

# AN EMPIRICAL REVIEW OF THE RELATIONSHIP BETWEEN HUMAN CAPITAL DEVELOPMENT AND EMPLOYEES' JOB PERFORMANCE IN EDO STATE CIVIL SERVICE

<sup>1</sup>Samuel OYAKHIRE, Ph.D & <sup>2</sup>Andrew Osaigbovo OMOSEFE, Ph.D

<sup>1</sup>Department of Public Administration, Faculty of Social Sciences, University of Benin, Benin City, Edo State

<sup>2</sup>Department of Political Science, Faculty of Social Sciences, University of Benin, Benin City, Edo State

E-mail: samuel.oyakhire@uniben.edu, andrew.omosefe@uniben.edu

Phone No: 08054469066, 08036996047

## ABSTRACT

*Human Capital Development is the process of enhancing employees' skills, knowledge, and competencies so as to improve job performance. Human capital development initiatives were set up by Edo State Government in recent times to improve job performance in Edo State civil service. The aim of the study was to assess the Impact of human capital development on employees' job performance. The objectives are to find out the outcome of behavioral mentoring on staff's punctuality to work, establish the corollary of rules sensitization on employees' attendance work and to reveal the consequence of scholastic upgrading on personnel's quality of work. The study adopted the qualitative method of data collection, data were collected from secondary sources like books, journals, online materials, with regards to human capacity development and employees job performance in Edo state service. The bureaucratic theory and human capital theory were the theories adopted for the discourse. The study concludes that human capital development initiatives are indispensable tools for achieving efficiency and sustainability in public service. It further recommended that Edo State Civil Service should establish formal mentoring frameworks where senior officers guide juniors through professional ethics, service conduct, and performance improvement.*

**Keywords:** Civil Service, Employee, Human Capital Development, Job Performance

## INTRODUCTION

Doings similar to civil service have been a part of humanity from the times of yore even though they were at first organic in comparison with practices in recent times (Osumah, 2023). Hence it is believed that the civil service is old as man. The antique organizations similar in makeup to the contemporary civil service establishments are what fashioned the platform on which Max Weber established the theory and practice of bureaucracy (Azelama, 2019; Hurley, 2021). Evidences of antediluvian civil service abound all over the world in enclaves such as Egypt and Greece. These heralded the civil service of nowadays that guarantees the welfare of the general population by working with

the approved and applicable establishments. At what point in time the civil service came into continued existence is to some extent complicated to pinpoint (Jeffery, 2023).

Civil service is not exclusive to one country. Models of some civil service that exist in the world are the State Civil Apparatus in the Kasemen District of Serang City; County Education Office Human Resource Department, Turkana County; and Kerenci Regency Population and Civil Registration Office (Apolia, 2017; Riswanto, Lanin, and Syamsir, 2018; Puspa and Tridayono, 2020). Furthermore, the University of Washington Libraries (2023) acknowledged the Federal Trade Commission, and Environmental Protection Agency inside the United States of America as one of the global civil services. As it is on the worldwide scale, there are multiplicities of civil service organizations spread across Nigeria. The National Orientation Agency, National Bureau of Statistics, Corporate affairs Commission, and Federal Inland Revenue Service, are all models of civil service (Office of the Secretary to the Government of the Federation, 2023).

An archetypal civil service is structured to be administered by clear-cut bureaucratic order which symbolizes the patterns jobs are performed by employees day after day. The various indicators of job performance of foremost interests in this study are punctuality to work, attendance of work, quality of work, quantity of work, and meeting targets at work. Each one of these measurable variables of job performance is the basis of rating workers (Yamyko and Vicenta, 2019).

The attributes of punctuality to work take account of promptness in reaching office; speed in commencing daily tasks; rapidity in responding to orders; haste in dealing with clients; and going to meetings on time. Attendance of work has elements such as workplace attendance; turnout in meetings; availability for clients; staying in office till closing; and doing overtime. The traits of quality of work encapsulate value of job done by workers; worth of job done by personnel; excellence of job done by employees; brilliance of job done by workforce; and reputation of job discharged by workers (Emi, 2023; Osumah, 2023; Effy, 2023; Benedict, 2023).

Quantity of work possesses characteristics which cover job proportions carried out by a team; job magnitude done by a department; service given to users on one occasion; and job percentage discharged in the organization. The fundamentals of meeting target at work are attainment of individual goal at workplace; team goal at workplace; departmental goal at workplace; end user goal at place of work; and managerial goal at place of work (Indeed Editorial Team, 2024).

