

Capacity Building and Job Performance among Junior Officer in Nigeria Air Force

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Management and Social Sciences, Lead City University, Ibadan, Oyo State, Nigeria**

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Public Administration**

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Certification

This is to certify that Charles Apochai Ohwo with matriculation number LCU/PG/001208 carried out this research work titled “Capacity Building and Job Performance Among Junior Officer in Nigeria Air Force” in the Department of Politics and International Relations, Faculty of Management and Social Sciences, Lead City University, Ibadan, Oyo State, for the award of Doctor of Philosophy (PhD) in Public Administration and that this thesis has not been previously submitted.

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Dedication

This project is dedicated to the Almighty God

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Acknowledgement

I am really grateful to Lead City University for allowing me to enroll in the program of my choice. I acknowledge with gratitude and appreciation, the assistance of all lecturers who have impacted in me, I pray God Almighty will continue to increase your wisdom and understanding. I will also like to appreciate and acknowledge my supervisor Prof Tunder Oseni for his relentless efforts towards the completion of this thesis. The acknowledgement will not be complete without the recognition of Dr. Albert who also contributed significantly to the success of this work. I will also like to acknowledge all members of staffs in the department of Politics and International Relations. My sincere gratitude also goes to all my colleagues at work who have made this dream come through. God bless you all.

“Even though the above-mentioned institutions and persons have assisted in the process of this research work, I alone stand responsible for the errors, if any, found in the work”.

Abstract

While there seems to be consensus that capacity building is key to promoting job performance in an organization yet the nature of geographical terrain and the recent security threats of the country challenged the operation of servicemen. Until recently, optimal operational performance of junior officers in NAF on internal security concerns have been progressively low. Yet, the junior officers are the dominant cadre in the rank and file. Recognizing this shortcomings among junior officers necessitated the need for this research. In this study, exploratory research design was used. Primary and secondary data were sourced for different purposes. A sample of one thousand, three hundred and twenty (1320) junior officers were drawn from the study population. An average of thirty (30) junior officers were drawn from the Nigerian Air force. Structured interview was also deployed to help give qualitative information that was not obtained from questionnaire. Data obtained from second hand sources was used for a purpose different from that of the agency or platform that initially collected it from the field. The data in this research study were analysed using simple percentage combined with numerical, frequencies, histograms, and percentages. The study recognized that capacity building initiatives is a significant technique for improving human resource management in the Nigerian Air Force (NAF). The study discovered that documents such as the Professional Military Education (PME) and the Training Needs Analysis (TNA), the NAF manual of training and career progression, AFP 248, and other relevant documents attempted to develop and enhance its officers for increased performance.

Keywords: Capacity Building, Job Performance, NAF, Officer

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Chapter One

Introduction

1.1 Background to the Study

The remarkable development of the twenty-first century is the consequence of a new view on the value of investing in individuals or staffs and organizational human resources, as well as the new capacity of capacity strategies in numerous fields in organizations and societies. Humans, institutions, and communities have the capacity to perform well, to identify and achieve their goals, and to adjust when necessary for sustainability, progress,

and advancement. Capacity development is considered an endogenous dynamic process that relies on one's motivation, effort, and perseverance to learn and progress which enables organizations to change, flourish and grow. Some of the major capacities that enhance growth include leadership development and knowledge networking¹.

Capacity is the potentials or the ability of an individual or organization to perform its ability and to successfully apply its talent and resources to accomplish stated goals and satisfy customers or stakeholder expectations. For this reason, capacity is the engine that drives performance in every organization and makes it possible for an organization to meet its goals and achieve its overall mission². Understanding capacity is critical because shift within an organization happens and building capacity must be intentional and deliberate for organization goals and job performance.

Meanwhile, capacity building and job performance of employees have been said to be an indispensable components of human resource management, as well as a means of reducing uncertainty in the marketplace and achieving organisational goals³. The main goal of capacity building and job performance of employees is to help the organisation achieve its mission and business goals⁴. Essentially, capacity building and job performance of employees provide sustainable opportunities for employees in accordance with their aspirations and talents for acquiring knowledge and know-how, and for applying them in favourable and equitable conditions of employment or self-employment to accelerate industrialisation for the economic and social benefits of themselves and other communities or countries⁵.

Capacity building programmes have been adjudged to be critical factors in Nigerian security outfits, culminating in their positions as major determinants of officers' professional advancement⁶. Apart from gaining pedagogical and content knowledge, officers' participation in capacity building programmes effectiveness in forces. It transforms role performance abilities and the skills of officers in such a way and manner that they meet and fit adequately in the challenges of their jobs. Without it, a missing gap evolves whereby security outfits are reactive rather than proactive and hence become shadows of them.

The United Nation Environmental Programme (UNEP) defined capacity building as building abilities, relationships and values that will enable organisations, groups, and individuals to improve their performance and achieve their developmental objectives⁷. Additionally, it often refers to strengthening the skills, competences, and abilities of people and communities, so they can overcome the causes of their exclusion and suffering. Capacity building is defined as the development of knowledge, skills, and attitudes in individuals and groups of people that are relevant to the design, development, management, and maintenance of locally appropriate institutional and operational infrastructures and processes⁸.

Capacity-building takes place at three levels, that is, at the individual level, an institutional level and the societal level. Capacity-building on an individual level means the development of conditions that enable individuals to build and enhance existing knowledge and skills. Additionally, it requires the conditions that will allow individuals to engage in the process of learning and adapting to change. Institutional level capacity-building should involve modernizing existing institutions and supporting them in forming sound policies, organizational structures, and effective methods of management and revenue control. The

establishment of strong interactive public administration system that receives feedback from the customers or officers makes public administrators more accountable and responsive is the goal of societal level capacity-building⁹.

It is trite to explain that, capacity-building includes human resource development which is the process of equipping individuals with the understanding, skills and access to information, knowledge and training that enables them to perform effectively¹⁰. It is on this premise that the concept of capacity building is equally defined as a process of developing and strengthening the skills, instincts, abilities, processes, and resources that individuals, organisations, and communities need to survive, adapt, and thrive in the fast-changing world. It focuses on understanding the obstacles that inhibit people, institutions, governments, international organisations, and non-governmental organisations from realising their developmental goals while enhancing the abilities that will allow them to achieve measurable and sustainable results¹¹. It requires the design of strategic interventions that employ and challenge the enhancement of strengths, exploit opportunities, confront constraints, and supplement gaps and limitations¹².

Capacity building involves human resource development, development of organizations and promoting the emergence of an overall corporate and policy environment conducive for appropriate responses to emerging needs. As a result, the human resource management in many institutions consistently builds on their capacity in order to increase efficiency and work productivity. Capacity building aims at introducing change and reforms in an organization through the acquisition of specific skills in order to deliver and implement organization performance.

For instance, in the United States Air Force, the human resource is developed by a well-defined management principle anchored on personnel and training systems. Recently, the United States Adjutant Major General David Baldwin expressed his readiness to assist the Nigerian Air Force (NAF) in the development of its Air-Ground Integration School and improving its safety plans and strategies on intelligence-gathering¹³. Training system in the US Air Force is tailored towards achieving skill acquisition, knowledge and capability development. Thus, over the years the United States developed her Armed Forces by a deliberate process of planning, determining requirement and selection for training to prepare human resources for its national defence.

Also, the US military has over the last decade supported Nigeria Armed Forces in building an institutional capacity in order to tackle the African Continent's security challenges. This was carried out through a variety of capacity building programmes and partnerships. Meanwhile, the Nigerian Navy faces a wide range of grave security threats in its area of operations, including arms and drugs smuggling, human trafficking, banditry and oil theft, militancy, and terrorism. Like America, Nigeria has always desired for a quality armed forces especially for air power delivery. Human resource among security forces in Nigeria can be said to be at the "infancy stage" and lot of academic research is still required in this area. Lack of indigenous and comprehensive human resource management models is one of the challenges facing thus practices in among security forces in Nigeria which is why the majority of principles and practices evidence in workplaces in Nigeria are all adopted from other countries.

Most organizations in Nigeria now offer continued education and training, in form of capacity building, to help its officers in developing the right skills and expand their career

within a truly collaborative workplace. Training is expected to generate enthusiasm for creating new ideas, and is mutually beneficial to employers and employees. The Nigerian Air Force (NAF) is not an exception to the training, in form of capacity building, of her personnel, that is, the junior officers for operational efficiency.

The Nigerian Air Force was established in April 1964 by an Act of Parliament. The Act charges explained that “the Nigerian Air Force shall be charged with the defence of the Federal Republic of Nigeria by air and to give effect thereto, the personnel shall be trained in such duties as in the air as well as on the ground”¹⁴. In addition to that, the 1999 constitution of the Federal Republic of Nigeria assigned specific task to the Armed Forces of Nigeria specifically in Sections 217 (2). The constitution states that, the Nigerian Armed Forces of Nigeria is charged with the task of defending Nigeria from external aggression and maintaining its territorial integrity and securing its borders from violations on land, sea and air. This function is executed through the impartation of relevant capacity building to officers and men to enable them acquire the requisite competences that enhance value-adding junior cadre decision-making processes, and as well develop the requisite capacity to effectively handle challenges enshrined in their job positions and ultimately improve their job performance¹⁵. To accomplish these roles satisfactorily and remain productive, the NAF needs sustained capacity building of her human resource.

1.2 Statement of the Problem

While there seems to be international consensus that, capacity building is key to promoting job performance in an institution or organization, more attention needs to be drawn to the way to go about it most especially in the Nigerian Air Force. This entails the approaches and means being used to achieve the objective of capacity building for democratic

governance. Capacity building is a dynamic process that is often part of a broader developmental or change process. As a consequence, it is difficult to plan in advance which steps will need to be taken, or in which order. The increasingly volatile operating environment for the Nigerian Air Force due to emerging security threats where limited airpower would be deployed in internal security operations to meet the current and rising challenges have given rise to the need for an assessment of her capacity building efforts on the job performance of Armed Officers. Capacity building in the Nigerian Air Force, if appropriately addressed could enhance job performance to meet its expected operational capability especially in handling current security challenges.

Over the years, capacity building efforts of the NAF have not yielded optimal productivity levels among officers most especially junior officers more who constitutes 70% of the officers. This could be due to some lapses, equipment and apparent inadequate platforms and training these officers. To address this, one of the key drivers of the Chief of the Air Staff vision statement was purposeful training of its officer's operational effectiveness. This is with a view of enhancing capacity building. Thus, capacity-building in the Nigerian Air Force occupy a strategic position in realizing the developmental needs of the service. Unfortunately, this strategic position is not given due regard in the formulation of capacity building plans. Part of the plan to address the less optimal capacity building made the NAF to sign MoU with fourteen Nigerian Universities and five other Research institutes on 4 June 2013 for capacity building training.

Capacity building, as it relates to strengthening NAF, is critical given that many public institutions in Nigeria have suffered budgetary constraints in the past decade. Recognising

the shortcomings of developmental plans in strengthening the need for capacity building among junior officers in the Nigerian Air Force necessitate the need for this research.

1.3 Aims and Objectives of the Study

The main objective of this study is to assess the management of capacity building and job performance structure among the junior officers of the Nigeria Air Force. However, specific objectives include:

1. Determine how the Nigerian Air Force (NAF) recruitment help with capacity building.
2. Examine the relationship between the human resource department and capacity building in NAF.
3. Identify the challenges of capacity building in the Nigerian Air Force (NAF) and how it affects the operation of the force.
4. Examine the strategies to mitigate the challenges of capacity building in the Nigerian Air Force (NAF).

