

## CAPACITY BUILDING AND JOB PERFORMANCE: EVIDENCE FROM EMPLOYEES IN PRIVATE ORGANIZATIONS IN OGUN STATE, NIGERIA

IDOWU EMILY OKUN<sup>1\*</sup>, ADEWALE IBRAHIM ABIOLA<sup>2</sup>, ELIZABETH OLAWUMI IDOWU<sup>3</sup>

<sup>1,2,3</sup> Department of Business Education, Tai Solarin University of Education, Ijagun, Ogun State, Nigeria

*Corresponding author:* [okunidowuemily@gmail.com](mailto:okunidowuemily@gmail.com)

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### Abstract

*The study examined the relationship between capacity building and employees job performance in private organization. Two null hypotheses guided the study. A correlational research design was adopted to achieve the purpose of the study. The population of the study comprised all the staff of Nigerian Breweries, Imagbon, Ijebu-Ode, Ogun State, Nigeria. A purposive sampling technique were used to select 75 staff of the Nigerian Breweries. A self-developed instrument, titled: Capacity Building and Employees Job Performance was used for data collection as reliability coefficient value of 0.86. Hypotheses 1 and 2 were tested using Pearson Product Moment Correlation Coefficient. The findings revealed that there was significant relationship between training and employees job performance ( $r = 0.334$ ,  $P < .05$ ) in private organization. There was significant relationship between mentoring and employees job performance ( $r = 0.363$ ,  $P < .05$ ) in private organization. Based on these findings, it was recommended among others that the management of private organization should endeavour to make mentoring a responsibility for certain categories of employees. That is making it mandatory through a policy instrument with associated incentives for senior employees to engage in mentoring junior colleagues as these practices should be considered as part of the organizations strategy to improve on the performance of the employees.*

**Keywords:** Capacity Building, Employee Job Performance, Private Organization, Training, Mentoring

### Introduction

Employees' job performance represents an asset and engine-room for organizational productivity. Employees represents image of the organization and determine sustainability of the system. Organizations today are very concerned about the performance of their employees. This is because the performance of the employees will directly affect the performance of the organizations (Udeobasi, 2018). The most important assets of any organization, be it public or private are its human capital (for example, knowledge and skills, which resides on the employees in organizations. Realization and accomplishment of organization objectives depends solely on the effectiveness and efficiency of human resources within the organization. Performance of the employees in the same vein depends on the top-notch competency. This is acquired through in-depth knowledge, abilities and capabilities of the employees (Ajetomobi, 2021). Organizations spend considerable available

resources in building the capacities of their employees because human resource capacity building equips employees to achieve organizational goals through improved job performance (Ikani, Folayan & Hudu, 2022). Organizations whether small or large look out for the human element which has to do with employees working in that organization. The various method of operation in any organization needs to function effectively both internally and externally, couple with how the productivity and efficiency of employees can be improved. In order to look out for these, capacity building has to be intentionally put in place.

Capacity building on the one hand is important factors that should not be ignored in organizations today. Capacity building is very important processes that require much more than training, it is an enabling process to help organization do things differently, bearing in mind that, it is not what they know it is how they behave; knowing is not the same as doing (Ikani, *et. al.*, 2022). There is no doubt that organizations worldwide are striving for success and out-competing those in the same industry. In order to do so, organizations have to obtain and utilize their human resources effectively. Organizations need to be aware of their employees need in more realistically towards keeping their human resources up-to-date. In so doing, managers need to pay special attention to all the core functions of human resource management as this plays an important role in different organizational, social and economically related areas among others that are influential to the attainment of the organizational goals and thus organizations successful continuation in the market place

Capacity building is like sharpening an existing skill in order to reflect the trends in technology and other social-cultural environmental changes of an organization (Umar, Goni & Satomi, 2019). The main objective of capacity building is to increase efficiency of employees with the resulting increase in corporate productivity. This accounts for why a large number of fund and time is expected by organization at one period or the order in the improvement of the skills of their employees at various levels. Capacity building in an organization is for employee development and this can take different forms which include training, mentoring, ICT workshop/seminar among others. The main goal of employee development is to help the organization achieve its mission and business goals (Pinninton & Edwards, 2018).

