

# HUMAN CAPITAL DEVELOPMENT AND ORGANIZATIONAL PRODUCTIVITY IN EDO STATE CIVIL SERVICE COMMISSION

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## Abstract

*Human capital development occupies a salient position in determining organization's value creation and profitability. Organization faces the challenge of harnessing employee skill set for organizational growth and development. This paper intends to examine the influence of human capital development on employee productivity in Edo State Civil Service Commission. The method utilized in this study was the qualitative research. The data for the investigation adopted the cross-sectional survey with descriptive approach by interviewing five management staff of the Edo State Civil Service Commission. More so, secondary sources of data collection and the human capital theory were utilized as the framework of analysis. The research has shown that there is a correlation between human capital development and productivity. It was discovered that planned human capital development policies through trainings and workshops are imperative in achieving high level of morale and organizational stability. It therefore concluded that human capital development is a pre-requisite for organizational growth and development as projected by the human capital theory. The findings of the study further revealed the challenge of inadequate funding in fostering human capital development in the Commission, as the release of the fund does not match with the planned training schedule. Based on the challenges raised in the paper, this study recommends the continuous explicit and identification of training needs and well-structured training programme for the improvement of employee skill capacity.*

**Key Words:** Human Capital, Human Capital Development, Productivity, Organization, Edo State Civil Service

## Introduction

Human capital across the globe has been reckoned as one of the pivotal resources that can stimulate competitive advantage and growth in output for organizations (Baumol, Blinder & Wolff, 2003). It is the key determinant of organizations' value creation and profitability. This realization has sparked off "skills premium" both for individuals and organizations. The emerging skills premium conversely has large effect on organizational development, specifically for those that have antiquity of high wage. As financial systems continue to become global and technological changes remain highly favorable to the highly skilled, it is an indication that the pivotal role of human capital has the potential to proliferate an organization (Hansson, 2009). The progressive aptitude of organizations to enhance high wage and profit will continuously depend on policies and practices that foster skill development and the optimization of human capital.

The International Labour Organization (ILO) in their quest to deal with the issues of labour and employment echoed their unflinching support for human capital development. The ILO's trepidation for developing human capital is basically because countries at all stages of development have realized that education and skills acquisition enhances their ability to innovate and adopt new technologies (Bates, 1990). The suggestion is that organization where its employees are appropriately trained enhances job growth. However, in credence to the need for skill and talent development, the ILO developed the Human Resources Development Recommendation, 2004 (No.195) that enshrines guidance on the content of effective skill policies and systems (Ahanger, 2011). The policy document places high premium on the role of government in the development and implementation of education, and training policies, and the increasing role of organizations in fostering investment in training. It also emphasizes

the salient role that individual employees play in utilizing the education, training and the learning prospect presented to them.

The concept of human capital presupposes the totality of abilities, intelligence, technical and social skills of employees in an organization (Omole, 2014). This indicates that human capital can be perceived as the economic value of an employee's skill set. Bates (1990) assert that the peculiarity of human capital indicates that employee's abilities and aptitude are divergent and that such ability can be improved by capital building. All profitable organizations require viable and proficient employees for the achievement of their organizational goals. Exponents of management contend that the development of the skills and capacity should be a pivotal function of every manager.

Stahl (2016) affirmed that human capital development affords employees to acquire skills for future opportunities within the public service. A result oriented public service will be driven by the need to embark upon regular training and retraining of employees. Thus, human capital development is imperative to realizing organizational goals. Having this realization, it gives credence to the human factor as an essential asset that contributes immensely to the growth and development as equal as physical resources such as financial and material resources. Batool (2017) upheld the notion that any investment offered in training is not a waste but an effort in enhancing knowledge management for future skill development. It is in view of the above, that this paper seeks to examine human capital development and its role in enhancing employee's productivity in Edo state public service.

