

## X-RAYING THE ROLE OF HUMAN CAPITAL DEVELOPMENT IN PUBLIC SECTOR'S GOAL ATTAINMENT IN FEDERAL AIRPORTS AUTHORITY OF NIGERIA, BENIN AIRPORT

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### ABSTRACT

*In today's corporate organisation's environment, human capital development is a critical aspect of goal-attainment. Due to its extensive contributions and substantial multiplier effect on a country's overall growth and development, it has become paramount for public institutions to evolve a framework for employees' efficiency. Against this background, the study explores the relationship between human capital development and organisational goal attainment in the Federal Airports Authority of Nigeria, Benin Airport. Relying on survey research method, the population of the study include the total number of staff of Federal Airports Authority of Nigeria (FAAN), Benin Airport which was is hundred and sixty-two (162). The sample size (144 respondents) which was randomly surveyed was made up of 24 management staff, 70 senior staff and 50 junior staff respectively. One hundred and Forty-four (144) copies of questionnaire were administered for this study but only One Hundred and Forty (140) copies were completely filled and returned while four (4) copies where either not properly filled or not returned by the respondents. The data were analyzed using Regression statistical method and the findings revealed that 91.89% of the respondents affirmed that high level of human capital development promotes organisation performance and job satisfaction. In conclusion, the study establishes a relationship between employee training for optimum engagement and organisational performance for effective service delivery. Based on the findings, the study recommends that management should organize regular development programmes for employees in the organisation.*

**Keywords:** Human Capital; Development; Organisation; Goal-attainment; Public Sector

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## **INTRODUCTION**

Human capital development is a very crucial aspect of organisational component usually domicile in the Human Resource or personnel department in both public and private organisations. Most importantly, it is aimed at an increase in organisation's output and productivity. According to Samwel (2018), human capital development is one of the vital tools that help to enhance effective organisational performance and at the same time to promote the stability index of the organisation. In order to perform a specialised function, a specialised development programmes is needed by the employees so as to equip them with strategic knowledge, skill and improve attitude towards effective organisational performance (Nebo et al. 2015). The ecology of public sector organisations constitutes a dynamic environment that is ever changing. As such, the need exists for the continuous acquisition and frequent updating of specific skills, knowledge, attitude and behavior for the purpose of work engagement (Arenge, 2012).

Over the years, the Nigerian public sector has been laced with inefficient and incompetent personnel that lack the requisite skills for effective policy implementation. The dearth of this well-equipped staffing has created a lacuna for effective governance that manifests in poor policy decisions, rapacious resources allocation and horrendous administrative implementation of policies (Aigbe & Umoru, 2024). This downward trend is sometime, a reflection of the character of some individual employee. Essentially, it is paramount to note that for there to be optimum productivity in an organisation, employees must first feel committed to the objectives of the organisation. Thus, the concept of engagement of employees in an organisational setting. According to Shilpa (2013), engagement occurs when adequately developed employees are provided with the appropriate information and tools to make level-appropriate decisions that can lead the organisation in the direction of meeting its financial and strategic goals. In the view of Ikeanyibe (2009), each and every organisation across the globe wants to make the best utilization of its human resources in order to achieve competitive advantage in the market.

Empirical evidences demonstrate the effect of human capital development on organisational performance (Houger, 2006; Niazi, 2011; Gareth, 2003). As such, employee performance is important for the performance of the organisation and the development of employees is beneficial for the employee to improve performance thereby improving organisation's goal-attainment (Raja and Khan, 2011). With the benefits derived from development and capacity building of employees, the issue of strategic training for effective engagement of staff which will invariably lead to effective and efficient services has not been taken seriously by employers, specifically, public establishments. To this extent, the study unravels the correlation between human capital development and organisation's goal attainment in the Federal Airport Authority of Nigeria (FAAN), Benin airport.