Even though premium job performance is of paramount significance in the achievement of goals in the organizations, job under-performance has been an albatross in the civil service. Most issues of job under-performance are manifest as lateness to work, absence from work, low quality work, small quantity of work, and not meeting targets at work. The misconduct of lateness is largely set in motion on a gradual note, but it undergoes eventual exacerbation after a while. In the long run, the frame of mind of the civil service employees to punctuality experienced contamination. It gets to a point that most official schedules meant to be initiated at a specific time are delayed without any justification until a later moment. The snags of persistent tardiness in the workplace are explicit. Staff go to office too late. Employees commence work late on a daily basis. Workers arrive at staff meetings behind schedule. Employees do not bequeath timely attention to clients (Allen, Lehmann & Rogelberg, 2018). Lateness in turn cuts hours of work and output. In the same way, absence from work rose bit by bit until it reached an alarming altitude in the civil service. The majority of employees exhibited absenteeism through remorseless malingering. Sad but true, co-workers often devised means to cover up for malingering colleagues by faking ailment or mishap. These pretentious excuses to justify nonattendance of office got it aggravated to the point where clients more or less do not find employees to attend to them for so long a time. In the end, gratuitous nonappearance at workplace turned out to be the norm. Many personnel never appear in office all through the five working days of the week. The turnouts in meetings by most employees become low. Most workers are no more available to attend to clients. Departures from workplace long before the set closing time pump up unabated. Abnormal nonattendance of work gets in the way of availability of employees at workplace which is required for maximum performance of tasks for optimum output (Adamson, 2018; Saigun, 2019). It follows then that the aftermath of absenteeism is job under-performance and minimum effectiveness.

#### **STATEMENT OF THE PROBLEM**

It is challenging for the Edo State civil service to be effective in service delivery to the public. This condition is engendered by elusive outstanding job performance by employees which is the means through which the effectiveness in service delivery functions of Edo State civil service can be well attained and sustained. As is often the case, job under-performance that has been the encumbrance to effectiveness in service delivery, the predominant precarious job under-performance that trailed effectiveness in service delivery functions encompass lateness to work, absence from work, low quality work among others (Adamson, 2018). The implication is that employees were reaching

office late; commencing daily tasks with delay; responding to orders at a snail's pace; dealing with clients at self-centered speed; and arriving at meetings behind schedule. Employees attended workplace occasionally; turnout in meetings was erratic; availability for clients became inconsistent; staying in office till closing was hardly done; and doing overtime was held back. Quality of work done by staff lacked value; worth of job done reduced; excellence of job discharged lessened; brilliance of job carried out declined; and repute of job done diminished. Quantity of work carried out by a team dwindled; job magnitude done by a department dropped; service given to users decreased; and job percentage discharged in the organization diminished. It was thorny to meet individual goal at workplace; difficult to realize team goal at workplace; uneasy to actualize departmental goal at workplace; tough to attain end user goal at workplace; and hard to accomplish managerial goal at workplace (Saigun, 2019).

The Edo State Government like every other states instituted human capital development programme for its civil servants with the latest being the John Odigie Oyegun Public Service Academy (JOOPSA) built to host most seminars and workshops (Edo State Government, 2024). Aspects of human capital development cover behavioral mentoring, rules sensitization, scholastic upgrading, computer upskilling; and professional coaching. These are meant to boost up punctuality; attendance; quality of work; quantity of work; and target meeting at work. Yet to be ascertained is the particular empirical impact of the aforementioned manpower training and development on the job performance of employees in the Edo State civil service.

As a guide to the researcher in inquiries, the following research questions are asked. Is there a significant relationship between behavioral mentoring and staff's punctuality to work? Is there a significant relationship between rules sensitization and employees' attendance of work? Is there a significant relationship between scholastic upgrading and personnel's quality of work?

The general aim of this study is to examine human capital development on job performance of employees in Edo State civil service. The specific objectives are projected to: Ascertain the outcome of behavioral mentoring on staff's punctuality to work; establish the corollary of rules sensitization on employees' attendance of work.; and to reveal the consequence of scholastic upgrading on personnel's quality of work. The study adopted the qualitative method of data collection, data were collected from secondary sources like books, journals, online materials, with regards to human capacity development and employees job performance in Edo state service. The data were analysed thematically by means of sub-heading to reflect key conceptual areas the issues were organized based on the objectives of the study.

