73.8)</td>
<td>40(18.6)</td>
<td>4(1.8)</td>
<td>5(2.3)</td>
<td></td>
<td>214/100</td>
</tr>
<tr>
<td>4</td>
<td>HCD help staff to accept responsibility for action</td>
<td>157(73.3)</td>
<td>39(18.2)</td>
<td>9(4.2)</td>
<td>9(4.2)</td>
<td></td>
<td>214/100</td>
</tr>
<tr>
<td>5</td>
<td>HCD provides accountability that yields better result in the Nigerian civil service</td>
<td>110(51.4)</td>
<td>90(42.0)</td>
<td>6(2.8)</td>
<td>5(2.3)</td>
<td>4(1.8)</td>
<td>214/100</td>
</tr>
</tbody>
</table>

Source, Fieldwork; 2023

Table 2. The impact of human capital development on effective employee’s supervision and leadership

<table>
<thead>
<tr>
<th>S/N</th>
<th>Statement</th>
<th>SA%</th>
<th>A%</th>
<th>UD%</th>
<th>D%</th>
<th>SD%</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>HCD promotes supervision that help staff to accept responsibility</td>
<td>185(86.4)</td>
<td>14(6.5)</td>
<td>6(2.8)</td>
<td>5(2.3)</td>
<td>4(1.8)</td>
<td>214/100</td>
</tr>
<tr>
<td>2</td>
<td>HCD provides Supervision that equip staff with the needed tools to carry out their task</td>
<td>105(49.0)</td>
<td>94(43.9)</td>
<td>5(2.3)</td>
<td>6(2.8)</td>
<td>4(1.8)</td>
<td>214/100</td>
</tr>
<tr>
<td>3</td>
<td>There is effective supervision in the Nigeria Civil Service</td>
<td>103(48.1)</td>
<td>96(44.8)</td>
<td>4(1.8)</td>
<td>5(2.3)</td>
<td>6(2.8)</td>
<td>214/100</td>
</tr>
<tr>
<td>4</td>
<td>Employees belief in set examples from superiors rather than supervision</td>
<td>109(50.9)</td>
<td>90(42.0)</td>
<td>4(1.8)</td>
<td>5(2.3)</td>
<td>6(2.8)</td>
<td>214/100</td>
</tr>
<tr>
<td>5</td>
<td>Supervision leads to effective performance of task</td>
<td>167(78.0)</td>
<td>18(8.4)</td>
<td>8(3.7)</td>
<td>11(5.1)</td>
<td>10(4.6)</td>
<td>214/100</td>
</tr>
<tr>
<td>6</td>
<td>Failure of supervision leads to negative outcome</td>
<td>177(82.0)</td>
<td>22(10.2)</td>
<td>4(1.8)</td>
<td>6(2.8)</td>
<td>5(2.3)</td>
<td>214/100</td>
</tr>
</tbody>
</table>

Source, Fieldwork; 2023
In another view, situating accountability to superior, subordinate relationship, Sorkaa (2003 cited in [26] argued that the concept of accountability is mainly a reference to the obligation of a subordinate to be answerable to the superior in carrying out assigned duties and in exercising discretionary powers. It depicts hierarchical chains of accountability that are supposed to make civil servants or public officials responsible for their actions and inactions. Yet again, the rationale for accountability is the general fear that civil servants might exploit the governmental apparatus for their own personal aggrandizement. This arises due to the fact that civil servants usually command much powers, expertise, information and resources that potentially can be misapplied. Given also that the civil service is in charge of a considerable portion of the resources of any state (including Nigeria), they can therefore make or mar governments and sometimes even end up usurping governmental power [26].

4.2 Human Capital Development: Effective Employee’s Supervision and Leadership

“Supervision is the process of directing, helping, guiding and stimulating growth in the subordinates in order to improve the quality of performance in an organization” [27]. “It is also a combination or integration of processes, procedures and conditions that are consciously designed to advance work effectiveness of individuals and groups. Supervision is an intervention that is provided by a senior member of a profession to a junior member or members of that same profession. This relationship is evaluative, extending over time, and has the simultaneous purposes of enhancing the professional functioning of the junior member(s), monitoring the quality of professional services offered to the clients” (Bernard & Goodyear, 2004). “Therefore, supervision stimulates, guides, improves, refreshes, encourages and oversees activities of certain members of an organization with the goal of strengthening worker performance and achieving organizational goals” [28].