1.4 Research Questions

1. How does the Nigerian Air Force (NAF) recruitment help with capacity building?
2. Is there any relationship between the human resource department and capacity building in NAF?
3. What are the challenges of capacity building in the Nigerian Air Force (NAF) and how does it affect the operation of the force?
4. What are the strategies to mitigate the challenges of capacity building in the Nigerian Air Force (NAF)?

1.5 Significance of the Study

The air and ground crew involved in frontline operations will significantly benefit from this study as they are the first contact in the employment of airpower. Similarly, the Nigerian Air Force Regiment (NAF Regiment) with its capability for force protection and projection of NAF airfield and infrastructure will be better positioned in combating insurgents and bandits exploits. It will recommend ways of combating attacks by Boko Haram on Nigerian Air Force installations hence, the Chief of the Air Staff (CAS) will be ably guided in their decision making process so that they can be capable of providing security and protecting the Air Force interests and its bases across the country, in especially conflict zones. It will also provide information on capacity building so as to afford the force quick deployment of its forces to provide counter terrorism and security for various Nigerian Air Force installations, such as bases, military assets from which the Air Force operates from.

1.6 Scope of the Study

This research work will concentrate on the impact of capacity building and job perform as an instrument for managing junior officers of the Nigerian Air Force while the concentrations focuses on six selected junior ranks (three from Commissioned Officers and three from airmen as follows:

Junior Officers

- Flight Lieutenants
- Flying Officer
- Pilot Officer

Airmen

- Corporal
- Lance Corporal

- Aircraftman/woman

The reason why these junior officers were chosen was to catch them young before they get to the senior cadre.

1.7 Operational Definition of Key Terms

Capacity Building: This is a kind of procedure of improving and strengthening of talents, skills, knowledge, instincts, abilities, practices, and resources (such as tools, equipment, etc.) that is essential for individuals in organisations/institutions and communities to survive, acclimatise, and thrive competently in a fast-changing world. Transformation is very key in capacity building.

Job Performance: Job performance is to assess or appraise whether an individual performs a job or task well or not. Performing well on a job is very important to achieving the goals and objectives of an organisation/institution which means it is very necessary for the success of the organisation/institution.

Junior Officers: These are the lowest operational commissioned officers categories of ranks in a military or paramilitary organisation, ranking above non-commissioned officers and below senior officers. In several armed forces, these are specifically commissioned officers holding ranks equivalent to naval lieutenants, army captains, or flight lieutenants or below.

Training: These are programs that provide workers with information, new skills, or professional development opportunities. Training will be understood as any learning activity which is directed towards the acquisition of specific knowledge and skills for the purposes of an occupation or task. The focus of training is the job or task. Examples of training needs are: the need to have efficiency and safety in the operation of particular

machines or equipment; the need for an effective sales force; and the need for competent management in the organisation.

Employee Engagement: Employee engagement is the positive, affective psychological work-related state of mind that leads employees to actively express and invest themselves emotionally, cognitively, and physically in their role performance.

Employee Performance: This is the measure of output vis-a-vis the input. It shows effectiveness and efficiency that make a payment to organisational goals and may depend upon many factors like performance appraisals, employee motivation, employee satisfaction, compensation, job security, organisational structure, and others.

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Chapter Two

Review of Relevant Literature

2.1 Conceptual Review

2.1.1 Capacity Building

The term “capacity building” can be interpreted in a variety of ways and from different perspectives. Capacity building is widely recognized as being intimately linked to human resources, education and training. In recent year, however, this traditional idea has evolved into a larger and more comprehensive vision that encompasses both institutional and organizational initiatives¹. Capacity building necessitates the use of proper and effective managers or administrators because it is more of an institutional issue that needs intentional and goal-oriented administration.

To understand capacity building, we have to first of all examine “capacity” as a concept. Capacity is a nebulous idea. It is defined as both a process and an outcome in the literature, as well as being dynamic and complex. For instance, in an academic institution, capacity is required at different levels and within different departments such as, the administration, faculties, teaching and non-teaching staffs. These departments and individuals must first of all have the ability to carry out daily task. Thus, stages of preparedness are supposed to reflect improvements or declines in capability².

Capacity exists in all circumstances for the purpose of accomplishing or facilitating a certain activity. It is on this premise that capacity is conceived as the ability to carry-out specified objectives³. Capacity is defined as a person’s, organization’s, institution’s, or community’s ability to complete a function, find solutions, and establish feasible objectives individually or as a group⁴. In the Nigerian Air Force (NAF), capacity is seen to have a significant role in ensuring the institution’s performance.

Capacity building is defined as the acquisition of information, skills, and attitudes by groups of people or individuals who are involved in the design, development, administration, and maintenance of locally appropriate functional and organizational infrastructures and processes⁵. The definition emphasized a broader approach and also maintain a primary focus on attitude, training and education. from the above definition, employee capacity building could be conceived as the ability to increases employee's capacity or ability to perform do suitable activities within the organization's larger set of operational requirements.

Capacity building is one of the most successful methods for an organization to use relevant resources to expand not only core abilities and competencies, but also overall organizational performance. Capacity building is becoming increasingly important in both the corporate and governmental sectors. The goals of an organization are met through capacity building. Organizational objective, ambition, and strategic interests, for example, are key foundations for operations. However, if people inside an organization are unfamiliar with these characteristics, executing organizational mandates becomes challenging⁶. Employee capacity development on the corporate mandate is a solid approach to improve performance and productivity. With this, employees are able to focus on fundamental activities of the business or their key responsibilities and obligations with a feeling of awareness of what they are doing and why they are vital to an organization because they are aware of what they are doing and why they are critical to an organization⁷.

Capacity building is also conceived as the ongoing learning and adoption, lengthy engagement, and the incorporation of actions at several stages to handle significant problems⁸. This definition emphasizes the fundamental prerequisites for capacity building and development. It also defines a necessity for successful capacity building as a reaction to

relationships between multiple levels such as individuals, companies, network, and the enabling environment in an organization. This definition however, did not specify the type of capacity building or the parts of sustenance that are required for increased production. For this reason, this definition will not be appropriate for this study.

Another author defined capacity building as, the edifice of human, infrastructural as well as institutional capability to help society establish secure and also develop sustainable economies as well as government and various other organizations with mentoring, training, education, as well as physical tasks, the mixture of financing and also various other sources, and most significantly, the inspiration and also ideas of individuals to enhance their lives⁹. This definition is wide because it addresses the nature of capacity building and the procedures through which capacity building can be attained. The definition also recognizes the objective of capacity building as the inspiration and also ideas of individuals to enhance their lives. This interpretation is nonetheless not proper since it does not have the aspect of sustenance, therefore, it will certainly appropriate for this research study.

In the book titled, *“Capacity Development: Definitions, Issues and Implications for Planning, Monitoring and Evaluation”*, capacity building is defined as the method whereby individuals, groups, institutions, entities, and communities improve their skills to perform functions, resolve issues, and achieve certain goals in order to better understand and address their development needs in a bigger framework and over time¹⁰. This definition addresses the human, organizational, and infrastructure components that are required for capacity building. Additionally, it also stresses sustainability, which refers to an institution/organization’s ability to run its own business without relying on outside assistance.

Capacity building is defined as the procedure through which an individual, irrespective of gender, are equipped with the skills and information needed to operate successfully and effectively in their various fields¹¹. The author likewise included that capacity building can additionally be specified as the capacity to make it possible for individuals to take advantage of their innovative and intellectual capabilities as well as management capacities for individual along with nation development. For this reason, Capacity building consequently suggests preparation for individuals to obtain understanding and also acquire abilities and knowledges that are crucial to an organization's development, its standard of life and also individual empowerment. When compared with other definition examined, this definition satisfies the requirement of this research because it identifies the objective as well as process of capacity building which fits for the research. As a result of this, this it is adopted for study.

Capacity building, in general terms, refers to actions and procedures aimed at increasing 'capacity' or performance on a variety of sizes, from broad systems or sectors to organizations and people. In the context of sustainable development, capacity building can help to promote 'change process' that incorporates factors like technical advancements, investments, and institutional reforms to better fulfil current and future human needs¹².

The United Nations Committee on Expert and Public Administration emphasized that, capacity building operates on three different levels which are; individual level, institutional level, and society. At the individual level, capacity building is the establishment of development conditions that allow individuals to improve and enhance their current knowledge, competencies, and abilities. This demands the provision of environments that enable individuals to participate in the learning and adaptation process. At the institutional level, capacity building is seen as the revamping existing institutions and assisting them in

developing good principles, management cultures, effective management, and revenue control procedures¹³. All these should all be part of capacity building. Lastly, the societal level of capacity building is for the purpose of societal capacity development which is to construct a robust interactive management system that encourage feedback from the public and makes public officials more responsible, accountable, and accessible¹⁴. In order to succeed, in today's fast-changing world, people, institutions/organizations, and societies must develop and expand their abilities, intuition, capabilities, methods, and assets.

In a related explanation about capacity building, a scholar posits that capacity building have three different components which are increasing awareness, capacity for analysis, and capacity for decision-making. Increasing awareness involve organizing workshops, seminars, and conferences which are used to update services, introduce new ideas, and demonstrate new approach. The lectures are designed to raise knowledge of a specific activity, subject, or approach so that beneficiaries may use it to complete their assigned duties. Secondly, Capacity analysis entails creating a capacity-building program with an engaging presenting style. It employs exercises, participant observations, field trips, modelling, and other components of active education to encourage recipients to think more critically. Thirdly, capacity for decision-making emphasis on teaching as well as formal education which contributes to decision-making skills. Professionals are introduced to the beneficiaries in order to provide training on project completion and organization performance. Beneficiaries gain learning-by-doing experiences as a result of this¹⁵.

With this, recipients gain knowledge through experiences as a result of this. These have different targets: human capacities and institutional capacities. Each one involves different stakeholder groups and requires a different strategy. A lot of capacity building activities that

is currently offered through workshops, seminars and conferences remain at an awareness raising level. It is the analytical and decision-making capacities that are needed to sustain a constant process of change. The purpose of capacity building in the Nigerian Air Force (NAF) is to support individuals and the organizations learning with the aim of expanding confidence and social value in the institution. It is imperative to emphasize that capacity building also create skills and knowledge to improve the culture and competencies to accomplish the mission of the Nigerian Air Force (NAF).

Human resource development, organizational growth, and supporting the establishment of an overall policy environment favourable to the generation of suitable answers to growing requirements are all part of capacity building. The notion encompasses the process of providing individuals with the understanding, skills, and availability of information, understanding, and education that will allow them to function successfully¹⁶.

Capacity development is not a yet another attempt to increase short-term performance, but rather a continuous quality improvement plan aimed at the formation of a successful and sustainable organization. Capacity building especially comprises the scientific and technological institutional, and economic capacity. The concept of capacity building is more than conducting training, it encompasses the following activities:

- i. **Human Resource Development:** This involve the process of providing employee or individuals with skills, training and access to information which is needed in an organization to function well.
- ii. **Organizational Development:** The development of organizational processes, and protocols, not just inside companies but also between different types of organisations

such as public or private organizations.

- iii. Establishment of regulatory and administrative frameworks enacting legislative and regulatory reforms to enable organizations, institutions, and agencies at all levels and in all sectors to improve their capabilities¹⁷.