#### **LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

##### **INTERPRETATIONS OF PUBLIC SERVICE AND CIVIL SERVICE**

The term public service and civil service are somewhat interwoven. That is why there is the need for proper

interpretation of the two expressions. Similarities between the two expressions arise from the fact that they possess shared aims, as well as comparable structures. In defining them however, the authors' interests or viewpoints have lots of influence. Public service entails any service rendered in the interest of the community. It involves the act of affording and granting needed aids, supplies and services to all the members of the society. Mustapha, Edegware and Reason (2018) posited that public service comprises of civil service, local government, the military and other security forces, the judiciary, public agencies and other government or quasi-government agencies, which are further expected to provide continuity in governance. Public service is an indispensable tool through which the government implements its policies and programme. Public service is also an institution of the State that is established by the government (Shittu, 2020). Public service and civil service are often interchanged in usage. This is principally for the reason that both of them encompass organizations possessed by the government. Even so, there is an apparent distinction between the twosomes. Public service is in an ideal world more encircling in its configuration than the civil service. Public service in Nigeria covers personnel in government ministries and extra-ministerial departments, while civil service is restricted to employees in core government ministries. The foregoing is a clear dichotomy between public service and civil service (Federal Civil Service Commission, 2023). Nevertheless, one unifying factor of the public service and civil service is that they are both established to deliver services to the general public.

#### **RESPONSIBILITIES OF THE CIVIL SERVICE**

Bureaucratic civil service is a global phenomenon. It was affirmed by Babalola (2022) and Indeed Editorial Team (2022), that the following are the assorted services rendered by the civil service. The universal ones among them cover urban planning, public transportation, waste management, recreational facilities, sanitation services, environmental water supply, postal services, consumer protection, emergency services, transportation infrastructure, healthcare and public health public buildings, immigration among others.

#### **HUMAN CAPITAL DEVELOPMENT**

The process of enhancing people's knowledge, abilities, competencies, and productivity through education, training, healthcare, and experience is known as human capital development. It places a strong emphasis on investing in people as important resources that support both organizational performance and economic progress. The idea has its roots in human resource management and economics, where people are viewed as "capital" due to their capacity to create value.

Aspects of Human Capital Development are Education: It develops critical thinking abilities and fundamental knowledge. Human potential is enhanced by both official (schools, universities) and informal education. Vocational education, professional development programs, and on-the-job training improve employees' productivity and flexibility. Over time, work experience helps people develop their talents and acquire useful knowledge. Economic development and productivity are typically higher in nations that make investments in human capital. Innovation and industrial expansion are fueled by skilled labor. Competent

workers who can effectively accomplish objectives and adjust to changes are advantageous to organizations. Human capital development gives people skills that boost their income and employability. Due to issues including inadequate education funding, inadequate healthcare systems, brain drain (the movement of qualified professionals), and skill mismatch in the labor market, among others, HCD is still a major problem in Nigeria. Nonetheless, government programs and reforms seek to enhance youth empowerment, vocational training, and education. The aim of HCD is to improve Job performance; prepare employee for future roles; increase employee engagement, retention among others. The components of development are training, education, career advancement, performance management, leadership development, retention, coaching, mentoring among others (Aibieyi, 2009).

Salient professional ethics cited by Azelama (2019) include outstanding standards or values that steer the performance of jobs to meet civil service functions. They incorporate loyalty, neutrality, punctuality, transparency, anonymity, diligence, impartiality, and effectiveness. The everyday operations of the civil service institutions reveal the workings of the aforementioned professional ethics. Loyalty is largely about faithfulness and dependability; neutrality has to do with being non-partisan; punctuality stands for timekeeping and promptness; transparency signifies honesty or being amenable to monitoring and evaluation; anonymity is a display of secrecy; diligence consists of hard work and dedication; impartiality symbolizes fairness and objectivity; and effectiveness implies competence and ability to achieve set goals. Cooperation or non-cooperation with the said professional ethics determines the extent of job performance of employees in the place of work, as well as goes a long way to engender success or failure in the achievement of organizational goals (Osumah, 2023). Hence there are rules and regulations constituted in Nigeria to guide employees' operations or services.

#### **CONSTITUTED RULES GUIDING SERVICES IN NIGERIA**

Public service rules of Nigeria comprise the laws and measures instituted to guide and motivate the employees in government organizations to work for maximum output and delivery of service. The wide-ranging goal of public service rules is to make workforce in the public service uphold the fundamental principles of work ethics and professionalism. Public servants must therefore work according to the provisions of the public service rules while performing day to day tasks at workplace. The Public Service Rules in Nigeria cover comprehensive matters and operations on the subject matter of administering the public service. Administration of the public service needs the coordination of the total human resources to work in concert so as to achieve the goals of the Service (Public Service Rules, 2008; Patrick, 2018; John, 2020). Other than the public service rules meant to guide workers, there exists the code of conduct for public officers.

#### **INDICATORS OF HUMAN CAPITAL DEVELOPMENT IN EDO STATE CIVIL SERVICE**

In an organization such as the Edo State civil service, there abound different indicators of job performance. There is no pronounced discrepancy among what

various ministries regard as the indicators of job performance. Even if not all-encompassing given that they are so numerous in magnitude, the most important ones are categorized as behavioral mentoring, rules sensitization, scholastic upgrading, computer upskilling, and professional coaching.