“Besides, supervision is required at all levels of management because when productivity is low, the supervisor is usually held accountable by the superiors hence the main reason for supervision is to use the human and non-human resources for the purpose of maintaining standard, quality and goal achievement. As an organization grows larger and more complex, a critical need develops for someone to be assigned specific supervisory responsibilities so that all work activities will be coordinated and directed towards accomplishing the goals of the organization. The size of the Nigerian public organization portents that with growth comes complexity and with complexity comes the need for competent and effective supervision” [29].

“When an organization has poor supervision, there is not enough responsibility for taking action for the prevention of problems, mistakes, accidents, and injuries. Poor supervision removes a very important part of the employee support process, eliminating the opportunity for reference, learning, and safety” [30]. “Also confirms that poor supervision opens the door for unethical behaviours within an organization” (Tracey, 2000). “With poor supervision, employees commonly feel that their work is not valued by the organization, and loyalty is difficult to form. Without loyalty, employees are more likely to deviate from acceptable organizational operational practices. Such activities can include theft, decreased employee effort, using equipment without authorization, and falsifying documents, among other things. However, on the contrary, poor supervision does not only mean that there is not enough supervision; it can also be the exact opposite – too much supervision. When employees feel as though they are being too heavily policed, they get the feeling that the organization does not trust or respect them. This increases tension in the workplace and decreases overall employee morale” [31].

“Some remote advantages of supervision include; increase in productivity by providing proper guidance to achieve organizational goals. It also help to retain talented employees. Furthermore supervision nurture future leaders and implement effective leadership strategy and provides avenues for better decision making. Yet supervision is not without some grey areas; they include: Position of the supervisor in supervision, Not enough authority in supervision, unethical behaviours within an organization” confirms that poor supervision opens the door for unethical behaviours within an organization” [30].

Narrowing it down to the Nigerian Civil service [33] identified the inadequacy of supervisory personnel, lack of proper training of supervisory staff to carry out supervisory services, inadequate financial allocation needed to procure facilities for supervision, poor leadership style
Social exchange theory is an important conceptual paradigm for explaining workplace behaviour and, it has been mobilised in several studies to explain the mechanisms underpinning the HCD effect on performance link [36,35]. Social exchange theory has been supported in the HCD-performance research based on the findings that HCD are important efforts that signal and communicate to employees that organisation is interested in their well-being, considers them as pivotal members and valued organisational assets, and commits to investing in them beyond short-term basis [36,37,38,35]. Therefore, feelings of obligation may arise on the part of employees to reciprocate positive perception of their organisations in forms of exhibiting positive attitude and behavioural outcomes.

Social exchange theory is considered relevant in modelling the indirect relationships Hypothesised in this study because human capital development are events enacted by individual or agent of an organisation and if justly experienced by employees will create a feeling of obligation that will result in commitment, which in turn, lead to performance. That is positive experienced of implemented HCD by civil servants will create a feeling of obligation to exhibit positive attitudinal outcome (commitment), which will in turn, enhance performance of in the Nigerian Civil Service.

6. RESEARCH METHODOLOGY

The study employed both the primary and secondary source of data collection. Secondary sources were sourced from journals, books, internet sources, magazine and other published and unpublished materials. The secondary sources of data provide extensive bibliographic and contextual information that supported the primary source of data meaningfully. The primary data was sourced through the administration of a questionnaire which was administered to employees of the Nigerian Civil Service. The study adopted a descriptive research design. Which involves a systematic collection, analysis and presentation of data on the effect of Human Capital Development on employee’s performance. It employed quantitative research which implies collection of data through questionnaire and interview. The study was conducted in Abuja. Employees were randomly selected on the basis of common interest. The study population are civil servants in the Federal Capital Territory. A total of 214 respondents were identified and randomly selected as the population. The respondents were selected
based on their sound knowledge of human capital development. The data collected were subjected to descriptive statistics. The descriptive statistics employed in this study are the use of mean and standard deviation to weigh the degree of response.

6.1 Data Analysis and Interpretation

Data were analyzed and presented based on the following research variables: service accountability, effective employee’s supervision and leadership.

In item one, 180 respondents, representing 84.6% strongly agreed that HCD builds accountability that help employees to be better prepared for task, 10 respondents, representing 4.6% agreed that HCD builds accountability that help employees to be better prepared for task, 4 respondents, representing 1.8% were doubtful that HCD builds accountability that help employees to be better prepared for task. Whereas 5 respondents, representing 2.3% disagreed that HCD builds accountability that help employees to be better prepared for task, 10 respondents, representing 4.6% strongly disagreed that HCD builds accountability that help employees to be better prepared for task. From these responses it can be deduced that a total 190 respondents, representing 88.7% agreed while a total of 15 respondents, representing 7% disagreed. Thus, the conclusion can be drawn that HCD helps employees to be better prepared for tasks.