2.1.2 The Significance of Capacity Building

The following are the significance of capacity building:

- i. Capacity building help companies, institutions, and non-profit organizations and their leaders to acquire competencies and abilities that will make them more successful and sustainable, boosting the potential for philanthropic non-profits to enhance lives and address intractable issues through in the society
- ii. An essential objective of capacity building is to improve the capacity to evaluate as well as deal with the crucial question pertaining to policies options and settings of application amongst advancement alternatives, based upon an understanding of ecological possibilities and limitations as well as demand perceived by individuals or organizations.
- iii. Capacity building is also necessary because, it helps companies or the leadership of an organization to assess their capabilities in a complicated environment.
- iv. Capacity building is critical because the assessment process, when combined with the execution element, ensures success of the organization's long-term viability.
- v. Capacity building also aids the resolution of problems connected to policy and

development approaches while taking into account the constraints and demands of the people¹⁸.

2.1.3 Phases of Capacity Building

Capacity building is the process of enhancing a company's or institution's management so that it may successfully attain its goals¹⁹. Some scholars identified some phases/stages of capacity building and it is relevant for our discussion. These phase/stages are exploration, emerging implementation, implementation and sustainability.

- **Exploration:** In this place, key players assess the need for improvement, decide the necessary functions, and specify the information, skills, institutions, and procedures that must be in place to attain the desired ability at this stage. A key responsibility at this phase is to assess the organization's present capability, which may include staff development, the number of employees, computer and other systems, infrastructure, and other resources. The capacity gap is the discrepancy between what is now available and what is required.
- **Emerging Implementation:** This phase can be summed up in 3 actions. firstly, organization's employee participates in target activities. Secondly, staff members develop a brand-new knowledge and understanding, increase physical or technical facilities, and use available resources, more successfully²⁰. Lastly, the workers use their brand-new expertise and also make use of new systems.
- **Implementation:** This step entails integrating new information and skills, as well as improving methods based on the assessment of developments. Assessments of

capacity-building efforts can assist key stakeholders know the impact and repercussions of the innovations at this stage. To completely impact desired changes, TA practitioners will need to adjust their TA strategy or shift the focus of capacity building initiatives at this level.

- **Sustainability:** The perfected abilities and practices must be used "pervasively and consistently at this final stage. Additionally, the firm exhibits the competence and aptitude to analyse and adjust methods for continuous improvement and any necessary innovation refinement²¹.

2.1.4 The Relationship between Capacity Building and Human Resource Management

The presence of a big human presence does not inevitably imply the availability of a profitable resource. When people are able and willing to participate meaningfully to creative pursuits, they constitute valuable resources. Human Resource Management (HRM) is a collection of 'people-oriented' activities that entails the optimal usage of management of human resources inside an organization to achieve its objectives²².

Any organization's productivity relies heavily on its people resources. If the Human Resource is properly employed, supervised, inspired, and equipped, the company will be able to survive, expand, and operate efficiently. This may be accomplished through enhancing ability of the Human Resource to perform duties, address problems, and achieve the goals in a long-term way²³. Human resource development, organizational growth, and supporting the establishment of a general policy framework favorable to the formulation of suitable answers to growing requirements are all part of capacity building. As a result, capacity building helps the human resource management since both are changing in the same direction, that is, the human

resource management improves as capacity building grows and simultaneously. Consequently, human resource management and capacity building are inextricably linked.

2.1.5 The Impact of Capacity Building in Knowledge Management on Organizational Development

The term “knowledge management is conceived as the process and a systematic way of managing knowledge, processes and the organizational environment in order to allow knowledge production, sharing, organization and application in order to achieve an organization’s intended strategic goals²⁴. However, due to the increase in globalization, the emergence of the knowledge - based economy, fast technology reaction, the energetic demand of increasingly sophisticated customers, and turbulent competitive markets, effective importance of business knowledge is critical for any business seeking to gain and compete in the market in today's chaotic environment²⁵.

The importance of reliable knowledge management in a company has actually been significantly recognized both in company and also in academy, bring about the advancement of different knowledge management concepts along with methods as a result of significant benefits that come with efficient knowledge management to companies. These consist of fast advancements of brand-new product or services, enhancing task monitoring techniques, fast feedback to clients, reducing the feedback time for customer interactions, raising team interaction, far better efficiency dimensions, effective analytical time as well as boosted interaction. Knowledge management has numerous advantages; much interest has actually been paid to create and also make plans and also techniques, technological devices for reliable business knowledge management by utilizing the offered details as well as interaction modern technologies in position²⁶.

Knowledge is an evasive idea. However, the complicated nature of knowledge goes along with numerous difficulties causing various techniques and approaches being created. Amongst these, it is the technical method to knowledge management which is generally taken on. The method concentrates on the application of details as well as interaction innovation to handle expertise throughout the company. The fast innovations of info interaction innovations provide extraordinary capacities as well as capacities for having an efficient knowledge management system²⁷.

Over twenty years back in the year 1990, the idea of knowledge management seemed located in the type of instruction, business collections, mentoring programs, conversation programs in addition to training sessions. With steady modern technology developments and also computer system systems being extensively utilized, many modifications in the interpretation of Knowledge management began materializing. In the year 1999, the term individual knowledge management was initially presented regardless of the term concentrating much more on a specific degree²⁸.

Later on, the relevance of knowledge management was even more passed upon, and also it started being commonly approved by companies as a component of method and also dimension. Companies after that began understanding that the application of the idea, this can aid them drive social adjustment and also accelerating the procedure of discovering. Today, it is clear that knowledge management can provide numerous benefits as well as advantages to the company all at once²⁹.

2.1.6 Employee Performance

Many companies have realized that, they now have a problem to produce dynamic qualities to their unique strength in order to achieve a competitive edge in the changing economic outlook. The manner in which personnel share responsibility, whether directly or indirectly may impact the performance or failure of any project because it is essentially a reflection of the organisation performance. The term “performance” stems from the word job performance or actual performance which is a work or actual achievement done by someone. This definition is considered as the quality or quantity of work done or achieved by an employee in executing his function which is in accordance with the responsibilities assigned to him or her³⁰.

Performance refers to the overall success of an individual in executing activities over a period of time, as measured against excellent potential such as work standards, objectives, or established criteria that have been mutually agreed upon. Employee performance is defined as what employees can or cannot do. The whole effort is carried out to enhance the performance of a firm or organization, including the performance of each individual and work group inside the enterprise, is referred to as performance management³¹. Employee performance refers to the actions that workers do in performing the organization’s work. It must be noted that, individual talents, abilities, and qualities influence performance in carrying out its responsibilities, which is always related to employee work engagement and the degree of reward granted. Employee performance relates to how company employees act at work or how successfully they carry out the tasks assigned to them. In order to provide good value to consumers, cut waste, and run effectively, firm often sets specific goals for specific workers and the company as a whole.

An employee's performance is the degree to which he or she completes the task that constitute up their work. In other words, it is the fulfillment of a particular work judged against predetermined standards of quality, thoroughness, affordability, and pace³². Supervisors at work environment should guarantee employee's activities and the outcome of these activities should contribute to the objectives of the company. This procedure calls for understanding of what results as well as tasks are created, observing whether they take place as well as giving responses to aid workers spirits as well as to satisfy assumption³².

However, employee performance is connected with productivity efficiency which converts to amount the high quality of outcome, timeliness of result, existence or presence on the work, morale at work, performance of the job completed as well as the effectiveness of job finished³³. It is typical to which somebody does something such as a task or exam. If it is identified by managers or superiors within the company, then it is typically awarded by monetary advantages and other work benefits. All organizational activities, policies, procedures, knowledge management methods, and employee involvement have a significant impact on an individual or an organization's performance. These factors are critical in promoting high levels of employee performance³⁴.

Some researchers believe that, managing performance is a structured process in which the important aspects are agreement, measurement, support, feedback, and positive reinforcement, all of which define performance expectations³⁵. Employee performance is defined as a mix of the efficiency and effectiveness of the employee's everyday responsibilities in meeting the

stakeholders' expectations³⁶. In a similar manner, employees strongly believe that incorporating the internet into their work helps them improve task processes, knowledge acquisition, and communication quality, resulting in improved individual and organizational performance³⁷.

Some scholars emphasized that, improvements in performance assessment systems and performance management methods are highlighted as aspects in the workplace that boost employee engagement. In the very dynamic and unstable market climate of the twenty-first century period, some scholars supported their thoughts by considering talent management as a vital success component within firms, which has become the most core managerial value³⁸. From the above definitions, employee performance can be defined as the achievement of a given task as judged against the current recognized criteria of correctness, speed, cost, and competency.

2.1.6 An Overview of Employee Performance and ICT

The widespread use of Information and Communication Technology (ICT) has had a significant influence on the dynamism of organizations. Information and Communication Technology (ICT) helps organizations with a wide range of operations such as production, marketing, customer loyalty, and staff performance³⁹. It is argued that Information and Communication Technologies (ICT) have changed the nature of products, markets, businesses, and competition. Many sectors have been restructured as a result of ICT, which has improved cost management and established totally new business models⁴⁰. Thoroughly, it was reported that, assimilation in between ICT and also company procedures showed straight on company

efficiency and also worker's performance, cost-saving, company efficiency as well as open brand-new markets⁴¹.

The impact of ICT was demonstrated in 1990 while evaluating efficiency development in Europe and the United States, and how American corporations obtained comparative edge by utilizing ICT in a variety of economic sectors⁴². The Internet of Things (IoT), cloud computing, and actionable insights, which are emerging trends in ICT, have lately impacted several areas⁴³. According to some researchers, the widespread use of social media, virtual reality, electronic gadgets, and Artificial Intelligence (AI) in business functions might boost the influence of ICT⁴⁴. Big Data, for example, may aid in the interpretation of business analytics tools, whilst machine intelligence can aid in the achievement of productivity goals⁴⁴. The human resource department is a department that is influenced considerably with information as well as interactive technologies. It is commonly acknowledged that HRM feature is affected by the enhancement of IT by changing the method companies gather, save, evaluate, and examine employee performance⁴⁵. The tactical technique of combination in between human resources and also information technology bring about establishing E-HRM⁴⁶. Some scholars described E-HRM as a mix of computer system programs, software program devices, data sources, and also equipment to document, shop as well as assess information required for the Human Resource (HR) applications⁴⁷.

Lots of scholars highlighted the benefits of E-HRM. Scholars assert that E-HRM functions as a logical device to assist the decision-makers in making the precise and also important choice that leads to improve Human resources features as well as worker's performance⁴⁸. While clarifying employee performance, a scholar stated three various methods E-HRM sustained

the efficiency of a company by supplying workers with needed information concerning efficiency enhancement, awards appropriation as well as efficiency appraisal⁴⁹. A focus on the worth of E-HRM as a path to perform E-training, which is one of the most reliable on-line treatment programs that improves the understanding and also abilities of staff members without tiding them to repair physical area or disregarding their hectic routine.

E-training has a duty in lowering the expense of the instructor, reserving opportunity, hardcopy products and also staff member's time. E-HRM's accomplishment notes a considerable turning point in the connection in between employee performance and also ICT. In one more description, some scholars stress on ICT as the primary resource for lasting employee performance by assisting in direct exposure, abilities acquiring as well as shrining experiences which improve the affordable benefits of the organization⁵⁰.

2.1.7 Employee Development and Training

An organisation is just as efficient as individuals operating in it. It is a truth that the stipulation of effective solutions by any kind of company relies on the top quality of its labor force. Therefore, staff training and development refers to the procedures and methods that aim to offer learning steps to increase the skills, understanding, and capacities of individuals, groups, and companies so there is no shift in action to accomplish the targeted outcomes. If it is to keep an educated as well as competent workers, staff member training and also advancement is not just preferable yet, it is a task which monitoring need to devote human as well as financial sources⁵¹.