**Behavioral Mentoring:** National Mentoring Resource Centre (2025) characterized behavioral mentoring as being of assistance to employees in developing improved behavioral norms and conduct. This training and development technique is applicable to diverse establishments such as the civil service. The rationale behind behavioral mentoring at workplace is to help manage the conduct of personnel to align with the set standard. Mentoring entails a mentor imbuing on a mentee the acceptable behaviour in a social institution. Behavioral mentoring thus assists in motivating the mentee or employee to develop experience, creativity and knowledge crucial for autonomous discharge of everyday jobs at workplace (National Academy of Sciences, 2025). In this study, the conspicuous attributes of behavioral mentoring encapsulate molding manners of employees; patterning actions of workers; forming demeanour of staff; shaping conduct of personnel; and modeling character of workforce.

**Rules Sensitization:** The Nigerian Bar Association (2024) described rules sensitization as a sort of enlightenment given to employees on what the set of laws of an organization entails. This is to enable employees know the significance of organizational rules, as well as the need to obey them. Rules are defined as cognate laws or regulations guiding the conduct of personnel in a workplace. Sensitization is the process of making staff sensitive and responsive to organizational set rules. The key objective of rules sensitization is to increase awareness and enlightenment of workers regarding acceptable organizational practices, policies, and regulations. This is likely to change the conduct of employees to align with rules so as to improve job performance outcomes. It is generally aimed at aiding employees to self-regulate while discharging assigned tasks in the place of work (African Union, 2025; Office of Head of Service of the Federation, 2025). The attributes of rules sensitization incorporate workers consciousness of official rules; employees awareness of official guidelines; personnel understanding of official laws; staff familiarity with official regulations; and workforce acquaintance with official policies.

**Scholastic Upgrading:** It is affirmed by Miami University (2025) that Scholastic upgrading is the enhancement of the education level of employees. This training and development strategy is implemented via granting of study leave or scholarships to staff for further studies in whichever institutions of learning. Some courses or education programme sponsored by organization can be organized for selected employees to acquire the requisite specialized knowledge to elevate the quality of tasks performed. Depending on the current academic level of an employee, scholastic upgrading can be to obtain bachelors, masters or doctorates (Nairaland, 2023). The imperative attributes of scholastic upgrading are made up of obtaining higher qualification; acquiring more knowledge; advancing in education; supplementary learning; and additional courses.

## INDICATORS OF JOB PERFORMANCE IN EDO STATE CIVIL SERVICE

There are multifaceted indicators of job performance in veritable organizations such as the ones obtainable in Edo State civil service institutions. Oftentimes, these job performance indicators are similar to one another in the various ministries across the State. Despite the fact that it may not be exhaustive as a result of its broadness, the most important ones comprise punctuality, attendance, quality of work, quantity of work, and meeting targets.

**Punctuality to Work:** Emi (2023) accentuated that punctuality means the promptness radiated in getting to work and in discharging assigned responsibilities. Some other interesting attributes of punctuality pertinent to the Edo State civil service were captured by Thierry (2018) in a piece. They encapsulate completion of allotted responsibilities in the early hours; arrangement of the tasks to be performed; reporting all anticipated delay to the right supervisor; prompt and regular preparation to finish all assigned responsibilities; and seriousness in carrying out all the slated responsibilities. The predominant attributes of punctuality to workplace encompass promptness in reaching the place of work; speed in commencing tasks on a daily basis; rapidity in responding to orders; haste in dealing with clients; and going to meetings on time.

**Attendance of Work:** The perpetual presence or availability of employees at the workplace on a regular basis is what attendance of work entails. This regularity of workers at the place of work in Edo State civil service means that they should be present or available all through the five working days in a week which are conventionally from Monday to Friday. The only exceptions are public holidays or any form of leave approved by the appropriate authorities (Thierry, 2018). They furthermore explained that in the workplace, regular attendance of work is analogous to accessibility which is required in the performance of task for maximum output. Some outstanding attributes of attendance of work include regular workplace attendance; turnout in meetings; availability for clients; staying in office till closing; and doing overtime.

**Quality of Work:** Work quality encompasses the standard and worth of work which individual employee or department as a whole are expected to deliver on a consistent basis. This is often put into consideration when reviewing the job performance of employees and measurement of civil service success. Work quality encapsulates error-free work, especially writing of reports without grammatical errors; adjustment to changes occurring at workplace; and prowess in written, verbal and non-verbal communication. Again, work quality is evaluated with error-free method, time method and output method (High5 Strength Test, 2024; Indeed Editorial Team, 2024). The most pronounced attributes of quality of work take account of the value of job carried out by workers; worth of job done by personnel; excellence of job discharges by employees; brilliance of job done by workforce; and reputation of job discharged by workers.