To develop the desired knowledge, skills, abilities of the employees, and to perform well on the job, require effective training programs that may also affect employee motivation and commitment (Meyer & Allen, 2016). Training is therefore a necessity in the work place, without which employees would not have a firm grasp on their responsibilities. Employee training refers to programs that provide workers with information, new skills or professional development opportunities (Hassan, Aku & Daniel, 2021). Past researchers (for example, Udeobasi, 2018; Hassan, Aku & Daniel, 2021; Pinninton & Edwards, 2018 among others) provide the evidence regarding the positive effect of training programs on both employees and organizational performance. However, technological advancements have brought the need for capabilities and competencies required to perform particular tasks. Thus, to cope with challenges, more improved and effective training programs are required by all organizations and these effective training programs help in constructing a more conducive learning environment for the workforce and train them to cope with the upcoming challenges' more easily and in time (Hassan, Aku & Daniel, 2021).

Mentoring on the other hand is among the few tools used/needed for preparing employees and are also used to strengthen organizational capabilities, intelligence, build organisations knowledge, and sustain the organization competitive advantage. Organisations whether public or private have two distinguishable resources; the human and material. The former is the people, workforce, manpower or employee of such organisations without whom the latter becomes useless. Mentoring covers the activities often designed and encouraged by management to develop its personnel and ensure that they

improve and maintain the organisation's competitive advantage. The interest in mentoring made Ofobruku and Nwakoby (2015) state that organisations are social systems where human resources are the most important factors for effectiveness and efficiency. Organisations need effective managers and employees to achieve its objectives and cannot succeed without their personnel efforts and better performance.

Cherono, Towett and Njeje (2016) reiterated that mentorship is a semi-structured approach where a person or groups of people share their knowledge, skills and experience to assist others to progress in their own lives and careers. This practice motivates employees and empowers others so as to identify their own strength and achieve organizational targets and goals. Mentorship enables the mentee to tap into the best of a mentor as a source of energy to foster intrapersonal and interpersonal understanding. According to Uchenna (2019), mentorship involves motivating and empowering the other persons to identify their own issues and goals and helping them to find ways of resolving or reaching them. A mentor is a person who commands a certain degree of respect, either by virtue of holding a higher-level position or because of age, expertise or experience in doing the job. It also refers to someone who takes a special interest in a person and in teaching that person skills and attitudes to help that person succeed. There are essentially two major types of mentoring – informal and formal. Informal, also known as traditional or natural mentoring represents the default model of mentorship. The informal mentoring relationship is one that happens spontaneously based on mutual respect, rapport and relationship. On the other hand, formal mentoring is organized by the organization. Formal mentoring makes mentorship a systemic policy issue and a standard part of management practice (Uchenna, 2019).

### **Statement of the Problem**

The manner in which some private organizations treat their employees in terms of salary/wages, working environment, pension benefits, issues of capacity development among others have become alarming and worrisome. Most of these organizations have forgetting that the achievement of sustainability and performance lies in the hands of their workforce. It is dishearten to believes that employees who have spent years in organization could not boost of attending one or two training towards upgrading his/her skills, knowledge and educational level. These disturbances scenarios might have discouraged employee for putting more efforts in their daily work. The multiplier effect of this ugly circumstance might have direct impact on organizational performance. Thus, this study is an attempt to examine how capacity building could help private organization in improving employees job performance.

### **Purpose of the Study**

The purpose of the study was to examine the relationship between capacity building and employees job performance in private organizations. Specifically, the study sought to examine the:

1. relationship between training and employees job performance in private organizations.
2. relationship between mentoring and employees job performance in private organizations.