## **STATEMENT OF THE PROBLEM**

In today's corporate environment, training and development are critical for effective and efficient organisation's goal-attainment. All over the world, the public sector is one of the greatest employers of labour. Due to its extensive contributions and substantial multiplier effect on a country's overall economy, it is also one of the top job-creating sectors. Effective and efficient policies no matter how meaningful they may be, require highly competent manpower to translate such policies into realisable plans, programme and projects (Ikeanyibe, 2009). It is in recognition of this that most civil services embarked on extensive manpower development programmes that are aimed at professionalising the service in terms of qualifications, ability and competence. In the Nigerian context, numerous institutions and agencies such as: the Administrative Staff College of Nigeria (ASCON), National Institute for Policy and Strategic Studies (NIPSS), Centre for Management Development (CMD), the Industrial training Fund (ITF), National Centre for Economic Management and Administration (NCEMA), were established for the purpose of staff development in the public sector

Despite the above effort, the Nigerian public sector institutions, particularly the ministries, departments and agencies are continuously reeled with extensive lack of professionalism, skill and capacity that is needed in order to drive a virile government organisation for effective service delivery to the citizens. As a result, the Federal Airports Authority of Nigeria, Benin Airport, is beclouded with subpar performance, lack of professional conduct and nefarious service rendition for effective consumers satisfaction and astute public acceptance. This becomes exceedingly obvious when compared to developed countries airport services. Against this background, this study explores human capital development and the roles they play in organisations' goal-attainment using the Federal Airports Authority of Nigeria, Benin Airport as a springboard. The study interrogates the following questions: What are the levels of engagement of employee via training for optimum employee performance in Federal Airports Authority of Nigeria, Benin Airport? What are the different capacity building programmes at the Federal Airports Authority of Nigeria, Benin Airport? What are the barriers of effective employee training in the Federal Airports Authority of Nigeria, Benin Airport? How can the Federal Airports Authority of Nigeria, Benin Airport attain maximum goal via human capital development?

## **OBJECTIVES OF THE STUDY**

The general objective of this study is to explore the relationship between human capital development and organisational goal-attainment in the Federal Airports Authority of Nigeria, Benin Airport.

Specifically, the study was set out to:

- 1 ascertain the levels of engagement of employee via training for optimum employees' performance in the Federal Airports Authority of Nigeria, Benin Airport;
- 2 investigate the different capacity building programmes at the Federal Airports Authority of Nigeria, Benin Airport;
- 3 examine the barriers to effective employee training in the Federal Airports Authority of Nigeria, Benin Airport and,
- 4 suggest ways in which the Federal Airports Authority of Nigeria, Benin Airport can attain maximum goal via human capital development.

## RESEARCH HYPOTHESES

1. H<sub>0</sub>: There is no significant relationship between levels of engagement of employee via training and organisational goal-attainment in the Federal Airports Authority of Nigeria, Benin Airport.  
H<sub>r</sub>: There is a significant relationship between levels of engagement of employee via training and organisational goal-attainment in the Federal Airports Authority of Nigeria, Benin Airport.
2. H<sub>0</sub>: There is no significant relationship between capacity building programmes and organisational goal-attainment in the Federal Airports Authority of Nigeria, Benin Airport.  
H<sub>r</sub>: There is a significant relationship between capacity building programmes and organisational goal-attainment in the Federal Airports Authority of Nigeria, Benin Airport.
3. H<sub>0</sub>: There is no significant relationship between barriers of effective employee training and organisational goal-attainment in the Federal Airports Authority of Nigeria, Benin Airport.  
H<sub>r</sub>: There is a significant relationship between barriers of effective employee training and organisational goal attainment in the Federal Airports Authority of Nigeria, Benin Airport.