## EMPIRICAL REVIEW

Akanbi and Adetunji (2016) examined, the importance of manpower training to enhance productivity of staff performance. The researchers did not state the objectives of the study, no research questions, no hypotheses, no statement of the problem among others.

The Research method posited in the study did not capture the method of data collection whether it is primary or secondary. The research methods were synonymous to literature review. Empirical findings were not made. The researchers concluded that manpower training has been established as an instrument or strategy in transforming the beliefs, attitudes and demeanor of individuals in order to increase staff efficiency and productivity. These go to demonstrate that the investigation was not comprehensive. The aforementioned gaps will be sealed up in this present study.

The research carried out by Joshua and Adekunle (2016) was on manpower development and employee job performance in the Nigeria public and private sectors - a comparative study of Lagos Broadcasting Corporation and channels Television. The objectives of the study were, to examine the relationship between staff training and employees' job performance, investigate the relationship between career growth and employees' job performance examine the relationship between talent management and employees' job performance and lastly, to investigate the relationship between career counseling and employees' job performance. Lastly, is there any relationship between career counseling and employees' job performance? As posited by the researchers, the hypotheses were stated in the null forms which are viz: There is a relationship between staff training and employees' job performance there is a significant relationship between career growth and employees' job performance. In the foregoing, Joshua and Adekunle (2016) submitted that manpower development is indispensable in every organisation and for organisations to attain optimal performance; it must employ the tools of manpower development, most especially training of the work force. The non-experimental research design was used, and it consists of cross-sectional method which was adopted to identify the impact of manpower development on job performance. The aforementioned, study presented a separate sub-topic for the research questions, which ought to have be embedded in the statement of the problem, the itemization of the questions were quite different from the research hypothesis. It was also observed that the researchers presented hypotheses in null form and ended up writing out the alternative hypotheses. These are some of the missing link in the above research that this study is assigned to plaster up.

In a different study, Lawrence and Obiekwe (2017) examined the impact of manpower training and development on organisational productivity and performance. The researcher did not do any survey. Objectives of the study were not specified. No case study was used, neither was a theory adopted. Empirical findings were not made. These go to demonstrate that the investigation was not comprehensive. The aforesaid gaps will be filled in this present study.

Dada and Ojo (2022) did a similar stud on staff training and manpower development as parameters for personal efficiency in the civil service. It was a case study of ministry of Education, Oyo State, Nigeria. Descriptive research design was adopted and data were gathered from 50 respondents. Simple frequencies and percentages were utilized to analysis the gathered data. Findings revealed that 49.8% of those that had training

and those exposed to manpower development had high job performance, as against 21.2% for their counterparts with no training and development.

From the foregoing, it was discovered that that researchers did not featured any specific research objectives such as the effects of behavioural mentoring on punctuality, rules sensitization on attendance, scholastic upgrading on quality of work, computer upskilling on quantity of work and professional coaching on meeting of targets there was no statement of the problem, no research questions, no hypotheses and the structurally arrangement of the work was family. These are the hollows in the above-mentioned research that will be bridge up in this most recent study.

## **THEORETICAL FRAMEWORK**

### **THEORY OF BUREAUCRACY**

Among the theories reviewed in this study is the theory of bureaucracy. Simply put, bureaucracy advocates the administration of an organization via set official procedures. A notable proponent of the bureaucratic organization theory is Max Weber. The period the theory of bureaucracy was propounded falls between 1864 and 1920. Several other promoters of the theory are Panagiotis Grigoriou and Marshal Dimock. Both theorists upheld the suppositions of bureaucracy in 2013. Still of interest to date are the following assumptions of the theory of bureaucratic organization submitted by the aforesaid. First is that merit or skillfulness should be the basis of choice and promotion of workers in an organization. Second is that rules and regulations should be applied equally to the whole workforce of the organization. Third is that a balance should exist between power of leaders and responsibilities of workers in an organization. Fourth is that there should be hierarchy or chain of command in an organization. Fifth is that bureaucracy encourages training and development of staff to keep behaviour and job performance in accordance with the standard of an organization (Weber, 1864-1920; Grigoriou and Dimock 2013; Osumah, 2023).

As is often the case with the different postulated theories, bureaucratic organization theory is criticized for diverse reasons. It is criticized for possessing inflexible rules that are antagonistic to innovation. Its support for adherence to excessive formalities is condemned for obstructing the application of discretion or initiative in carrying out everyday organizational tasks. In spite of its weaknesses, bureaucratic organization theory still apt as it typifies the way that an organization should be administered. It points out the need to make workers observe rules, develop capacity, and demonstrate professionalism that will translate to improved job performance.