Employee training and development is a procedure of changing staff member's practices to additional business objectives. Training is herein refers to as any kind of understanding task

which is routed in the direction of the procurement of particular expertise and also abilities for the functions of a profession or job⁵². The emphasis of training is the work or job. Development on the other hand, is any kind of learning task which is guided in the direction of future demands instead of existing requirements and also which is worried a lot more with job development and also prompt efficiency. The emphasis of development has a tendency to be largely on an organization's future workforce demands, and also second of all, on the development requirements of people in the work environment⁵³.

The accumulation of information and abilities that may be applied now or in the future is referred to as development. It must be emphasized that the word development is more of a long-term strategy. It is a broad phrase that refers to a variety of approaches to encouraging individuals to improve, upgrade, and adapt their understanding, talents, abilities, and competences. Development as explained, has a greater emphasis, a longer time span, and a bigger reach.

The training plan of an organisation might consist of a series of plans on managing personnel. The plan declaration lays out what the organisation is prepared to do in regards to establishing its workers as well as it should sustain the business objective, methods and approach. The policy declaration has to be specified in clear terms and also should likewise be readily available to all for recommendations. Some organisations have a custom of expanding their very own supervisors as well as expert by giving a considerable internal training to maintain all their requirements⁵⁴.

Various organisations or companies contract their training to outside suppliers such as universities, colleges, professionals and also personal training organisations. There are,

nonetheless, various other organisations that take on a midway placement, giving induction training as well as work training inside yet contracting out management as well as supervisor training

2.1.8 Concept of Employee Training

So many authors have defined training in a different of ways. Some defined it as a systematic acquisition and development of the knowledge, skills, and attitudes required by employees to adequately perform a task or job or to improve performance in the job environment⁵⁵. Put differently, training generally refers to teaching employees how to execute his or her existing duties as well as assisting employees in acquiring the information and capabilities necessary to be great performers⁵⁶.

Other scholars view training as, “a planned process to modify attitude, knowledge, or skill behaviour through learning experience to achieve effective performance in any activity or range of activities⁵⁷. Its goal is to help individuals improve their talents while also meeting the organization’s current and prospective demands.

The above definitions did not rule out the vibrant and also transforming nature of the setting in which organisations run. It likewise suggests that training immediately equate to organisational efficiency. Abilities required by staff members are continually transforming; besides, the ever-changing enhancement on details as well as modern technology makes expertise and also abilities outdated in an instant. This indicates that workers ought to align their demands to that of the organisations needs as well as their very own long-lasting development and the Human Resources Department must think about the future and also present requirements of the organisation when preparing for staff training⁵⁸.

Despite their differing perspectives, all experts appear to agree on one thing: training strives to organizational productivity. Training and development has been a subject of many studies over the years. A survey of 100 sample was conducted, the study observed that there is a positive relationship between training design and organisational performance. Similarly, in some other studies carried out in Pakistan, it was observed that there is a positive correlation between employees' training and organisational competitive advantage. On the other hand, another study pointed out that only off-the job (general) training improves organisational performance, whereas on the job training does not⁵⁹.

Training and development have actually been recognized to be extremely crucial elements of organisational performance. It is not an end objective, instead, training is qualified as a way to an end, that is, the end being effective, reliable work organisations, occupied by educated employees that see themselves as considerable stakeholders in their organisations' success⁶⁰. However, less than 5% of all training programs are analysed in regards to their monetary advantages to the organisation. Relevance of training has actually been recorded for variables besides organisational performance⁶¹. Several of these added end results are relevant to performance indirectly. Development and training are primarily routed at staff member, yet its supreme effect is likely felt by the organisation. When it combined with each other with the human source management techniques training will certainly have the best influence⁶².

Several researches have actually amassed assistance for the advantages of training for organisations as a whole. These advantages consist of improved organisational efficiency, for example, efficiency, performance, running income per staff member in addition to various other end results that associate straight, for example, decreased prices, improved

high quality, as well as amount or indirectly, for example, worker turn over, organisation's credibility, social resources to efficiency.

It is worth noting that information systems, staff development, and reward schemes all revealed a substantial and substantial link to organizational success. This might be related to the fact that employees in most developing nations are not compensated as well as those in developed countries, therefore workers are more concerned with human resource procedures that could help them earn more money. Several interventions are effective at increasing the benefits of training to the organisation⁶³.

First, organisations should conduct a needs assessment using experienced subject matter experts to make sure trainees are ready and motivated for training. Second, in terms of design, organisations should apply theory-based learning principles such as encouraging trainees to organise the training content, making sure trainees expend effort in the acquisition of new skills, and providing trainees with an opportunity to make errors together with explicit instructions to encourage them to learn from these errors enhances the benefits of training.

Third, in terms of training delivery, the benefits of using technology for training delivery can be enhanced by providing trainees with adaptive guidance⁶⁴. The model of gauging training efficiency established by Donald Kirkpatrick in the late 1950s can improve the viewed advantages of training from the point of view of different stakeholders at the same time, consisting of those that take part in training, as well as those that fund it, which is the organisations. Numerous studies pinpoint the ecological variables such as managerial assistance as well as chance to perform as mediators of the relationship in between training

as well as transfer of training back to the job environment.

There are two main theoretical approaches towards employee training and development, they are, the human capital approach and the technology-based approach. The human capital approach regards training as investment in human capital. Thus, training is provided only when the benefit from productivity gains is greater than the cost of training⁶⁵. Also, the world economic forum focused on prioritising training and mentoring. More than half of high-performing companies say they offer supplemental training programs as an employee benefit. In fact, high-performing companies were nearly ten (10) percent more likely to have a mentoring program as compared to underperformers.

Additionally, high-growth companies are sixteen (16) percent more likely to have a formal mentoring program than underperforming companies. Training programs are important because the new generation of workers expects these initiatives to be in place in order for them to grow and succeed. The survey found that Millennials rated development as a bigger priority than compensation in the United States. This is a big factor in attracting the next generation of talent. Plus, as baby boomers exit the workforce, there will be a strong need for new leaders to replace them. Organisations should start developing leaders through training programs and developmental job assignments in order to be ready for the future.

On the other side, the technology-based strategy view training as an ability for development procedure. For this approach, the increased training in the modern period is driven by the swiftly transforming modern technologies and also job reorganisation. Therefore, training is given due to the fact that it pleases the useful demands of an organisation and also similarly adds to human resources build-up or skill development. These techniques nevertheless,

overlooked the content of worker training, which might be a resultant impact of training layout as well as training distribution design.

It is believed that the complication regarding staff training can be found in the following four ways⁶⁶. For starters, it has nothing to do with the technical components of certain work responsibilities. Moreover, given the fact that many instruction manuals recommend it, previous need evaluation for these training is rarely done. Third, organizations and instructors seldom evaluate the behavior or result improvements that arise as a result of such training. Whenever there is an evaluation, it is frequently about whether one feels about the training or how one has learnt. The assessment form is known as a “smile sheet” since trainees frequently answer positively to the questions. However, the training's impact is unknown. Fourth, despite the lack of empirical proof of a relationship between personal training courses and improved corporate bottom lines, personal development training has grown rapidly.

Training presents a prime opportunity to expand the knowledge base of all employees, but many employers in the current climate find development opportunities expensive. Employees attending training sessions also miss out on work time which may delay the completion of projects. However, despite these potential drawbacks, training and development provides both the individual and organisations as a whole with benefits that make the cost and time a worthwhile investment. The return on investment from training and development of employees is really a no brainer. Human Resource professionals also believe that an organisation is only as good as its employees, and this understanding suggests that training should be more specifically responsive to employees' training needs⁶⁷. Effective

company leaders acknowledge that their one-upmanship in today's market place is the people⁶⁸. They additionally recognize that couple of organisations understand exactly how to handle personnel efficiently, mainly due to the fact that standard monitoring designs are unacceptable in today's vibrant workplace.

To handle an organisation, both little as well as huge calls for staffing them with qualified workers. The education system in Nigeria does not effectively teach work abilities for a placement in a specific organisation as well as couple of workers have the requisite understanding, proficiencies, abilities, and also capabilities required to function. Consequently, several staff members call for comprehensive training on duty to get the needed expertise, abilities, capacities, and also proficiencies required to make substantive payment in the direction of the organisation's development.

The performance and also success of an organisation rests on individuals that function and also work within the organisation. It adheres to for the reason that for the staff members in an organisation to be able to execute their obligations and also make significant payments to the success of the organisational objectives, they require to obtain the pertinent abilities as well as knowledge⁶⁹. In the admiration of this reality, it is essential for organisations to determine the training and also development requirements of its workers, with its training requirement evaluation as well as straighten such requirements to the organisational requirements and also purposes in order to actualise the organisational vision and mission.

Hence training encourages employee as well as make them extra efficient and innovative⁷⁰. Well-trained workers are more capable and eager to exercise greater authority over their employment; they require less oversight, allowing organizations to focus on some other

activities; because staff are better qualified to answer client queries, rising consumer loyalty. Staff understand their jobs are also less quick to argue, are far happier, and driven, which improves managerial interactions. Among the most essential components in employees' motivation is the ability to continue to develop via training and development.

2.1.9 The Advantages of Training and Development

Employee training and development is among one of the most considerable incentives utilized to aid both people as well as companies in attaining their temporary objectives and long-term goals. It must be noted that, training and objective not just enhance understanding, abilities, and also mindsets, yet it likewise provides a number of various other advantages. Some of the common advantage of employee training and development are⁷¹:

- It boosts workers' spirits, self-confidence, as well as inspirations.
- Since people are able to lower waste, it decreases manufacturing prices.
- It promotes a complacency which consequently minimizes turn over and absenteeism.
- It enhances employee's participation in the modification procedure by supplying the expertise required to adapt to difficult as well as brand-new circumstances.
- It unlocks acknowledgment, greater pay, and also promotion.
- It assists the company in boosting the accessibility as well as high quality of its personnel. It is significant to bear in mind that people end up being much more effective due to the fact that training and development programs enhance people' capabilities and also abilities. Also, companies supply tuition compensation for people to participate in such programs^{72,73}.

Furthermore, training and development programs provides numerous advantages to company's people and companies, they are:

Individual Benefits: Training and development programs aid people in discovering the soft, functional, as well as technological abilities essential to execute their tasks. They accomplish greater degree of work contentment, due to the fact that they feel they are investing their very own future. They really feel that their duty within the company has a genuine function. Considering that the people' commitment often tends to increase considerably, they spend even more of their effort and time in attaining the bottom line for the company. People have a tendency to proactively look for possibilities to obtain cutting-edge abilities, to experience varied functions and also obligations, as well as to search for added individual and also professional development. Such propensities increase their work, self-worth, as well as self-confidence satisfaction. Training and development increase the general efficiency of people.

Organizational Benefits: Training and development programs aid companies in remaining affordable and competitive in their various industry. The American Society for Training and Development (now known as the Association for Talent Development) identified a link between financing for employee training and development activities and higher earnings from the stock market. Organizations that spend approximately \$1,575 per employee on learning, obtained 24% development in gross revenue and also 218% rise in income per worker. Consequently, development as well as training programs assist companies in maintaining their ability, distinguishing themselves against various other companies, enhancing their appearance as the best company in the work market, as well as raising the total business performance.