## CONCEPTUAL CLARIFICATION

### Human Capital Development

Human capital development has been described as a multifaceted concept in various fields of organisational studies, human resource management, economics, education, as well as labour studies. Scholarly attempts to provide a far-reaching conceptualisation have been quite emphatic with search light beamed on aspects such as education, health, skill acquisition, and productivity. To this extent, Becker (1964), in his seminal work *Human Capital: A Theoretical and Empirical Analysis*, viewed human capital as the stock of skills, knowledge, and experience possessed by an individual, viewed in terms of their value or cost to an organisation or country. By implication, Human capital development, therefore, refers to the process of increasing the economic value of individuals through education, training, and health improvements. Becker's definition grounds the concept firmly in economic productivity and return on investment particularly from the organisation's perspective. The Organisation for Economic Co-operation and Development (OECD) provides a broader, and policy-focused view when it provided that

“Human capital development is the acquisition of requisite knowledge, skills, competencies and other attributes embodied by individuals that are relevant to economic activity and individual productivity enhancement.” - OECD (1998).

The OECD integrates the economic and social dimensions of human capital development, including lifelong learning, workplace training, and health. It views human capital as crucial to innovation, adaptability, and inclusive economic development (Okoh, 2005). It was the United Nations Development Programme (UNDP) that links human capital development to broader human development goals. According to UNDP (1994), “Human capital development is the process of enlarging people’s choices by building their capabilities through education, training, and health services.” This definition transcends economic productivity and emphasizes personal well-being, social inclusion, and empowerment. The focus is on holistic development and equitable access to human capital-enhancing opportunities. This is where Amartya Sen’s capability approach which lays emphasis on human capital becomes influential. To Sen (1999), development consists of the expansion of the capabilities of people to lead the kind of lives they value and have reason to value. Human capital development, in this view, is not merely a tool for economic ends but a foundational element of freedom and agency, and continuous knowledge search. Education and health are means to expand individual capabilities and opportunities (Ogbu and Osanaiye (2017; Armstrong, 2009).

Reinforcing the measurable impact of human capital development, Sila (2014) noted that Human capital development includes the full range of investment in people, from early childhood through adult life, that improves their ability to be productive and fulfilled. Human capital development is best understood as a dynamic and multi-dimensional process encompassing the accumulation, utilization, and enhancement of individual capabilities. While classical organisational specialists emphasise its economic utility, modern human resource scholars integrate broader social and developmental objectives, making it a critical concept in both policy and academic discourse.

## **HUMAN CAPITAL DEVELOPMENT AND ORGANISATIONAL PRODUCTIVITY: THE NEXUS**

With the rapid changes in technology, systems and business approach, the knowledge and skills of employees attained through training have become even more pertinent (Thang *et al.*, 2010). With rise in global market competition, most organisations see training as an essential weapon in their armory in the fight towards higher organisation performance (Kozlowski, *et al.*, 2000). Organisational performance refers to the behavioral pattern of employees which being measured and evaluated can be seen to have substantial addition to organisational goals and objectives (Enga, 2014). This goes to indicate that employee’s behavior and attitude is a function of human resources management strategy. Johnson (2011) claims organisational employee performance denotes the level of job output assignment as placed side

by side the general acceptable standard. That is to say employees can be judge to perform when their overall output meets the laid down standard of the organisation. With much increase competition in the global business market, the issue of employee training for effective engagement is paramount for organisational growth and performance. Prior to research demonstrating the importance of employee contributions to the achievement of organisational goals, there were significant protestations to investment in training of employees.

However, the narrative has changed due to a growing acceptance of the relationship between increasing employee capacity and engagement and by extension organisational performance. (Okotoni and Erero, 2005). Atridge, (2009) posits that, performance in an organisation might be affected by the standard of resources in that organisation which in turn affects organisational output. He further drives home his point that, the external environment of the organisation such as the economic environment may, to a greater degree, impact organisational performance. This in turn invariably affects employees' output, and organisational turnover. But he opined that, this situation can be tackled by a knowledgeable, skilled and technical know-how workforce which will further boost their engagement and commitment to work in an organisation. The quantitative research of Sila (2014), conducted in Kenya, examined the relationship between performance and training and their effects on employee engagement. In the study, she focused on behavior, job satisfaction and service delivery. The study discovered that, service firms or organisations benefit significantly from the concept and activities of training, which positively correlate to employee productivity and performance and attainment of organisational objectives.