In application to this study, it is projected that the appliance of merit in selecting and promoting staff will breed atmosphere of transparency, and willing workers. Equal application of rules and regulations will promote impression of impartiality, and dutiful employees. Balance between the use of power and discharge of responsibilities will spur aura of obedience, and industrious staff. Maintaining hierarchy will guarantee orderliness and effortless implementation of decisions to motivate workers. Training and development will boost up capacity, and output of workforce. The above mentioned conjectures are all expected to increase job

performance which is often considered necessary in the bid to meet the set goals in the Edo State civil service.

#### **HUMAN CAPITAL THEORY**

Human Capital Theory, propounded by Gary Becker (1964), posits that the knowledge, skills, competencies, and attributes acquired by individuals through education, training, and experience enhance their productivity and performance in the workplace. The theory sees investment in human capital development as similar to investing in physical capital because it yields future returns in terms of higher efficiency, innovation, and organizational growth. The Edo State Civil Service, being the machinery of government, depends heavily on its workforce to implement policies, deliver services, and drive reforms. Between 2016 and 2024, the government introduced several human capital development initiatives such as: Capacity-building workshops and seminars for civil servants; ICT and computer literacy training under reforms for e-governance; professional coaching and mentoring programme; scholarship and sponsorship for further education of staff; and rules sensitization and ethics training to promote transparency and accountability among others.

Human Capital Theory provides the theoretical foundation to argue that these investments in employees' skills, knowledge, and abilities directly impact their job performance and the overall efficiency of the civil service.

#### **APPLICATION OF HUMAN CAPITAL THEORY TO THE STUDY**

- a) Education and Training as Investment: According to the theory, training programme, workshops, and continuous education raise employees' knowledge and technical competence. In Edo State Civil Service, the development-driven of officers in ICT and digital governance has improved efficiency in record keeping, payroll management and service delivery.
- b) Increased Performance: The theory asserts that well-trained workers become more productive. For instance, an officer trained in financial management contributes to timely budget preparation and accountability, thereby enhancing performance indicators like quick work completion and meeting targets.

Human Capital Theory explains how human capital development enhances the job performance of employees by increasing their knowledge, skills, and efficiency. It shows that investing in civil servants' development has yielded measurable improvements in service delivery, policy implementation, and overall performance of the Institution (Osumah, 2023).

#### **DISCUSSION OF FINDINGS**

In modern Public Administration, one of the most important factors influencing organizational performance and administrative effectiveness is the development of human capital. Employees' job performance and the general efficacy of public institutions are greatly enhanced in the Edo State Civil Service through training, education, skill development, workshops, seminars, mentoring, and career promotion programme. Investing in employees' knowledge, skills, competences, and attitudes greatly enhances performance, efficiency, accountability, creativity, and service delivery in the public service, in line to the

discussion of research on human capital development and workers' job performance (Ihunda, 2019).

The Human Capital Theory, which explains how investing in individuals enhances institutional performance and organizational success, serves as the foundation for this discussion. The findings also show that staff motivation, commitment, morale, innovation, and adaptability to contemporary administrative difficulties are all impacted by human capital development.

Human capital development greatly improves workers' job performance in the Edo State Civil Service. Workers who have regular opportunities for professional growth and training typically carry out their jobs more successfully than those who don't. Workers' technical proficiency, administrative expertise, communication skills, and decision-making ability are all enhanced by training programme, (Oyakhire and Eghaghe, 2024)..

According to Theodore Schultz's and Gary Becker's Human Capital Theory, investments in education and training can boost employees' output and effectiveness. The findings corroborate this notion as civil workers who gain new administrative knowledge and abilities are more effective and productive in providing services. According to the study, workers who took part in conferences, workshops, seminars, and in-service training programme showed better proficiency in managing official duties. These workers demonstrated enhanced record-keeping, policy implementation, problem-solving, and interpersonal skills at work. According to this study, developing human capital improves both individual and organizational performance.

The Edo State Civil Service's administrative efficiency is greatly enhanced by training and capacity building. The findings show that regular training makes it easier for civil servants to adjust to changes in administrative procedures and governmental policy. Additionally, they exhibit more assurance when carrying out formal tasks (Edo State Government, 2024).

Data management, communication systems, and documentation procedures have all improved since information and communication technology (ICT) training was implemented in some ministries and agencies. Workers with ICT training complete jobs more quickly than those without such training. As a result, the availability of qualified and experienced staff is crucial to the modernization of administrative processes (Oyakhire, 2025). The findings demonstrate that capacity-building initiatives lower operational errors, delays, and inefficiencies in the civil service. Workers who have received sufficient professional training are more likely to fulfill deadlines, follow rules, and provide high-quality public services.