### **Hypotheses**

The following null hypotheses were tested at a 0.05 level of significance.

*Research Hypothesis 1:* There is no significant relationship between training and employees job performance in private organizations.

*Research Hypothesis 2:* There is no significant relationship between mentoring and employees job performance in private organizations.

### **Theoretical Framework**

This paper was hinged on social cognitive theory. The theory was postulated by Bandura in the year 1989. Social cognitive theory posited that capacity building inform of mentorship is able to help the employees develop a sense of competence, confidence, and self-esteem through the provision of psychological support. This view is clarified by the principles of social learning theory. According to Bandura (1997), learning would be laborious, not to mention hazardous, if people had to rely solely on the effects of their own actions to inform them on what to do. Fortunately, most human behaviour is learned observationally through modeling: from observing others, one forms an idea of how new behaviors are performed, and on later occasions, this coded information serves as a guide for action. Simply put, the process of mentoring is facilitated by the employees observing and modeling the behaviour of the mentor in the relevant social context. The relevance of the social learning theory in reference to mentoring by stating that social learning theory contribute to adult learning by highlighting the importance of social context and explicating the process of modeling and mentoring. In the same vein, the social cognitive theory supports the understanding of the mentoring theory. It states that knowledge can be enhanced by a close identification between the observer and the model as obtained between a protégé and a mentor. With adequate identification, a connection that enables imitation is initiated. Bandura (1989) explains that behaviour, cognition and personal factors interact to produce the desired behaviour. The mentoring relationship is thus a reflection of how observation, imitation, and identification of the mentor by the protégé are directed expertly to bringing about a change in attitude, outlook, and values in the employees.

### **Methods**

#### ***Research Design***

A correlational research design was adopted in this study. The reason for using this design was because it helps the authors to examine the relationship between independent variables (capacity building proxies by training and mentorship) and dependent variable (employees' job performance).

#### ***Population and Sampling Procedure***

The population of the study comprised staff of Nigerian Breweries Branch in Imagbon, Ijebu-Ode, Ogun State, Nigeria. A total of 75 staff of the selected organization were picked as sample size of the study. Purposive sampling technique was adopted in selecting the sample size of the study.

#### ***Data Collection Instrument***

A self-developed instrument titled: Capacity Building and Employees Job Performance Questionnaire (CBEJPQ) was used for data collection. The questionnaire was apportioned into 4 sections. Section A focused on the demographic characteristics of the respondents. Section B examined items on extent training programme was provided for employees. Section C embraced items on mentoring for employees. Section D embraced item on employees' job performance. The questionnaire required responses on a four (4) – point scale format which was a modification of 5-point Likert scale. The responses rating scales ranging as follows: Very Highly Level (VHL), High Level (HL), Low Level (LL) and No Level (NL).

### ***Data Collection Instrument Validity and Reliability***

Face and contents validity were carried out on the instrument by five experts from Educational Management Departments in Tai Solarin University of Education, Ijagun, Ogun State. The reliability of the questionnaire was done among 7 staff of Right Foods Limited, Ososa Ijebu, Ogun State. Cronbach's alpha was adopted in analyzing the data collected and the reliability coefficient was reported as 0.86.

### ***Data Collection Procedure***

The authors and 2 research assistants participated in questionnaire administration of the instrument and this lasted for 4 weeks. However, only 73 copies of questionnaires out of 75 were retrieved. Retrieval rate was 97.3%.

### ***Data Analysis***

Hypotheses 1 and 2 were tested using Pearson Product Moment Correlation Coefficient. Hypothesis 3 was tested using multiple regression analysis. When p-value is less than significance level ( $p < .05$ ), the null hypotheses is rejected, otherwise, not accepted.

### **Results**

*Research Hypothesis 1:* There is no significant relationship between training and employees job performance in private organizations.