### **Conceptualizing the Problem**

Human capital development is deemed as the most pivotal aspect of the growth and development of any organization. The imperativeness of employee's capacity development cannot be undervalued, since they are geared towards enhancing resource capability and also ensuring that the right quality of people is available to meet present and future needs. Despite the strength of the aforementioned, there are still prevalent cases where human capital development has been neglected in most public organizations in Nigeria. Human capital development has been reported to be shrouded with so many challenges. For instance, the selection of employees for capital building in some public organizations does not follow prescribed procedures, but they are based on subjective inclinations, invariably, the selection of employees for training is carried out on the account of patronage and favoritism. In other circumstances, where training occurs, employees are deployed without due regard to the skill acquired, thereby culminating to dissatisfaction and underutilization of skills (Maduagwu, 2022).

Research has revealed that the dearth of systematic procedures for the selection of the right mix of employees for human capital development affects organizational productivity negatively (Onyekwere, 2022). This is also apparent in most public organizations that do not pay attention to the benefit that human capital development brings to the growth and survival of organizations. Even in situations where the need for capacity building is required and financial resources are injected, the whole process is often unsuitable, unsystematic or carried out on a poor analysis of organizational training needs.

The lack of human capital development policies in organizations usually climaxed into poor resource capability and the promotion of incompetence of employees. Thus, the drop in the level of productivity becomes an issue due to poor strategic human capital development plan for the organizations (Armstrong, 1996). Human capital development in most public organizations has also been plagued by the issue of inadequate funding, as they do not commit adequate financial resources to trainings, they view human resource development as a waste of resources due to the monumental cost involved. However, they invest heavily in physical and material resources and these plans are carried out periodically, while less attention is given to the development of employees. There is the notion that public organizations do not ponder on the imperativeness for a well-structured and systematic capacity building for staff in order to enhance organizational productivity. Since one of the goals of human capital development is to develop intellectual capital and promote organizational team and individual learning to achieve organizational productivity, but it is disturbing that most public organizations perceive human

capital development as not necessary for the achievement of organizational productivity. It is therefore, based on the foregoing, that this paper critically examines human capital development and productivity in Edo state Civil Service Commission. The study seeks to ask the following questions:

- a. To what extent does human capital development influences employee's productivity?
- b. What are the human capital development policies in the ministry?
- c. What is the challenge militating against human capital development in fostering employee productivity?

### **Objectives of the Study**

The paper seeks to achieve the following objectives

1. To determine the extent that human capital development influences employee productivity in Edo State Civil Service Commission
2. To ascertain the human capital development policies in the organization
3. To examine challenges militating against human capital development in fostering employee's productivity.
4. To proffer solutions to the challenges militating against human capital development

### **Conceptual Clarification**

#### **Human Capital**

Human capital as accentuated by Ananti, Akor & Okpalibekwe (2019) is the totality of the knowledge, skills and competence vested in a person, due to education, training and /or experiences that contributes to enhancing the level of productivity. It is regarded as the human asset that sums up the know-how, skills, capabilities and expertise which is needed for the growth and development of an organization.

According to Ahangar (2011) human capital is an intangible asset which corresponds to any stock of knowledge or characteristic the employee has (either innate or acquired) that serves as contribution to the employee's productivity. Therefore, human capital is the stock of competencies, knowledge, social and personality attributes, including creativity embedded in the ability to produce economic value. Research carried out has identified five sources of human capital namely: innate ability, schooling, school quality and non-schooling investments, training and pre-labour market influences (Ananti, et al, 2019).

#### **Human Capital Development**

According to Ofobruku (2015) human capital development connotes the recruitment and the investment in individuals through training, mentorship, coaching and internship for the acquisition of more knowledge and skills. The goal of human capital development is for the equipping of employees with the requisite knowledge required to make them qualified for future positions (Agwu & Ogirki, 2014). There is no gainsaying that developing the skills and competence of employees in organizations play a crucial role in enhancing effective and efficient service delivery in the public service. In addition, development is geared towards fostering growth and the acquisition of large spectrum of experience for future needs of the organizations (Akpan, 1982). Development has also been seen as the growth or realization of a person's ability and potential through the provision of learning and educational experiences (Armstrong, 1996).