Employee engagement and morale are positively impacted by human capital development, according to the study. Workers who are given career development chances frequently believe that their companies cherish, acknowledge, and appreciate them. Their level of dedication and commitment to work rises as a result of this recognition (Aibiyei, 2009).

Workers in the Edo State Civil Service showed greater levels of job satisfaction and organizational loyalty when they received leadership training, professional courses, scholarships, and prospects for advancement. On the other hand, workers who did not have access to

possibilities for growth frequently felt frustrated, had low morale, and were less dedicated to the organization's objectives. The findings so imply that human capital development functions as a mechanism for employee motivation toward increased performance and efficiency in addition to being a tool for skill acquisition. The findings also showed that employee performance and human capital development are closely related. Timely service delivery, correctness in official tasks, successful policy execution, and economical use of public resources are all indicators of civil service performance.

### **CONCLUSION**

The study comes to the conclusion that human capital development programmes are essential instruments for attaining sustainability and efficiency in public service. In particular, computer literacy promotes efficiency and digital innovation, professional coaching strengthens goal orientation and staff commitment, rules sensitization increases accountability and professionalism, educational advancement improves technical competence and decision-making, and behavioral mentoring cultivates discipline and ethical orientation. Thus, the study confirms that planned and ongoing funding for staff development initiatives is an effective way to maintain e-governance and institutional excellence in Edo State.

### **RECOMMENDATIONS**

Based on the discourse, the following recommendations are made:

1. Institutionalise Behavioural Mentoring: The Edo State Civil Service should establish formal mentoring frameworks where senior officers guide juniors through professional ethics, service conduct, and performance improvement.
2. Periodic Ethical and Rules Sensitisation: Regular workshops and refresher courses should be held to reinforce employees' awareness of public service codes and anti-corruption standards.
3. Encourage Continuous Education: Management should provide study leave, scholarships, and incentives for staff to pursue higher education or professional certifications relevant to their roles.
4. Sustain Professional Coaching and Appraisal Systems: Coaching and evaluation systems should be integrated into performance management frameworks to track progress and reward excellence.

### **LIMITATIONS AND SUGGESTIONS FOR FUTURE STUDIES**

There are limitations that surfaced in the study particularly in the process of investigation, the study relied strictly on secondary data which include books, journals, magazines, newspapers, online materials among others. The paper can be said to be limited because is not an empirical study, the issues that were raised centred on themes reflecting the key issues viz-a-viz the objectives of the study. The study therefore will definitely not capture all the areas, researchers are admonished to lookup for those areas for further study.