Every company is accountable for enhancing workers' efficiency by carrying out efficient as well as pertinent training and development programs. Given that employee are one of the most crucial possessions of a company, it is critical to maintain such a concept. Company has to enhance the payment of its workers by guaranteeing an ideal resource of personnel that is functionally, practically, as well as socially with the ability of becoming specialized or supervisory duties⁷³. Generally, companies that proactively carry out employee training and development programs obtain favorable outcome from the people that make use of the programs⁷⁴.

2.1.10 The Purpose of Training and Development

Training and development take place at various level of the company and also aids people in obtaining varied objectives. This initiative helps people in lowering their stress and anxiety or aggravation encountered in the office. When a job is not effectively executed and also completion outcomes are not viewed as anticipated, the person might not really feel determined to maintain performance⁷⁵. People that are unable to perform at the anticipated level of efficiency might also choose to leave the company, since they feel they are not efficient and also come to be disappointed with their task. Therefore, employee training and development acts as the device that not just increase the proficiencies required for employee performance, however it additionally gives the ways to help people in feeling a lot more pleased with the outcomes of their performance.

Increase competencies cause much better efficiency as well as retention. Worker training and development is a crucial element of Human Resources preparation tasks, since it not just takes full advantage of the returns of people, however it might additionally bring in much

better ability to the company⁷⁶. Adequately, it establishes the assuming capacities and also imagination of people for far better choice production, customer support, issues dealing with, and also general self-efficacy⁷⁷. On top of that, employee training and development offers the abilities when people relocate from one job to one more of a various nature. In any levels of the company, it is vital to provide high-quality work.

Employee training and development ought to be made use to orient people and also to boost their functional and also supervisory abilities. By supplying core effectiveness as well as framework throughout the worker training and development procedure, it raises the possibility for people to successfully provide the objective, while sustaining others in producing a discovering society as component of the company's calculated objectives. When companies give the sources needed to do a task, people come to be completely satisfied with their tasks as well as even more efficient, while the company comes to be a lot more effective⁷⁸.

2.1.11 How Does Training Affect Employee Performance

Training delivery style is a very important part of training. Employees are very conscious about the delivery style. Thus, if someone is not delivering the training in an impressive style and not capturing the attention of the audience, it means the trainer is wasting the time^{79,80}. Therefore, it becomes imperative for a trainer to engage its audience during the training session. Delivery style means so much in the training because it is what goes into making the change expected in the trainee.

The Human Resource Department must ensure that no matter the type of method used, must be able to catch the trainee's interests. Once training has been designed, then the actual

delivery of training can begin. The general recommendation is that training be pilot-tested or conducted on a trial basis in order to ensure that the training meets the needs identified and that the design is appropriate⁸¹.

2.1.12 The Concept of Training and Development

Among the most significant aspects of human management in organizations or institutions is training and development. Workers in the organization can improve their understanding, talents, and abilities via training and development, allowing them to accomplish their tasks more efficiently and effectively. Furthermore, training and development serve as a source of inspiration for employees. Training is defined “as a set of activities which react to present needs and is focused on the instructor and contrast with learning as a process that focuses on developing individual and organisational potential and building capabilities for the future”. Training is essentially a management tool derived to foster, develop, and increase skills and knowledge base of employees and also employers with a view to ultimately increasing both the employees and organisations performance in terms of efficiency, effectiveness, and overall productivity⁸².

Training and development describe the initiatives made by a company to give learning opportunities to workers in the company. Training and development must comply with this goal. The first is to instil recognition awareness among employees. Secondly, to increase the abilities of an employee several areas of expertise. Thirdly, to raise the inspiration of an employee order to perform its job in a better way. A company’s training and development efforts are designed to equip its staff with the information and skills necessary to improve their expertise, competence, and attitude in the short and long term.

Training is all the initiatives made by the company to increase the capacity of an individual to perform his obligations or contribute that has been established by the company. Training can likewise be stated to be a preparation task of a company to boost the understanding and also social practices of its staff members to be in accordance with the objectives of the company. Such tasks vary from easy physical abilities to the development as well as adjustment of intricate attitudes. However, the following features explain the concept of training. First, training is a learning procedure that has a detailed content. Secondly, its objectives are work-oriented as well as prompt. Thirdly, its period of its short but prolonged. Fourthly, the technique of its application either formal or informal. Fifthly, the objective of training is for the self-development of employees either from a mental or cognitive element⁸³.

Training is described as a systematic and organized activity by an organization which tries to give its personnel with the skills, knowledge, and capacities they need to effectively fulfil their tasks and responsibilities in order to accomplish organizational goals. Employees' skills relate to the abilities they must possess in order to complete their given responsibilities efficiently and successfully. Employees capacity to perform the physical or mental activities necessary in a work is defined as having a fundamental comprehension of ideas or principles linked to a particular field of study.

Development is a more advanced tool which essentially allows the employees to progress along a career plan and path with the skills and knowledge gained over time. It allows employees progress according to the needs of the organisation. Training and development go hand in hand and are vital in the pursuit of organisational effectiveness, efficiency, and overall productivity and performance in actualising set goals and targets.

- **Identification of Training Needs in an Organisation**

The prominent claim that 'a problem identified is half resolved' recommends the demand to identify the various means of identifying the needs for employee in an organisation. A complete analysis of what is already being trained, as well as what expertise, talent, and competences must be provided now and, in the future, is the basis of an entire organizational training needs assessment. Assessment methods training requirements may be determined in a variety of ways, depending on the situation:

- A seen or felt need: This is a general need for enhancement in a particular discipline.
- Relative requirements: These are demands that are determined by contrasting the training target market to a collection of requirements.
- Reaction to a failing of some kind. This can be as an outcome of the organisation's failure to satisfy a collection objective for a certain duration.
- Important Incident demands: This demand might take place due to a devastating failing such as a manufacturing facility surge.
- The last demands: This is an awaited requirement that will certainly happen based upon organisational adjustments, such as brand-new items, brand-new solutions and so on. There ends up being a demand to re-train if present training is not satisfying its purpose.
- When there is a void in the work. When efficiency is listed below spec or requirement, this happens- Training Needs Assessment

Educating demands evaluation techniques vary from one organisation to another. Relying on the objectives, the timeline for the spending plan, treatment, and also staffing, yet one of the

most usual requirements evaluation devices is a study (created or on the internet)⁸⁴. Work evaluation is one more technique of recognizing training demands and also this pertains to the contrast of task being done with work summaries or supervisor's summary, and even anticipated result. Various other devices are enumerated below⁸⁵:

- Competency recognition; as well as
- Operational dimensions.
- Benefits of Training Needs Assessment

The following were recognized as the significance of training requires analysis to organisations:

1. It checks out methods which the proficiency, capacity and also possibility of organisation can be enhanced
2. It makes it possible for organisations acquire much better out results with maximum exercise of sources
3. It develops significance of training for staff members as information gotten from the analysis discloses training demands
4. It aligns with organisational objectives and training
5. It gets criteria that require to be complied with for excellent expertise degrees. It aids to deal with locations in which workers require abilities growth and also
6. It recognizes the listing of abilities or expertise that workers require in order to attain organisational objectives.

2.1.13 The Individual Advantages of Training and Development

Employee obtain a great deal of take advantage of the worker training and development program. They discover the technological and also soft abilities needed by their work. In last 10 years joblessness goes to its highest possible prices which is not valuable for the employees to begin a new work, if possibilities for development are less⁸⁶. Employee development program assist staff members to make it through in the future and also establish their capabilities to handle brand-new modern technologies. From several years the demands for blue-collar job is consistent, as well as countless business have actually prepared an adjustment for requiring finding out software application as well as configured systems⁸⁷. This need is engaging employees to evaluate their occupation abilities to maintain their work. As a result of this scenario, countless workers have actually restored their mindset to get promotion inside their companies to create and also function out of the company⁸⁸.

Employees utilized to prepare 10year strategy for their future as well as regularly alter their strategies after two years as per the modification of innovation and also information⁸⁹. Tires Plus supplies training to advertise a varied profession via the company which makes up 80 hrs training for manager to advertise them to the supervisor⁹⁰. I-Cube, Information modern technology seeking advice from company give employee development program for their staff members which is called by I-Altitude and also deal to fresh staff members to ensure that they can conveniently readjust themselves in the company⁹¹. Workers comprehend that training program can routed to remarkable obligations and also greater pay. Aiding employees to enhance their abilities and also understanding to deal with the future demands, lead to work contentment.

2.1.14 Organizational Performance and Training Design

It is critical for the organization to plan training with extreme caution. The training must be designed to meet the needs of the employees⁹². Some organizations that build a good training plan based on the needs of both the workers and the company consistently get positive outcomes. Excellent training strategy takes into account educational ideas, legal concerns, and various teaching approaches⁹³. Training design has a significant impact on employee and organizational performance. A poor training design results in a waste of time and resources.

When developing training, there are three key factors to consider. They are

1. Establishing student's preparedness,
2. Recognizing various understanding designs, and also
3. Developing training for transfer⁹³.

For training to be qualified as well as effective of affecting organisational efficiency, the students have to have the fundamental abilities essential for discovering, the inspiration to have as well as discover self-efficacy. Considering that the purpose of training is to aid students obtain the practices needed for reliable job efficiency, it is consequently critical that a clear understanding of the methods which knowing concepts are used when creating training programs are discussed. The more strongly driven a employee is, the faster and more completely he or she will gaining a new technique or knowledge⁹⁴.

If people recognize the need for training and commit to it, they will learn. For example, if their desire is low and they question their capacity to learn, the efficacy of their training will be restricted, regardless of how effectively it is designed and conducted. This means that

training should be relevant to something that the student is interested in. The motivation might be a need that the trainee believes training would help him or her address. For instance, job advancement, recognition, and so on⁹⁵.

As a result of the training, the employee or the learner recognizes relevant information and correlates them with his or her own desired responses as a result of training. The third step is to respond. To allow the trainee to comprehend the reaction, training should indeed be swiftly followed by constructive feedback. There is still a good chance that even if feedback is still not timely, strong, and consistent, it will not generate the desired consequence. Some other key necessity is feedback. The feedback and suggestions that the associated with an improvement on the accuracy of his response. This should be made released as soon as feasible in order to guarantee the most successful learning feasible.

However, these training fundamentals are sound, the author neglects to explain their applicability, wherein the trainee actively engages in adding the skills acquired, as well as the fact that participants' levels of proficiency and insight vary, which may influence training methods⁹⁶.

The way by which training concepts are delivered to participants or trainees is referred to as training techniques. The techniques and approaches employed in training determine its efficacy. Nevertheless, an organization's decision on which approach to use will be influenced by cost, time constraints, the number of personnel to be educated, the level of expertise necessary, and the trainee's background⁹⁷. The approach to be taken on depends upon whether the training is most likely to be used in the worker's existing setting, future or

expected position⁹⁸. Considering that training is the emphasis, the Human resources Department must take into consideration the appropriate and also most gratifying approaches.

- **Apprenticeship**

Apprenticeship is a strategy for accelerating the development of organised competence professionals consisting of a set of abilities. Apprenticeships ranged from those seeking a craft or trade license to those seeking a professional license to perform in a regulated field. Apprenticeship training equips a person with the information and skills necessary to do a craft or a set of related tasks. The majority of the training takes place when the apprentices are employed by an employer who assists them in learning their trade or profession in exchange for their continued labour for a set length of time (usually 4-6 years) once they have demonstrated demonstrable competencies. During the apprenticeship, the company provides them with a stipend to cover their living expenses. On-the-job training and formal or classroom learning are sometimes combined in apprenticeship programs⁹⁹.

- **Initiation/Orientation**

This form of training is provided to new employees to familiarize them well with organization's overall needs, such as values, morals, laws, and policies. This training focuses on orienting new workers to their new duties, frequently on their first day on the job.