#### **Productivity**

Productivity as opined by Bassi & McMurrer (2017) is the output and input ratio within a given time frame and with key consideration to quality and the efficient utilization of resources. However, for the purpose of this paper, the National Productivity Center in Udu & Ewans (2016) view productivity as carrying out the right task in the right way, while expecting more results and optimizing scarce resources.

It can be summed up as punctuality and promptness, being effective and efficient in the discharge of responsibilities. Productivity can be measured at the national, organizational and individual levels.

Productivity measure presupposes a rate of growth in capabilities of different organizations for the accomplishment of their goals and objectives (Priyadarshni, 2016). According to Yeo (2003) productivity is the measure of the relationship between the quality and quantity of goods and services produced and the quantity of resources needed to produce them. This connotes that productivity involves the effective integration of resources, both physical and human to produce higher output or results.

### **Value of Human Capital Development in Organizations**

Amongst the functions of human resource management, human capital development has been described as pivotal in furthering the successful achievement of organizational goals and objectives.

According to Wright & McMahan (2011) investment in human capital serves as an index for a change for organizations. The value of human capital development becomes evident and imperative in the globalized business world with the notion that the human capital is strategic in the actualization of sustainable competitive advantage (Armstrong, 2012).

Therefore, the quantity and quality of employees in an organization is indispensable to the undertakings of just about any type of public or private establishments. Initiating human capital development strategies enhances the skills capacity of employees. According to Ahanger (2011), employees whose capacity has been developed tend to have the requisite expertise, judgement, and ability to perform with their designated responsibilities at a maximum efficiency. Consequently, projecting the earning power of the organization and sustaining the organization for a long time. Globalization and dynamism in business operations are having a tremendous effect on the way organizations operate, methods of service delivery are changing, and organizations are adopting several methods to achieve quality service delivery (Lawal, 2006). Haskel (2015) reiterated that Information and Communication Technology (ICT), E-governance, new computerized machinery are just some of the developments that are bringing about changes in management strategies and practices. Hence, these changes seek the quest for new knowledge and innovation, employee's skills need to be upgraded to be able to adapt to the continuous technological advances. Human capital development is a fundamental retort to this exigency, as well as being a conscientious work environment that promotes a work place experience and expands the opportunities available to the employees (Omodia, 2009).

Haskel (2015) emphasized that human capital development contributes in transiting employees to carrying job responsibilities in an efficient and effective manner, most especially when the organization is undergoing major innovations for better service delivery. Redesigning job content around teams is one type of change that fosters high demand for human capital development.

Importantly, malleability which is an outcome of human capital development becomes very important to capacity building in the organization (Maduagwu, 2022). Haskel (2015) in furtherance to the importance of human capital development assert that organizations embark on capacity building of employees in order to equip them to become empowered with the necessary knowledge and skills that will enable them achieve organizational goals and objectives. Similarly, development of human resources also enables them to enhance their abilities to the level required for satisfactory performance. As employee progresses on the job, on the job training affords them the opportunity to acquire new skills and knowledge that enhances their effectiveness.

### **Human Capital Development and Organizational Productivity**

The role of human capital development in fostering organizational productivity cannot be overemphasized. According to modern growth theory, the accumulation of human capital is an important contributor to organizational productivity. Numerous cross-country studies extensively explore whether human capital development attainment can contribute significantly to the production of overall output in an organization. Although macro studies have produced inconsistent and controversial results (Pritchett 1996), several micro studies that considers into the same problem have shown a consistently positive relationship between human capital development and labour productivity and earnings (Psacharopoulos & Patrinos, 2004).