The study concurred with the notion of other scholars (Rabe & Giacomuzzi, 2012; Govaerts et al., 2011; Pouslston, 2008) claiming that training, if done properly and often, will increase employee engagement, positive work environment and behaviors, boost efficiency and effectiveness, motivate employees in positive service delivery and increase their workplace satisfaction which consequently enhances goal-attainment for the organisation in general.

## **THEORETICAL FRAMEWORK**

This research utilised the Human Capital Theory (HCT) as its theoretical construct. expanded by Becker in (1993). This theory is deemed suitable for the study based on the fact that, humans are considered a resource and of most importance to organisational success and growth. Thus, with human capital viewed as a resource, the issue of competitive advantage being fostered by skilled and knowledge-based employee is of crucial importance. Becker (1993) claims a foundation stone of Human Capital Theory is its suggestion and drives towards education and training of workers or employees by optimally introducing new and tangible set of information and knowledge which invariably have a positive effect in their organisational performance, productivity and salary structure. Human capital theory sees training in an organisation as a form of investment by management with a choice made on its process and which is predicated on its costs and benefits to the organisation (Becker, 1993). Organisations also invest in

training in its early stages and subsequent periods with a view to reaping its dividends at a later date in terms of optimum output productivity.

Becker also views human capital as synonymous to other means of production such as machineries and office buildings. He opined further that human capital can be invested on through the means of training, education, health care services amongst others, which has a great role to play in the determination of the organisational output and productivity. That is to say, human capital is viewed as a means of production that will ultimately yield additional output for the organisation if the organisation invests in it diligently. According to Tamkin (2005), relating the resource-based conceptualization to training brings out the deduction that, training can usually be seen as crucial investment for organisation, which provides the much-needed expertise in work environment and the addition of value to organisational performance thus giving a positive output to the organisation. The issue of rendering of public service is very key to the progress and development of a country. To render effective and efficient services to the Nigerian populace which is one of the core mandates of Federal Airports Authority of Nigeria, Benin Airport, the issue and concept of human capital development cannot be overemphasized. Most modern economists strongly agree that, effective service delivery and education are very important ingredients in developing human capital which have the power to cause an increase in the economic production of an organisation or a country (Becker, 1993).

## **METHODOLOGY**

The study utilised the quantitative research strategy and the survey or cross-sectional research design in order to ensure specificity and statistical direction. The population comprises the total number of Federal Airports Authority of Nigeria (FAAN), Benin Airport staff which is put at one hundred and sixty-two (162) persons (Human Resource Department, FAAN, Benin City, 2024). In order to determine the importance of human capital development on staff of Federal Airports Authority of Nigeria (FAAN), a total of 144 persons was randomly surveyed which consists the sample size. It included 24 management staff, 70 senior staff and 50 junior staff respectively. Data was sourced basically using primary and secondary means. The primary sources of data collection were done using the questionnaire which was administered to the staff of the organisation within the sample frame. On the other hand, the secondary sources of data were executed using information sources like the internet, published books, journals, Newspapers, magazines, government gazettes as well as FAAN newsletters.

Basically, descriptive statistics was used in analyzing data elicited from the field which was coded and tabulated in Statistical Package for social sciences (SPSS version 22.0). Also, the Pearson Correlation Coefficient analytical tool was employed in testing the hypotheses.

## PRESENTATION OF DATA

One hundred and Forty-four (144) copies of questionnaire were administered for this study but only One Hundred and Forty (140) copies were completely filled and returned while four (4) copies were neither not properly filled nor returned by the respondents. The data were analyzed using Regression statistical method. Data analyzed are as presented below:

**Table 1: Questionnaires Administration**

Questionnaires	Number	Percentage
Retrieved questionnaire	140	97.2
Questionnaire not retrieved	4	2.8
Distributed questionnaire	144	100%

As indicated in Table 4.1, a total of 140(97.2%) copies of the questionnaire was retrieved, while 4(2.8%) were either not retrieved or not properly filled.