In item three, 175 respondents, representing 81.7% strongly agreed that HCD provides accountability that builds operational excellence, 10 respondents representing 4.6% agreed that HCD provides accountability that builds operational excellence, 5 respondents, representing 2.3% were doubtful that HCD provides accountability that builds operational excellence. 9 respondents representing 4.2% disagreed that HCD provides accountability that builds operational excellence, 5 respondents, representing 2.3% strongly disagreed that HCD provides accountability that builds operational excellence. From these responses it can be deduced that a total 185 respondents, representing 86.4% agreed while a total of 14 respondents, representing 6.5% disagreed. Thus, the conclusion can be drawn that HCD provides accountability that builds and foster operational excellence.

In item four, 158 respondents representing 73.8% strongly agreed that HCD leads to accountability that builds clients trust, 40 respondents, representing 18.6% agreed that HCD leads to accountability that builds clients trust. While 4 respondents representing 1.8% disagreed that accountability builds client’s trust, 5 respondents representing 5% strongly disagreed that HCD leads to accountability that builds clients trust. From these responses it can be deduced that a total 198 respondents, representing 92.5% agreed while a total of 9 respondents, representing 4.2% disagreed. Thus, the conclusion can be drawn that HCD leads to accountability that builds clients trust.

In item five, 157 respondents, representing 73.3% strongly agreed that HCD helps staff to accept responsibility for action, 39 respondents representing 18.2% agreed that HCD helps staff to accept responsibility for action. While, 9 respondents representing 4.2% disagreed that HCD helped staff to accept responsibility for action, 9 respondents representing 4.2% strongly disagreed that HCD helped staff to accept responsibility for action. From these responses it can be concluded that a total 196 respondents, representing 91.5% agreed while a total of 14 respondents, representing 8.4% disagreed. This suggests HCD helps staff to accept responsibility for action.

In item six, 110 respondents representing 51.4% strongly agreed and 90 respondents representing 42.0% agreed that HCD provides accountability that yields better result in the Nigerian civil service, 6 respondents, representing 2.8% were doubtful that HCD provides accountability that yields better result in the Nigerian civil service while 5 respondents representing 2.3% strongly disagreed that HCD provides accountability that yields better result in the Nigerian civil service, 4 respondents, representing 1.8% disagreed that HCD provides accountability that yields better result in the Nigerian civil service. From these responses it can be deduced that a total of 180 respondents, representing 84.1% agreed, while a total of 9 respondents, representing 4.2% disagreed. This suggests that HCD provides accountability that yields better results in the Nigerian civil service. Therefore, on the role of Human Capital Development on Service Accountability in Nigeria Civil Service. Result shows that Human Capital Development led to Service Accountability. As such greater human capital development in terms of training,
workshop, seminar and conferences should be encouraged.

In item one, 185 respondents, representing 86.4% strongly agreed that HCD promotes supervision that helps staff to accept responsibility, 14 respondents, representing 6.5% agreed that HCD promotes supervision that helps staff to accept responsibility, 6 respondents, representing 2.8%, were doubtful that HCD promotes supervision that helps staff to accept responsibility, 5 respondents, representing 2.3%, disagreed that HCD promotes supervision that helps staff to accept responsibility, 4 respondents, representing 1.8% strongly disagreed that HCD promotes supervision that helps staff to accept responsibility. From these responses it can be concluded that a total 199 respondents, representing 92.9% agreed with this statement, while a total of 9 respondents, representing 4.6% disagreed with the statement. Thus, the conclusion can be drawn that supervision is effective in the Nigeria Civil Service.

In item two, 105 respondents, representing 49.0% strongly agreed that HCD promotes Supervision that equips staff with the needed tools to carry out their task. 94 respondents representing 43.9% agreed that HCD promotes Supervision that equip staff with the needed tools to carry out their task, 5 respondents, representing 2.3% were unsure that HCD promotes Supervision that equip staff with the needed tools to carry out their task. Whereas 5 respondents, representing 2.3% disagreed that HCD promotes Supervision that equip staff with the needed tools to carry out their task, 6 respondents, representing 2.8%, disagreed that HCD promotes Supervision that equip staff with the needed tools to carry out their task. From these responses it can be concluded that a total 199 respondents, representing 92.9% agreed with the statement, while a total of 11 respondents, representing 5.1% disagreed. Thus, the conclusion can be drawn from the employee's belief in set examples from superiors rather than supervision.