The general finding is that individuals with more learning opportunities tend to have better employment opportunities, greater earnings, and produce more output than those who are less educated. These findings provide a strong rationale for governments and households to invest substantial portions of their resources in education, with the expectation that higher benefits will accrue over time. In this context, human capital is deemed an investment, equipping individuals with knowledge and skills that improve their employability and productive capacities, thereby leading to higher earnings in the future (Ofobruku, 2015).

According to Prince (2005) human capital development is a part of human resources management that places emphasis on the composition and enhancement of the knowledge, skills of the organization's human element in meeting the present and future needs of the organization. Therefore, the achievement of the organizational goals and objectives is hinged on an effective and efficient employee. The realization of a productive workforce would require an investment in human capital development to guarantee the uplifting of skills, capacity and knowledge for increased level of productivity and job satisfaction (Ofobruku, 2015). AbdulHameed (2011) also contend that human capital development contributes to organizational productivity as it is an all-time mode of identifying the employees' training needs and gaps and seeks strategies to develop those areas of need for enhance job performances.

Research conducted by Chijindu, Ibeh & Emerole (2016) on the effect of human capital development programmes in increasing organizational productivity in Abia State House of Assembly found that capacity building initiative such as off -the job, on- the job training, workshops and seminars contribute positively in developing the capacity of employees and the same time improving the level of productivity, most especially when the initiative is effectively implemented and sustained. According to Mehmet, Aminu & Abdulrahim (2014) there is a positive correlation between human capital development and productivity after the investigation embarked upon in selected Nigerian banking sector. The study indicated that creating an environment for organizational learning fosters organizational productivity. The understanding shows that the learning environment encouraged by organizations stimulates higher learning perception amongst the employees, thereby improving their performances.

### **Theoretical Framework**

The theoretical framework of analysis adopted for the study is the Human Capital Theory. The first writings on human capital came from the 18<sup>th</sup> century Scottish economist Adam Smith. But the American economist Greg Becker was arguably the biggest proponent of the human capital theory. The theory is hinged on the assumption that learning opportunities afforded employees is highly instrumental and key to improving the productive capacity of an organization (Becker, 1962). The proponent of the theory accentuates how human capacity development enhances the productivity and efficiency of workers by increasing the level of cognitive stock of economically productive human capacity which is a product of innate abilities and investment in human beings (Becker, 1962). The theory also assumes that the provision of formal training is viewed as an investment in human capital, which proponents of the theory have considered as equally or even more worthwhile than that of physical capital (Woodhall, 1997).

In other to foster capacity building in organizations, it is important to consider the significance of this theory to the study. The investment of organization on human capital enhances organizational productivity and sustainability based on an increased and diversified workforce. The contribution of capacity building to the growth and development of organization happens through the organization's ability to enhance the productivity of an existing workforce in various ways.

### **Methodology**

The research adopted the cross-sectional survey research design to measure the effect of human capital development on organizational productivity. A descriptive research design was appropriate since it assist in describing novel issues regarding the subject matter. Data was collected through the use of in-

depth interview. The population of the study consists of five management staff of the Edo State Civil Service Commission. The qualitative data generated from the research was analyzed using thematic and content analysis. Studies and wide range of online materials and library books with regards to human capital development and organizational productivity were depended on for literature review. The State Civil Service Commission is situated in the State capital, Benin-City. Benin-City is the largest city of the state; it is situated on a branch of the Benin River and lies along the main highways from Lagos to the Eastern states.

## **Results and Discussion**

### **Influence of Human Capital Development on Employee Productivity**

Organizational human capacity development through formal teaching and training is pivotal as it promotes the development of the capabilities of employees through the acquisition of new information to remain competitive and relevant in the Organization (Yeo, 2003). Research has also revealed that organizations that have a blend of innovation and strategic learning environment are more likely to experience growth in output, labour productivity in comparison to organizations that do not embark on trainings (Onuka & Ajayi, 2012).