## HYPOTHESES TESTING

### Hypotheses One

H<sub>0</sub>: There is no significant relationship between levels of engagement of employee via training and organisational goal-attainment in the Federal Airports Authority of Nigeria, Benin Airport.

H<sub>r</sub>: There is a significant relationship between levels of engagement of employee via training and organisational goal-attainment in the Federal Airports Authority of Nigeria, Benin Airport.

### Correlations

		Levels of Engagement	Organisational Goal-attainment
Levels of Engagement	Pearson Correlation	1	.872**
	Sig. (2-tailed)		.000
	N	140	140
Organisational Productivity	Pearson Correlation	.872**	1
	Sig. (2-tailed)	.000	
	N	140	140

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

The table above shows a Pearson Correlation Coefficient (r) test of 0.872 and a *p*-value (sig = 0.000) less than 0.01. The above analysis reveals that data is statistically significant. Thus, the study accepts *H<sub>r</sub>* which states that, there is a significant relationship between levels of engagement via training and organisational productivity in Federal Airports Authority of Nigeria and rejects *H<sub>o</sub>*, which state that, there is no significant relationship between levels of engagement via training and organisational productivity in Federal Airports Authority of Nigeria.

### Hypotheses Two

*H<sub>o</sub>*: There is no significant relationship between capacity building programmes and organisational goal-attainment in the Federal Airports Authority of Nigeria, Benin Airport.

*H<sub>r</sub>*: There is a significant relationship between capacity building programmes and organisational goal-attainment in the Federal Airports Authority of Nigeria, Benin Airport.

#### Correlations

		Capacity Building Programmes	Organisation's Goal-Attainment
Different Training Programmes	Pearson Correlation	1	.903**
	Sig. (2-tailed)		.000
	N	140	140
Employees Productivity	Pearson Correlation	.903**	1
	Sig. (2-tailed)	.000	
	N	140	140

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

With a Pearson Correlation Coefficient (r) test of 0.872 and a *p*-value (sig = 0.000) less than 0.01, hypothesis two shows that data is statistically significant. Therefore, the study accepts *H<sub>r</sub>* which states that there is a significant relationship between different training programmes and employees' productivity in Federal Airports Authority of Nigeria and reject *H<sub>o</sub>*, which states that there is no significant relationship between different training programmes and employees' productivity in Federal Airports Authority of Nigeria.

### Hypothesis Three

*H<sub>o</sub>*: There is no significant relationship between barriers of effective employee training and organisational goal-attainment in the Federal Airports Authority of Nigeria, Benin Airport.

H<sub>r</sub>: There is a significant relationship between barriers of effective employee training and organisational goal attainment in the Federal Airports Authority of Nigeria, Benin Airport.

### Correlations

		Training Barriers	Organisational Goal-Attainment
Levels of Engagement	Pearson Correlation	1	.846**
	Sig. (2-tailed)		.000
	N	140	140
Organisational Productivity	Pearson Correlation	.846**	1
	Sig. (2-tailed)	.000	
	N	140	140

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

Hypothesis three shows a Pearson Correlation Coefficient (r) test of 0.846 and a *p*-value (sig = 0.000) less than 0.01. The above analysis reveals that data is statistically significant. Thus, the study accepts H<sub>r</sub> which states that, there is a significant relationship between training barriers and organisational productivity in Federal Airports Authority of Nigeria and rejects H<sub>o</sub>, which state that, there is no significant relationship between training barriers and organisational productivity in Federal Airports Authority of Nigeria.