- **Internship**

This is a system of on-the-job training, however for expert and white-collar professions. Internship for professional careers resemble instructions for profession and also employment works. The significant distinction is that Internship is generally for university or college student. Often, post-graduate grownups take place internship. Typically, internship functions

as an exchange of solutions for experience in between the trainee and also his/her company. Trainees trade their complimentary or economical work to acquire experience in a certain area. If an individual has rate of interest in a certain occupation, internship can likewise be made use of to figure out. It is important to note that, an internship might be paid, overdue, or partly paid. Paid internship prevail in specialist areas. Non-profit and also non-governmental organisations have unsettled internship.

- **Coaching and Understudy**

Understudy is a kind of training where a staff member functions as a subservient companion with a manager to ensure that ultimately the staff will certainly think the complete duties and also tasks of the certain task. In other words, it is the act of studying another actor in order to replace in instance of an emergency situation. The existing or inbound worker must function straight with a senior supervisor or manager he or she is to change for weeks to guarantee appropriate training with the intent that the new worker will certainly end up being the new manager⁵³. It was said that for understudy to be reliable, training, need to be carried out as component of a supervisor's everyday job much prior to leaving a firm or retiring.

- **Job Rotation**

This is a training method that designates trainee to numerous works as well as divisions over a duration of couple of years. This is a training method in which learners are assigned to numerous positions and departments over the course of several years. Job rotation is an efficient managerial strategic approach in which an employee is rotated through a series of jobs aimed to expose him or her to the full organization's activities. A well-structured work rotation program at an organization has a significant opportunity for enhancing employee satisfaction, employee engagement, and retention. Leadership growth, job enrichment,

efficient incentive to succeed generated by novel difficulties, and career development are some of the advantages¹⁰⁰.

- **Informal Training**

Conversations and comments between staff provide informal training. Rather than formal training programs, individuals learn a lot of what they know about their employment through posing questions and gaining assistance from many other workers and supervisors.

- **E-Learning: On-line Training**

E-learning is using the net or an organisational intranet to perform training online. As a growing number of staff members utilize computer systems and also have accessibility to internet sites, their companies try to find training chances online that will certainly be useful to the worker. Computer-supported simulations within organisational training can reproduce the behavioral as well as mental needs of a job, along with supplying some quantity of physical similarity to the student's job environment¹⁰¹.

- **Vestibule Training**

This is a system of training wherein a worker is sent out to a similar organisation in other places outside his workplace. The training area looks precisely like the worker's workplace. The distinction in between the training place and also worker's environment is that it focuses learning as opposed to manufacturing. The student exists just to obtain the preferred understanding or ability. Some financial institutions in Nigeria have this type of training center. The significance is to make sure that the trainee discovers the work abilities without always imbibing some bad customs and practice of the workplace. An additional benefit of this technique is that expensive blunders/mistake are prevented and also purchase of

expertise is improved given that the trainee experiences the same equipment and also devices.

- **Classroom Instruction Technique**

This strategy is typically used to transfer information in a non-work setting such as training centres, schools, or professional organisations. The focus is on acquiring a comprehensive comprehension of concepts, background, and a general understanding of comparable ideas. This technique is generally developed for the function of handing down understanding in an off-the-job area such as training centres, colleges, expert establishments. The focus gets on creating an understanding of basic concepts, history expertise as well as basic understanding of relative suggestions. The strategies utilized in this technique consist of study, role-playing, in-basket, as well as lectures. Workshops, seminars, seminars, as well as conferences likewise come from this group of training. Often, an evaluation is performed at the end of the training as well as a certification of engagement provided.

2.1.16 Difference between Training and Development

Some writers utilize the terms “training” and also “development” as basic synonyms. Some check out the two concepts to be different. The training largely concentrates on teaching organisation participants/members exactly how to execute their existing tasks as well as helping them get the understanding and also abilities they require to be efficient entertainers. Advancement on the other hand concentrates on constructing the understanding and also abilities of organisational members to ensure that they will certainly be prepared to handle new obligations and also challenges¹⁰². Training is the process of teaching and learning specific skills and knowledge required to accomplish certain occupations; development is a similar process in which people gain more general talents and information, but in ways that are not always related to a specific activity they perform. The acquisition of skills,

knowledge, and information directly necessary for the execution of a certain function is referred to as training. On-the-job training, workshops, seminars, and conferences are all included.

Job enrichment which has an internal mechanism to urge a worker to embrace and play demanding organizational jobs is referred to as progress. Development is less specialized than training and has a broader application. It refers to the practice of assisting non-routine managing employees in improving their managerial, administrative, and decision-making talents and competence. Any intellectual competence targeted at acquiring particular information and abilities for the goal of a career or task is referred to as training. Training focuses on the job or task, whereas development is a cognitive activity that focuses on future demands rather than current ones.

2.1.16 Non-Systematic Approach of Training

It has actually been suggested that the typical method of training of staffs or team in organisations is not an organized one. Training complies with a procedure and that process makes it organized. Many of time, human resource department in many organisations overlook the procedure as well as carry out training in a careless and also ad-hoc means without training require analysis¹⁰³.The methods listed below are not systematic, although they are occasionally used by HR departments to determine who participate in training.

- **Administrative strategy:** This method is based on the establishment of spending plan as well as policies. Thus, employees are sent out on training based on the availability of funds.
- **Welfare strategy:** This strategy is based upon supplementary factors to consider

where some organisations send out workers on training for boosting their monetary health or their abilities to allow them safeguard work in other places.

- **Political strategy:** This method utilizes political powers. In this situation loyalist and also favourites of supervisors as well as the likes are most likely to be sent out on trainings. The supervisors as well as those in power utilize their placements to safeguard training chances for those that are faithful to them over their associates that for the most part warrant the training programs readily available.
- **Organisational advancement strategy:** This strategy utilizes department training requires as factor to consider for choice.

2.1.17 Systematic Training Process

Employee training ought to be a conscious business policy mechanism established with the fundamental purpose and intent to lead its program choice as well as material presented to assess or address recognized training requirements or problems. A systematic approach to training will usually consist of a series of actions that begin with the creation of a policy and the allocation of resources to support it, then an appraisal of the training conducted, and finally some sort of assessment and feedback¹⁰⁴. Although numerous scholars agree that implementing such a strategy minimizes the chance of random, unprepared, and disorganized training activities, some disagree. Evaluation, planning, delivery, and assessment are the four steps of the systematic training process.

- **Training needs assessment**

Training is intended to assist the organization in achieving its goals. As a result, determining organizational training needs is the diagnostic step of determining training goals. To establish if training can assist, the evaluation step analyses employee and organizational

training objectives. Non-training aspects like remunerations, organizational structure, work design, and physical job surroundings should all be considered when determining training needs. It was also mentioned that training requirements might be identified through organizational, job, and individual studies. Following the identification of training needs through suitable assessments, training needs and goals must be defined by determining a skill gap or training need, which is the gap among where an organization is with its personnel skills and how far it intends to be.

- **Training Design**

Following the identification of learning outcomes, the following step is to create a training plan. Training should be tailored to meet the identified requirements. Intensive training design takes into account learning ideas, legal concerns, and various training methodologies.

- **Training Delivery**

The genuine delivering of training commences after the formulation of the training plan. It is normally advised that the training be pilot-tested or delivered on an experimental to regularly monitor that it fits the indicated requirements.

- **Evaluation of Training**

This phase contrasts the post-training outcomes to the goals anticipated by instructors, supervisors, and also the trainee. Many times, training is carried out with little idea of gauging and also assessing it later on to see just how well it functioned. It is vital that there is assessment after training since training is both pricey as well as taxing¹⁰⁵.

2.1.18 Human Resource Management (HRM)

The most pressing challenge of performance or strategic management is how to get a competitive edge. Michael Porter's studies in the 1980s brought this to a new level of importance. A similar hypothesis that re-emerged state that, companies or organizations must be valued, scarce, and difficult to replicate in order to have a competitive edge. Both of these theories had an influence on how people were managed in organizations. Techniques and also campaigns in regard of people management must be constant with the total technique and approach of the organisation¹⁰⁶. Secondly, all sources, however particularly the human resources department add to the one-of-a-kind personality of organisations and also can as a result sustain competitive benefit. This resulted in acknowledgment of people and investment in them as a resource of human resources benefit as opposed to an expense to be reduced as long as feasible¹⁰⁷.

The human resource management is a system of management that tries to evoke worker's dedication and also participation in accordance with the function as well as objectives of the company. Thus, human resource is conceived as a meaningful and also tactical technique to the administration of a company's most valued possessions, due to the fact that it is associated with taking care of individuals in the company to attain the goals¹⁰⁸. The human resource management (HRM) is also seen as a scientific technique that manage the nature of the work partnership as well as all of the choices, activities and also problems that relate to this connection.

Human resource management is defined in a variety of ways, each with differing levels of complexity. Human resource management is defined as a critical, systematic as well

as incorporated method to the employment, development as well as the health of individuals operating in organisations/company¹⁰⁹. Human resource management is the practice by which an organization or company's management creates its employees and attempts to produce the individual capabilities that it requires¹¹⁰.

Human resource management in enterprises enables firms to make efficient use of available competent people¹¹¹. However, the human resource management is critical for the business in a variety of situations, including hazards and risk assessments, incentive methods, capability trainings, appropriate communication processes, and compensating people¹¹². Furthermore, human resource management ensures proper methods by employing new workers, that has a significant impact on picking individuals for the business based on the organization's needs, and generates a decision-making guideline for managers¹¹³. In this regard, the organization's human resource management policies to utilize employee talent are important satisfactory and also efficiency will certainly be reviewed in five classifications of motivation, training, rewarding, communication as well as empowerment.

When they are required, the HRM procedure is a recurring treatment that attempts to maintain the organisation with the ideal individuals in the appropriate settings.

The human resource management fundamentally have seven tasks which are:

1. **Personnel preparation:** This task involves making certain that workers' demands are frequently and properly fulfilled. It is achieved with evaluation of (a) an internal factor such as predicted as well as present ability requirements, jobs,

departmental developments, and reduction (b) consider the atmosphere that includes the labour market, the host area, as well as functional tools and also products.

2. **Employment:** This is worried about creating a pool of applicants in accordance with the personnel strategy. Prospective workers are generally situated via paper, internal advertisement as well as journals, recruitment agencies and so on.
3. **Selection:** This function includes evaluating as well as screening candidates for the HRM Manager, who is ultimately responsible for selecting or hiring a candidate, using registration forms, résumé, personal interview, recruitment, and competency tests.
4. **Orientation:** This phase of the Human Resource Management function guarantees that such chosen employee is indeed a good match for the company. New recruits or employees are presented to their co-workers, given assignments, and given information about the office culture, regulations, and demands for employee attitudes.
5. **Training and development:** Training and development target at enhancing staff members' capacities to add to organisational efficiency.
6. **Efficiency evaluation:** The following phase comes to be the contrast of person's work efficiency to goals or criteria created for the person's setting. Reduced efficiency might motivate rehabilitative activity, such as added training, a downgrading, or splitting up, while high efficiency might warrant a benefit, such as incentive, raising, or promotion in the company. The assessment is carried out by the participant's direct supervisor, but the HRM department is in charge of

collaborating with senior leadership/management to set the regulations that govern all performance assessments.

7. Talented individuals might well be upgraded/promoted or reassigned to assist individuals enhance their talents, whereas bad performers might well be degraded, assigned to less important roles, or even separated. Any of these alternatives will have an impact on human resource planning.