**REFERENCES**

- Aibieyi, S.O. (2009). Essentials of organisation, Management and Administration. Lagos: Amfitop Books
- Allen, J. A., & Lehmann-Willenbrock, N., & Rogelberg, S. G. (2018). Let's get this meeting started: Meeting lateness and actual meeting outcomes. *Journal of Organisational Behavior*, 1-48.
- Apalia, E.A. (2017). Effects of discipline management on employee performance in an organisation: The case of county education office human resource department, Turkana County. *International Academic Journal of Human Resource and Business Administration*, 2 (3), 1-18.
- Azelama, J.U. (2019). *Democracy and administration in Nigeria*. Nigeria: Ever Blessed Publishers.
- Babaloa, J. T. (2022). Public service rules and effective service delivery in the administration of higher institutions. Retrieved from <https://www.linkedin.com/pulse>
- Benedict, W. (2023). Strategies for dual success: Meeting both team and individual targets. Retrieved from <https://www.bethegoat.co.uk/strategies-for-dual-success>
- Edo State Government (2024<sub>2</sub>). Empowering tomorrow: Edo State Government transforms futures with cutting-edge computer training of JOOPSA. Retrieved from <https://joopsa.edostate.gov.ng>news, 2<sup>nd</sup> February, 25>
- Effy, AI (2023). 72 quantity of work performance review phrases to achieve more. Retrieved from <https://www.effy.ai>blog>quantity-of-work-performance>
- Emi, J. (2023, April 27). Most *punctual* mega-airport. [TV broadcast], CNN.
- Etefia, E. E. and Bassey, J. E. (2017). An analysis of the jurisdiction of the national industrial court of Nigeria as a court of first and last resort in civil matters. *Journal of Humanities (IOSR-JHSS)*, 22 (4), 58 - 68.
- Federal Civil Service Commission (2023). Ministries, departments and agencies. Retrieved from <https://www.fedcivilservice.gov.ng>
- Fleischhauer, K. (2007). Human capital and economic growth revisited. *Discussion Paper No. 33*, University of Goettingen.
- Grigoriou, P. (2013). Bureaucracy: administrative structure and set of Regulations in place to control organisational or governmental activities. University of the Aegean: Euro mediterranean University (EMUNI).
- High5 Strengths Test (2024). What is work quality? Types, examples, and how to increase it. Retrieved from <https://high5test.com>work-quality>
- Hurley, J.R. (2021). Highlights of the history of the public service. Retrieved from <https://canada.ca/en/privy-council/service>
- Ihunda, C.C. (2019). Human Resources Development and Utilization in Selected Manufacturing Companies in River State, Nigeria in *International of Social and Policy*. Vol 3(1) p.70.
- Ijeoma, E. O., & Okafor, E. (2015). *Public sector training and development: Issues and strategies*. Enugu: Chuka Publishers in Nigeria: A Theoretical Discourse in *Public Policy and Administration Research* Vol. 8(4).
- Indeed Editorial Team (2022<sub>b</sub>, June 24). What are public services? Definition and 23 examples. <https://www.indeed.com/career-advice>
- Indeed Editorial Team (2024<sub>1</sub>). Professional coach: Definitions, duties and advantages. Retrieved from <https://www.indeed.com>what-is-professional-coach?>
- Indeed Editorial Team (2024<sub>2</sub>). What is work quality? Definition, importance and tips. Retrieved from <https://www.indeed.com>work-quality?>
- Jeffrey, W. (2023). Civil service history, rules and examples. What is civil service <https://study.com.academy/lesson/c>
- John, O. M. (2020). Understanding the Nigerian Public Service Rules. *Annals of Social Sciences and Management Studies*, 5 (3), 100 – 106..
- Miami University (2025). Rinella learning centre scholastic enhancement programme. Retrieved from <https://miamioh.edu>scholastic-enhancement-program>
- Mill, J.S. (1872). A system of logic: Ratiocinative and inductive. Book III: Of induction. In J.M. Robson (Ed.), *Collected works of John Stuart Mill* (vol. VII). Toronto: University of Toronto Press. (Reviewed work was published in 1973).
- Nairaland (2023). Difficulty upgrading certificates in State Civil Service – career – Nigeria. Retrieved from <https://www.nairaland.com>
- National Academy of Sciences (2025). Mentorship behaviour and education: How can effective mentorship develop? Retrieved from <https://nap.nationalacademies.org>
- National Mentoring Resource Centre (2025). Mentoring for enhancing educational attitudes, beliefs and behaviours. Retrieved from <https://nationalmentoringresourcecenter.org>
- Nigerian Bar Association (2024). NBA-AML sensitisation workshop: Combating financial crimes in Nigeria. Retrieved from <https://blog.nigerianbar.org.ng>
- Office of the Head of Service of the Federation (2025). FG sensitises workers on rewards and recognition. Retrieved from <https://www.ohcsf.gov.ng>
- Ogbeide, U. E. (2011). Statistical techniques for social and management sciences. Nigeria: AMFITOP BOOKS.
- Osumah, A. O. (2016). An appraisal of capacity development and job performance in national museum in Benin City. A thesis submitted in partial fulfillment of the requirements for the award of the Degree of Master of Science (M.Sc.) in Public Administration, Department of Public Administration, Faculty of Management Sciences, Ambrose Alli University, Ekpoma, Nigeria.
- Osumah, A. O. (2023). Disciplinary actions and job performance of employees in national museums in Edo and Delta States of Nigeria. A thesis submitted in partial fulfillment of the requirements for the award of the Degree of Doctor of Philosophy (PhD) in Public Administration, Department of Public Administration, Faculty of Management Sciences, Ambrose Alli University, Ekpoma, Nigeria.
- Patrick, D. (2018). The civil service and public services management systems. In book: *The UK's Changing Democracy: The 2018 Democratic Audit*. Retrieved from <https://www.researchgate.net/publication/328673571>
- Public Service Rules (2008) Corrected version and Pension Reform Act 2004. Nigeria: Federal Civil Service Commission.
- Saigun, T. (2019). *How to manage employee discipline in your organisation*. Saigun Technologies PVT Ltd.
- ScienceDirect.com (2025). Job performance: An overview. Retrieved from <https://www.sciencedirect.com>job>
- Shittu, A.K. (2020). Public service and service delivery. In Farazmand (ed.), *Global Encyclopedia of Public Administration, Public Policy, and Governance*. Switzerland: Springer Nature.

- Thierry, A. Z. (2018). Punctuality, attendance policy and organisational performance. *International Journal of Research Science and Management*, 5 (8), 20 - 39.
- Weber, M. (1864-1920). Bureaucratic Management Approach of Max Weber. Retrieved from <http://www.edunote.info/2012/11/bureaucratic-management>
- Yamyko, Y. and Vicenta, S. (2019). How to measure performance in public sector organisations. Retrieved from <https://dobetter.esade.edu/en/>