However, concerning the effect of human capacity and productivity, the responses from the respondents in the Civil Service Commission indicates that opportunities afforded them to attend trainings has enabled them to apply new knowledge and adapt to change through innovation and thereby becoming result -oriented. One of the respondents also noted that learning opportunities through workshops, in house trainings and seminars serves as motivation to put in their best and apply themselves to the job. According to the respondents, the idea of participating in training workshops aids the feeling of integration and belongingness into the organization. The notion of the respondents corroborates with the assertion of Omole (2014) that planned human capital development programmes through training is imperative as it brings about enhanced morale and much organizational stability and feasibility to adapt to changing external requirements.

### **Policy on Human Capital Development**

Human capital has been regarded as an intangible asset; it is not owned by the organization. Therefore, employees get value from pursuing education and courses. In response to the policy on human capital development, one of the respondents reported that the Commission have existing policies on human capital development. The respondent noted that the policy on human capital development is in form of organizational training programmes, such as education, on -the job training and off- the job trainings, seminars and management development programmes. Another respondent noted that career progression in the Commission is hinged on the accomplishment of training courses and further education. The respondents also shared that as part of the Edo State government's commitment to promote human capital development in the state, sets up the John Odigie Public Service Academy as a hub for capacity building of government officials. The view of the respondent gave credence to the assertion that organizations have the responsibility of instituting training programmes for employees to develop their competence necessary for organizational productivity. Secondly, the quest for training affords employees to be equipped and prepared for management succession plan (Swanson, 2011).

### **Challenges to Effective Human Capital Development**

Embarking on capacity building by organization is a first and pivotal step in developing the competencies of employees apart from the innate and acquired competencies. Studies have shown that bad human capital development practices can have myriads of negative consequences. It can culminate in injustice, increased dissatisfaction (Dialoke, Ukah & Ikoro, 2016). Human capital development in Nigeria public service is shrouded with numerus challenges. One major challenge as highlighted by the respondents is the issue of inadequate funding. It was averred that although budgetary allocations are earmarked for employee training, but the release of the fund does not match with the planned training

schedule. To support the assertion, Olusegun (2009) reiterated that when training funds are earmarked the content of such training may not reflect the needs of the organizations before proceeding with the training programmes.

Another issue that emanated is the lack of fairness and transparency in the human capital development practices. Selection of employees for training are usually done based on favoritism, and not on prescribed procedures. Due to the monetary benefit involved in the training, it is diverted to individuals who are influential in the organization, thereby disqualifying other employees from undergoing the training schemes. Adiele & Ibietan (2017) corroborates that the selection of employees for training are carried largely based on patronage, they also emphasize that the quality of the training consultant is not put into consideration, as the training programmes may be contracted to party loyalist or individuals who have affiliation with chief executives of the organization. This indeed raises the question of accountability which in no doubt is a fundamental issue for quality training.

### Conclusion

Human capital development is a pre-requisite for organizational growth and development and equally for employee's productivity. The quality and availability of human capital fosters innovation, technology change, organizational development and competitiveness that the organization need to speed up the creation of more opportunities for career progression and thereby improving employee engagement.

The development of human capital as explicated in the study is a mutual obligation, involving the organization, through its education and training process and institutions, the employees through how they apply the knowledge and skills acquired through the training and learning opportunities and the organization where they gain from the levels of training for high productivity.

### Recommendations

Based on the results of this research, the following recommendations are presented.

- a. Since the result of this study indicates that human capital development influences employee productivity, there is the need for the Edo State Civil Service Commission to continuously undertake an explicit and the identification of training needs and well-structured human capital development programmes for the regular improvement of employee's skill and capacity.
- b. Adequate funding for human capital development should be appropriately earmarked and deployed to meet targeted training needs of the organization.
- c. In other to deal with the issue of favoritism in the selection of employees for capacity building, it is imperative that merit-based selection criteria and techniques should be adopted and pursued vigorously; in doing so, it will bring about efficiency, enhanced employee engagement and sense of belongingness in the organization.

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