2.1.19 Concept of Organisational Performance

Organisational Performance includes the real outcome or outcomes of an organisation as gauged versus its desired results (or goals as well as objectives). Organisational efficiencies make up three particular locations of company outcomes¹¹⁴:

1. Financial efficiency (earnings, return on properties, roi, and so on).
2. Product and also market efficiency (sales, market share, and so on) and also.
3. Shareholder return (complete investor return, financial worth included, and so on).

The term Organisational performance is more comprehensive. The majority of the researches are interested in business efficiency consisting of calculated organizers, procedures, money, lawful, and also organisational advancement. Lots of organisations over the last few years have actually tried to take care of organisational efficiency making use of the well-balanced scorecard method where efficiency is tracked as well as gauged in several measurements such as economic performance.

1. Customer solution.
2. Social duty (e.g. company citizenship, area outreach).

3. Employee stewardship.

The understanding and also abilities of employees obtained with training have actually ended up being vital despite the progressively fast adjustments in modern technology, items, and also systems. Since they think that greater efficiency will certainly result to greater efficiency, many organisations spend in training. The Michigan School version additionally referred to as the "soft" Human Resource Management (HRM) was recommended by scholars¹¹⁵. This version's focus gets on dealing with workers as a way to attaining the organisation's technique. Its presumption is that "what benefits the organisation is just as great for the staff member". Training and also various other Human Resource Management tasks intend to boost specific efficiency, which is thought to bring about greater organisational efficiency. The Michigan School design recognizes the significance of encouraging as well as awarding individuals, it focuses most on taking care of human possessions to attain critical objectives.

A second Human Resource Management academic design to demonstrate how Human Resource Management (HRM) plans can impact staff members as well as organisational end results was established as Guest's design. The main theory of this Guest's design is that if an incorporated collection of Human Resource Management methods are used for accomplishing the well-known objectives, staff members' efficiency will certainly enhance. It additionally presumes that this will certainly convert to raise in organisational efficiency. The stamina of Guest's design is that it is a beneficial logical structure for examining the partnership in between Human Resource Management plans and also organisational efficiency.

This is since it shares paths for even more mindful, clear, and also simplicity of empirical screening. Visitor additionally saw the objectives of connecting workers with organisational

efficiency as crucial to make sure the excellent quality of solutions as well as items. Hence, training plan plays an essential duty in Human Resource Management and also adds to enhanced calculated assimilation, staff member dedication, high quality, and also versatility. Personnel Management end results can cause high work efficiency, high analytic task, high-cost performance, as well as reduced turn over, decreased lacks, and also less complaints¹¹⁵.

A superb logical structure was provided, which makes use of a multi-level method to training¹¹⁶. This version bridges the space in between academic versions of training requires evaluation, examination, and also style, and also the greater degrees at which training need to have an effect if it is to add to organisational performance. The version concentrates on training transfer. There are sorts of training transfer upright and also particularly straight transfer. Straight transfer focuses on typical designs of training efficiency, while the upright transfer checks out the web link in between specific training results as well as organisational end results. The upright transfer procedures are make-up and also collection. Make-up focuses on private payment at the very same material, while collection concentrates on specific payment at the varied or various material.

2.1.20 The Evolution of Motivational Concepts

Notions of motivation have their roots in the philosophical principle of hedonism namely that individuals tend to seek pleasure and avoid pain. Hedonism assumes a certain degree of conscious behaviour on the part of individuals whereby they make intentional decisions or choices concerning future actions.

In theory, people rationally consider the behaviour alternatives available to them and act to maximise positive results and to minimise negative results. These assumptions were however

not testable and with a spirit of inquiry, motivational theory gradually moved from the realm of philosophy to the more empirically based science of psychology.

Even then, motivation is relatively a new concept in psychological theory, it entered the discipline as 'instinct, only to be reformulated as a drive. There are basically four (4) theories of motivational concept and a brief comment on each of them will enhance the understanding of the nature of motivation. The theories are: - Instinct Theories; Drive Theories; Hedonic Theories; and Cognitive Theories.

One of the greatest exponents of instincts theories defined instinct as 'an inherent or innate psychophysical disposition which determines its possessor to perceive, and to pay attention to, objects of a certain class, to experience an emotional excitement of a particular quality upon perceiving such an object, and to act in regard to it in a particular manner, or at least, to experience a similes to such actions¹¹⁶.

Man is moved solely by his instinct and under such a situation it is wondered why man ever behaved rationally¹¹⁷. The problem of man is seen as that of accounting for the control over instincts and personality is regarded as developed in the interest of such control. Therefore, great importance is accorded to motivate forces in man's behaviour. Instinct is purposive directing or guarding the organism to suitable objects or actions in the interest of its needs. Another notion of instinct was that of unconscious motivation or behaviour and this was the basis of a work which argued that most behavioural tendencies were not necessarily those of the individuals, but consciously determined in their best interests.

A major factor in human motivation was seen as resulting from forces unknown even to the individual himself. Criticisms about these positions brought about the concept drive and

various writers wrote of instinctive behaviour and preparatory and consummators reactions which were termed drive.

Two things were of concern: the mechanisms of action; and the forces which emerged the mechanism into action. There are many potential acts or behaviours in repertoires, but they do not reach expression continuously or simultaneously in the typical case. They occur individually, sporadically, or episodically, yet the mechanisms that underline them when they do appear are presumably always present in nervous systems. It take some special conditions for the mechanism underlying a given act to be activated, and the word 'I drive' was used as one condition necessary to power the mechanism into action. Drive refers to general energy supply and tissue needed as source of drive. Thus drive concept came quickly to use in reference to the physiological conditions, which seem to underline the occurrence of preparatory behaviours and consummator reactions like in hunger, thirst, and sex¹¹⁸.

Behaviour was thought to vary in amount or quantity as drives varied. When drive increased (here was moral general activity, consummators behaviour was enhanced. The concept drive was soon replaced with incentive otherwise called hedonic. Hedonic as the name implies mean devoted to pleasure and there was talk of positive and negative incentives. Incentives were thought to have two functions: -

1. To instigate approach toward it or avoidance (withdrawal) from it
2. To evoke a state of arousal in the animal so that it will be moved (motivated) approach or withdraw from the incentive.

The state of arousal is like that envisaged for drive theory, but here the arousal is evoked by the incentive, rather than being due to conditions of deprivation, as in drive theory. Incentive

thus became an alternative to drive as the major motivational construct. Perhaps one of the most scientific approaches to motivation was that provided by proponents of cognitive theories. The foremost men in this area dealt with the study of the need for achievement and other needs in human beings. All motives are considered to be learned and motivated behaviour falls along appetite or adapted ability¹¹⁹.

Motivated behaviour takes the form of approach to a situation or withdrawal from stimuli. A motive is defined as a strong affective association characterised by an anticipatory goal reaction and based on past association of certain cues with pleasure or pain. Affective process is seen as fundamental to motivation and that direction and not arousal of behaviour is the proper function of motivation. External stimuli play a greater role in motivation than drive theories. Reinforcement has been proposed as an alternative to drive and also to incentive theory. It may be necessary to examine how it differs from incentive theory. It has been argued that the reinforcement account of motivational phenomena is a non-motivational one.

That the properties of behaviour of interest can be explained in terms of the conditions existing at the time of reinforcement e.g., that they are learned and that no special processes such as drive or arousal by incentives are necessary. This may be a more scientific explanation of the process of behaviour changes than the concepts of instincts or drive. The basic concept of behaviour modification or reinforcement theory assumes that human behaviour can be shaped or altered by manipulating the reward structures of various forms of behaviour¹²⁰.

The process of doing this is called 'positive reinforcement'. Under this process, performance standards are clearly set, and improvements are supposed to result from the application of frequent 'positive' feedback and from recognition for satisfactory behaviour. Negative feedback is not used, and it is assumed that an employee's desire for the rewards of positive feedback and recognition will, to a large measure, motivate him or her to perform satisfactory in anticipation for such rewards.

From the foregoing, it can be said that motivational concepts have had at least two (2) major functions with respect to behaviour:

1. To energise response, either in general or specifically and control their vigour and efficiency.
2. To guide behaviour to specific ends, that is, to give direction to behaviour.

It could also be said that motivation provides the conditions for reinforcing behaviour or weakening it. Some learning psychologists have however raised some theoretical problem namely, that there are other mechanisms, especially learning, which are available to guide behaviour.

According to these learning psychologists, when an animal develops the tendency to turn one way in a maze rather than another, he is said to have learned to go that way. They saw Habits as structures, which guide and control the direction of behaviour, so that motivation is perhaps not necessary as a concept to account for directional aspects of behaviour¹²¹. Phenomena of choice and preference were pointed out as an interpretation based on habit rather than on motivation. Though there are a lot of controversial views on this objection, the study believes in motivational concepts and this is in-fact the essence of this study and the

hallmark of the presence of and the need for motivational concepts in behaviour is the energising of response and the control of their vigour and efficiency.

2.1.21 Training on Organisational Performance

Studies have sought to isolate whether high skills are contributory factor behind successful and higher performing firms. These studies have identified a significant association between a highly skilled workforce and organisational performance, most commonly measured by the level of labour productivity. For example, it has been shown that the top performers in UK manufacturing are hired workers with, on average, an extra qualification level compared to the lower performers¹²². These studies also found that higher skill levels support innovation and more sophisticated production processes and were associated with the production of higher quality products.

It showed that more productive UK firms hired more skilled workers¹²³. Their findings showed that skills were positively related to total factor productivity (TFP) and the skill gap between the top- and bottom-performing firms explained some 8% of the productivity gap. Similarly, it was found in the US, that an extra year of education raised productivity by between 4.9 and 8.5% in the manufacturing sector and between 5.9 and 12.7% in the services sector. Other research has suggested that a more highly skilled workforce can bring other benefits such as enhancing company survival. Researchers opined that a more skilled UK workforce was related to a greater commercial orientation and strategic awareness and propensity to innovate and to retain competitive advantage.

An OECD study looked at innovation in UK SMEs and found that higher qualification levels of both managers and staff boosted innovation. Higher training expenditure per employee

was also associated with higher technological complexity and originality. Perhaps, some of the most influential work in this area has focused on the investment in skills and training and the association between skills and productivity. A clear connection between higher skills and higher productivity has been identified particularly at the intermediate skills level. The studies found that the higher average levels of labour productivity in firms in continental Europe were closely related to the greater skills and knowledge of their workforces. Within manufacturing firms, lower skills levels in the UK were found to have a negative effect directly on labour productivity and on the types of machinery chosen. There is evidence that skill levels are associated with innovation performance¹²⁴.

Several studies have highlighted the performance benefits associated with increasing training activity, the type of training provided and the depth. The impact of training on performance for a variety of measures was analysed including value added output, profits, and wages for a group of British industries between 2015 and 2016¹²⁵. Connections between more training and higher labour productivity across a number of sectors were found. In essence, manufacturing firms undertaking training were found to be more productive, to have higher capital intensity, to conduct more research and development and have a more highly qualified workforce.

A study in France found that the more training given, the better the economic performance. Training was permanently and clearly associated with an increase in performance and productivity¹²⁶. Raising the proportion of workers trained in an industry by 5% points (say, from the average of 10% to 15%) was associated with a 4% increase in value added per worker and a 1.6% increase in wages. They noted that this level of increase has also been

found by other researchers and have found that increasing investment in training reduces the chance of firm closure. For small firms it was the training of craft and manual workers that made the difference, for larger firms it was training of professional, clerical, and secretarial employees.