In item three, 103 respondents, representing 48.1% strongly agreed that there is effective supervision in the Nigeria Civil Service, 96 respondents representing 43.9% agreed that there is effective supervision in the Nigeria Civil Service. 4 respondents, representing 1.8%, were doubtful about effective supervision in the Nigeria Civil Service. 5 respondents, representing 2.3% disagreed that there is effective supervision in the Nigeria Civil Service. From these responses it can be concluded that a total 199 respondents, representing 92.9% agreed with this statement, while a total of 11 respondents, representing 5.1% disagreed with the statement. Thus, the conclusion can be drawn that supervision is effective in the Nigeria Civil Service.

In item four 109 respondents, representing 50.9% strongly agreed that Employees believe in set examples from superiors rather than supervision, 90 respondents representing 42.0% agreed that Employees believe in set examples from superiors rather than supervision. 4 respondents, representing 1.8%, were unsure if employees believe in set examples from superiors rather than supervision. 5 respondents, representing 2.3% disagreed that Employees believe in set examples from superiors rather than supervision, 6 respondents representing and 2.8% respondents, disagreed that HCD promotes Supervision that equip staff with the needed tools to carry out their task. From these responses it can be concluded that a total 199 respondents, representing 92.9% agreed, while a total of 11 respondents, representing 5.1% disagreed. Thus, the conclusion can be drawn from the employee's belief in set examples from superiors rather than supervision.

In item five, 167 respondents representing 78.0% strongly agreed that supervision leads to effective performance of task, 18 respondents representing 8.4% agreed that supervision leads to effective performance of task. 8 respondents, representing 3.7% were undecided that supervision leads to effective performance of task, 11 respondents, representing 5.1% disagreed that supervision leads to effective performance of task, 10 respondents, representing 4.6% strongly disagreed that supervision leads to effective performance of task. From these responses it can be deduced that a total 185 respondents, representing 86.4% agreed, while a total of 21 respondents, representing 9.8% disagreed. Thus, the conclusion can be drawn that supervision leads to effective performance of tasks.
Falsifying documents, among other things. The adverse effects of poor supervision led to poor performance. Outlining the challenges of supervision in most public organisations Olise and Eberinwa, 2017 identified factors like: inadequacy of supervisory personnel, lack of proper training of supervisory staff to carry out supervisory services, inadequate financial allocation needed to procure facilities for supervision, poor leadership style and resistance to change and innovation coupled with the supervisee’s negative attitude to supervision.

8. CONCLUSION

The concept of human capital development centres on the philosophy of staff training, education and motivation that leads to the attainment of organisational goal. The Nigerian civil services in the past six decades has faced a huge crisis of performance, as a result of absence of adequately skilled personnel, lack of motivation and neglect of staff overall development. Studies have shown a very contiguous relationship between human capital development and employees performance. Quite unambiguously this study shows a relationship between human capital development and effective employee’s supervision and performance, including accountability. Broadly speaking, the study revealed that human capital development significantly impacts on employee’s performance in the Nigerian civil service. This is in view of the fact that human capital development inform of training, education and motivation improves the cognitive ability of personnel to act in a way that seems rational and realistic in the performance of his responsibilities.

9. RECOMMENDATIONS

The human resource department of every ministries department and agency (MDAS) should develop policies that help to provide a clear sense of what is expected of employees. When employees have a transparent insight into what is expected of them, and are made aware of the repercussions should they fall short of these expectations, the entire workforce is kept on the right track. Again, another key strategy for implementing a culture of accountability in the Nigeria Civil Service is setting clear and measurable goals for service delivery. This involves identifying specific, quantifiable targets they can work towards, such as reducing wait times for services or increasing citizen satisfaction with services. By setting clear
and measurable goals, the authorities of the Nigeria Civil Service can hold themselves accountable for achieving targets and can track their progress over time.

In addition, attention needs to be more accentuated towards providing employees with the tools and training they need to do their jobs. Providing these needed tools will lead to effective service delivery, simplify and also improve supervision in the Nigerian Civil Service.

COMPETING INTERESTS
Authors have declared that no competing interests exist.

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