**Table 1: Relationship between training and employees job performance in private organizations**

Variables	Mean	SD	r	p
Training	77.4923	4.67727		
Employees job performance	77.9018	6.08197	.334**	.000

Table 1 showed Mean, Standard Deviation and zero order correlation between the variables. It was observed that there was significant relationship between the independent variable (training) and the dependent variable (employees job performance) in the order of ( $r = 0.334$ ,  $P < .05$ ). On this premise, the null hypothesis was hereby rejected and the authors concluded that there was significant relationship between training and employees job performance in private organization.

**H<sub>0</sub>2:** There is no significant relationship between mentoring and employees job performance in private organization.

*Research Hypothesis 2:* There is no significant relationship between mentoring and employees job performance in private organizations.

**Table 2: Relationship between mentoring and employees job performance in private organization**

Variables	Mean	SD	r	p
Mentoring	77.4923	4.67727		
Employees job performance	76.8015	6.94341	.363**	.000

Table 2 showed Mean, Standard Deviation and zero order correlation between the variables. It was observed that there was significant relationship between the independent variable (mentoring) and the dependent variable (employees job performance) in the order of ( $r = 0.363$ ,  $P < .05$ ). On this premise, the null hypothesis was hereby rejected and the authors concluded that there was significant relationship between mentoring and employees job performance in private organization.

### Discussion

The findings of the study based on hypothesis 1 revealed that there was significant relationship between training and employees job performance in private organization. These findings were in support to Ikani *et al.*, (2022) who found that capacity building improved staff development and their job performance. The findings of Ajetomobi (2021) confirmed that capacity building influenced the commitment, productivity and performance of employees to a great extent in Akoko South West Local Government. As well as Hassan *et. al.*, (2021) indicated that capacity building plays a significant role in improving the performance in terms of training and education of the academic staff of the Polytechnic. In the study of Chukwurah, Uzor, Iwuno and Chukwueloka (2020) on capacity building and employee productivity in the Nigeria public sector; they found that capacity building enhances the quality of service delivery in the Anambra State civil service commission. The findings from Udu, Nwele, Ibenwo and Ogbaga (2022) revealed a significant positive relationship between in-service-training and staff punctuality to work; significant positive correlation between on-the-job training and Staff commitment to duties as well as significant positive influence of seminars/conferences on quality of work done by the Staff of the ministries under reference.com

Analysis from hypothesis 2 indicated that there was significant relationship between mentoring and employees job performance in private organization. These findings corroborate with Ofobruku and Nwakoby (2015) who examined the effects of mentoring on employees' performance in selected family business in Abuja, Nigeria and they revealed that mentoring had positive effects on employees' performance; career support had more positive effect on employees' performance than psychosocial support. Cheronon, Towett and Njeje (2016) examined the influence of mentorship practices on employee performance in small manufacturing firms in Garissa County, Kenya and they established a significant relationship between leadership mentorship, innovative mentorship, knowledge transfer mentorship, talent development mentorship and the performance of the employees. Uchenna (2019) concluded that there is a positive and significant relationship between knowledge transfer mentoring and career growth of junior lecturers. It was also found that there is a positive and significant relationship between psychosocial functions of a mentor and career adjustment of junior lecturers.

### Conclusion

This study examined the interplay between capacity building and employees job performance in private organization. Based on the findings, the authors concluded that capacity building through

training and mentoring if supported by the organization, could improve employees job performance and consequently promote organization performance and sustainability in the long run.

### Recommendations

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

1. The management of the private organization should endeavour to make mentoring a responsibility for certain categories of employees. That is making it mandatory through a policy instrument with associated incentives for senior employees to engage in mentoring junior colleagues. And these practices should be considered as part of the organizations strategy to improve on the performance of the employees.
2. The organization should endeavor to train and retrain their employees so as to respond to changes in the environment. Adequate fund should be release so as to increase the effectiveness of capacity building. The management should regularly review their skill inventory so as to know which of the employees need to be trained at a particular time.

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