## DISCUSSION OF FINDINGS

The finding of the study highlights the agreement in the effect of training on employee's performance. This study has identified the need to provide all the employees of the organisation with standardized, regular training to facilitate consistent and effective performance in the organisation. This research highlighted that the effective implementation of training programmes for employee engagement will bring about credibility of the system and increase the level of performance and optimism of employee in the organisation. Findings have indicated that the provision of regular and effective training programmes for employee engagement would promote employee productivity and could potentially promote the culture of effectiveness towards employee performance, which according to the findings, training is the planned intervention that is designed to enhance the determinants of individual job performance and associated with both the personal and social development.

The majority of the respondents establish that the levels of engagement of employee via training leads to optimum organisational performance. 91.89% of the respondents affirmed that high level of engagement and training promotes organisation performance and job satisfaction. As a result,

engagement in training in the organisation results in effectiveness of performance in the organisation. Despite this, and perhaps even more interestingly, it is clear that the incorporation of training in workplace is to provide the skills employees need to make the organisations business better in an overall positive manner which promote and encourage engagement and facilitate effective and consistent in productivity among employees but level of engagement of employees to such training results in more effective and efficient employee's organisation performance.

While literature has highlighted the importance and different training programmes, this study emphasized both on the job and off the job training for optimum performance of employees. Findings reveals that consistent training is associated with an improved and increased job performance. While 29.73% of the respondents agreed that organisation training programme has helped in molding their career for effectiveness and efficiency and 64.86% of the respondents strongly agree that the organisation training programme has helped in molding your career for effectiveness and efficiency, the quality of such training is paramount for employees' performance. The vast majority of participants agreed that the organisation's training when conducted has impacted positively on employee performance.

This study has revealed the lack and inadequate training hinders effective performance in the organisation. The majority of participants felt that training programmes in the organisation is not regular and as such constitute a challenger or cog in the wheel of progress in employee's performance in the organisation. The findings highlighted that organisation training programme do not bring out the best in the employee for optimum performance but inadequate training programme is a challenge to the organisation performance. The majority of respondents in the study affirms that lack of exposure to modern day training facility fosters employee's ineffectiveness in the organisation. More so, inadequate level of engagement of employee constitutes inefficiency and ineffectiveness in the organisation. This study promotes the need for exposure of employee to modern technical know-how through training to promote optimum organisation performance.

## **CONCLUSION**

The study established a relationship between employee training for optimum engagement and organisational performance for effective service delivery. The study concludes that the nature of employee training and level of engagement in the organisation will ignite an effective employee productivity which will be quite unprecedented in the actualization of the organisations goal. The study disclosed that there is an inconsistency and discrepancies in employees training for optimum engagement on the part of the management of the organisation in tackling employee productivity for effective service delivery in Federal Airports Authority of Nigeria. Although, training on the job has impacted and increased satisfaction in the organisation, yet factors such as inadequate training hinders

effective performance in the organisation. Employee training is a key factor for organisation productivity and effectiveness in performance.

The findings and implications drawn are based on the outcome of the analysis of research instrument for data collection. The inferences and submissions are tailored towards improving the under performance in the organisation and advances the employees training and level of engagement for optimum efficacy and productivity in the organisation while making consciousness to future researchers in relation to likely lacunas in the study.

## RECOMMENDATIONS

The study advanced the following recommendations based on the findings and conclusion reached:

Since training is a planning intervention that is designed to enhance the determinants of individual employee performance, the management should organise regular training programmes for employees in the organisation because inadequate training programme is a challenge identified in the organisation.

In as much as the organisation training programme brings out the best in the employee for optimum productivity, the management should encourage employees' high level of engagement in training because employees' level of engagement in training is core to job satisfaction and employee productivity.

Despite the fact that high level of engagement of employee results to efficiency and effectiveness in the organisation, the exposure to modern day training facility will foster employee's more effective productivity in the organisation. The exposure of employee to modern technical know-how through training will promote optimum employee productivity.

Refresher courses for both Junior and Senior staff should be organized internally to promote higher performance and increase productivity in the organisation. The organisation through its management should organize structured training programmes for employee's optimum productivity.

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