Others have found evidence on benefits from training in terms of motivation and attitude; training fosters a common firm culture and helps attract good quality workers. It was found that training had a downward impact on employee turnover.

2.1.22 Effects of Employee Training on Employee Motivation vis-à-vis Organisational Performance

It has been affirmed that “managers and management researchers have long believed that organisational goals are unattainable without the enduring commitment of members of the organisation”¹²⁷. There will be no improvement on employees’ performance without employees being motivated to perform.

Several authors have given many definitions to motivation. However, a general understanding from the various definitions of Motivation is that motivation is what causes one to act. It is the process that guides and maintains goal-oriented behaviour. Motivation is a human psychological characteristic that contributes to a person’s degree of commitment. Motivation, as the art of getting people to do what you want them to do because they want to do it. Training is an excellent source of motivation. When an organisation sends an employee for training, obviously, that employee will be motivated to perform. Advance Team Concepts, a training firm based in the USA opine that trained employees have a greater capacity to be

empowered and perform with excellence, which also motivates them since it builds their sense of ownership, confidence, and willingness. No matter the size of an organisation, having a team of motivated, hard-working employee is crucial to business success. Similarly, when people lose their motivation, their productivity suffers. They become less productive, less creative, less of an asset to the organisation.

Training has always been seen as a positive impact in every organisation. Employee training increases employee motivation to perform which in-turn increases organisational performance. Looking back to the original experiment by researchers in Chicago from 1927 - 1932, the mere fact that an organisation has paid attention to people (employee) spurs them to better job performance. For instance, suppose a management trainee has been given specialised training in skills show that such employee is valued in the organisation. The feeling that he/she is on track to the top will motivate him/her to work harder and better. From the argument thus far, training has an important role in motivating employee to increased performance. Besides, employees need to be constantly motivated to ensure that there is no shortfall in productivity.

2.1.23 Measuring the Impact of Training on Organizational Performance

Evaluating the impact of investments in people (such as training) helps to justify the costs incurred, validate the intervention as a business tool, and aid the design and selection of future investment methods. It has been asserted that in practical terms, isolating the impact on the bottom line is complex and therefore many organisations do not try to measure it very rigorously¹²⁸.

Evaluation is a systematic process of determining the significance or worth of subject, using

criteria governed by a set of standards. It can assist an organisation to ascertain the degree of achievement or value in regard to the aim and objectives of an undertaken project. The primary aim of evaluation, apart from gaining insight into prior or existing initiatives, is to enable reflection and assistance in the identification of future change¹²⁸.

2.1.24 Organisational Performance Measurement

Many measures of performance may be more relevant to some sectors than others. When measuring organisational performance, the choice of measures should be informed by the sector and business-specific context¹²⁹. Measurement of organisational performance is not without its challenges. Measures based on accountancy are to some extent, open to manipulation and therefore may be difficult to compare over time, or between organizations. Many measures do not necessarily capture the quality of a product or service and where part-time work is frequent and to be comparable, measures need to take into account hours worked Page and others developed a set of ‘core’ measures of organisational performance that have general application, to enable benchmarking and comparison across sectors. The ‘core’ set of measures include:

1. Productivity: Productivity could be measured using Net added value per hour worked or Net added value per worker. However, this measure will be affected by investments other than those in skills and training, for example, in capital.
2. Performance: Return on assets is a useful measure of performance, and measures how well a company is using its assets to generate earnings or services. However, values can vary substantially between companies and between sectors and therefore for wider benchmarking purposes profit per employee may be more effective.

3. Quality: Manufacturing organisations could estimate quality using the number of defects in a given number of products. More generally, customer satisfaction could be used. Exactly how customer satisfaction is measured is likely to vary from organisation to organisation.
4. Innovation: Sales (₦) from new or adapted products or services is a measure that could be used to benchmark innovation across sectors, and which takes some account of the success of the innovation.
5. Staff performance: Employees' performance is appraised against pre-set standards. A range of staff performance measures are detailed below.

2.1.25 Employee Performance Indicators

Tracking employee training and measuring training effectiveness is a key objective of any HR department. To ensure that there is adequate return on investment in training of new and current employees, the organisation has to establish key performance indicators (KPI). KPI if created and tracked properly serve as a benchmark for measuring the progress of employees towards a set of broader based goals or objectives¹³⁰. However, most organisations are faced with the challenges of developing a good KPI. It has been suggested that quality key performance indicators for tracking employee training effectiveness should include;

- measurable and quantifiable indicators
- competency based indicators
- linked to proficiency indicators and
- mapped to organisational and employee goals indicators.

There are explanations that performance measurement uses the following indicators of performance¹³¹.

1. Quantity: This indicator places emphasis on the number of units produced processed or sold against the set standard, that is, the number of units to be produced, processed, or sold.
2. Quality: The quality of work performed can be measured by several means. The percentage of work output that must be redone or is rejected is one such indicator. In a sales environment, the percentage of inquiries converted to sales is an indicator of salesmanship quality.
3. Timeliness: This indicator measures how fast work is performed or how fast services are provided. For example, in a service industry, the average customer's downtime is a good indicator of timeliness, while in a manufacturing outfit, it might be the number of units produced per hour.
4. Cost-Effectiveness: The cost of work performed should be used as a measure of performance only if the employee has some degree of control over costs.
5. Absenteeism/Tardiness: An employee is obviously not performing when he or she is not at work. Other employees' performance may be adversely impacted by absences, too.
6. Creativity: It can be difficult to quantify creativity as a performance indicator, but in many white-collar jobs, it is vitally important. Supervisors and employees should keep track of creative work examples and attempt to quantify them.
7. Adherence to Policy: This may seem to be the opposite of creativity, but it is merely a boundary on creativity. Deviations from policy indicate an employee whose performance goals are not well aligned with those of the company.
8. Gossip and Other Personal Habits: This indicator may not seem performance-

related to the employee, but some personal habits, like gossip, can detract from job performance and interfere with the performance of others. The specific behaviours should be defined, and goals should be set for reducing their frequency.

9. Personal Appearance/Grooming: Most people know how to dress for work, but in many organisations, there is at least one employee who needs to be told. Examples of inappropriate appearance and grooming should be spelled out, their effects upon the employee's performance and that of others explained, and corrective actions defined.

Furthermore, the performance indicators must be assessed by some means in order to measure performance itself⁷⁵. The following is enumerated as some of the ways in which performance is assessed from the above indicators.

- a. Manager Appraisal: A manager appraises the employee's performance and delivers the appraisal to the employee. Manager appraisal is by nature top-down and does not encourage the employee's active participation. It is often met with resistance because the employee has no investment in its development.
- b. Self-Appraisal: The employee appraises his or her own performance, in many cases comparing the self-appraisal to management's review. Often, self-appraisals can highlight discrepancies between what the employee and management think are important performance factors and provide mutual feedback for meaningful adjustment of expectations.
- c. Peer Appraisal: Employees in similar positions appraise an employee's performance. This method is based on the assumption that co-workers are most familiar with an employee's performance. Peer appraisal has long been used successfully in

manufacturing environments, where objective criteria such as units produced prevail. Recently, peer appraisal has expanded to white-collar professions, where soft criteria such as “works well with others” can lead to ambiguous appraisals. Peer appraisals are often effective at focusing an employee’s attention on undesirable behaviours and motivating change.

- d. Team Appraisal: This is similar to peer appraisal in that member of a team, who may hold different positions, are asked to appraise each other’s work and work styles. This approach assumes that the team’s objectives and each member’s expected contribution have been clearly defined.
- e. Assessment Centre: The employee is appraised by professional assessors who may evaluate simulated or actual work activities. Objectivity is one advantage of assessment centres, which produce reviews that are not clouded by personal relationships with employees.
- f. 360-Degree or “Full-Circle” Appraisal: The employee’s performance is appraised by everyone with whom he or she interacts with, including managers, peers, customers and members of other departments. This is the most comprehensive and expensive way to measure performance and it is generally reserved for key employees.
- g. MBO (Management by Objectives): The employee’s achievement of objective goals set in concert with his or her manager is assessed. The MBO process begins with action statements such as, “reduce rejected parts to 5 percent.” Ongoing monitoring and review of objectives keeps the employee focused on achieving goals. At the annual review, progress toward objectives is assessed, and new goals are set.

There are as many indicators of performance as there are companies and jobs. The various assessment methods can be used in combinations. It is important to choose indicators that align with each company's goals and assessment methods that effectively appraise those indicators¹³².

A UNIDO study revealed that the productivity of Nigerian workers was only 10% of that in Botswana and 50% of that in Ghana and Kenya. The deterioration of the manufacturing sector in recent years can be attributed to a number of factors, including a poor investment climate and low capacity utilisation which indirectly relates to lack of adequate training policies for employees. No employee will give what he/she does not possess. This again emphasises the importance of training.

Productivity is the measure of efficiency of production. It is calculated as the ratio of production output to input. Productivity measure is defined as the total output per one unit of total input. The measurement of productivity is geared towards finding out the effectiveness and efficiency of all resources employed in production. Resources include time, money, materials, people, knowledge, information, space, and energy¹³².

The overall aim of all motivational tools whether intrinsic or extrinsic is to increase employee's productivity. Training is a motivational tool. The knowledge that the employee gets after the training process becomes a stimulus which drive him/her to improved performance. Productivity is computed by dividing average output per period by total costs incurred or resources consumed in that period.

2.1.24 Measures of Productivity and Performance

The following are listed as some of the formulas for calculating productivity and

performance¹³³.

- a) Gross value added / Total turnover (%): This is the value expressed as a percentage of total turnover. It is an indicator of wealth creation and productivity. *Calculated as ((employee remuneration + directors and owners remuneration + employers National Insurance contributions + employers pension contributions + pre-tax profit + depreciation) / Total turnover × 100.*
- b) Total turnover per employee (₦): This is the ratio of turnover (sales) divided by the total number of Full Time Equivalent (FTE) employees and is an indication of employee productivity. It is *calculated as total turnover/no. of FTE Employees.*
- c) Gross added value per employee (₦): This ratio represents the value added divided by the number of FTE employees and is an indication of employee productivity. *Calculated as (employee remuneration + directors and owners remuneration + employers National Insurance contributions + employers pension contributions + pre-tax profit + depreciation) / no. of FTE employees*

To measure performance, the following are often used:

- (a) Tax profit/total turnover (not profit margin) %: This is the profit before tax expressed as a percentage of turn over. It is an indicator of performance and provides a useful measure for how well costs have been controlled. *Calculated as (pre-tax profit/total turnover) ×100.*
- (b) Return on capital employed (ROCE) %: This is the profit before tax expressed as a percentage of shareholders' funds. It is an indicator of performance regardless of financing method. *Calculated as (pre-tax profit/ (total assets-other liabilities-creditors)) ×100*

- (c) Return on net assets (RONA) %: This is the profit before tax expressed as a percentage of total assets. It is an indicator of operating efficiency. *Calculated as (pre-tax profit / total assets) × 100*
- (d) Pre-tax profit/ No. of FTE employees (₦): This is a pre-tax profit divided by the number of FTE employees. It is an indicator of employee performance. *Calculated as pre-tax profit/no. of employees*
- (e) Total turnover / no. of orders received (₦): This ratio provides an indication of the average order value expressed as Naira (₦) per order. *Calculated as total turnover/no. of orders received*

For measurement of total and labour productivity the following formulas are used:

$$\text{Productivity} = \text{Unit Produced} / \text{Input Used}$$

$$\text{Labour Productivity} = \text{Unit Produced} / \text{labour hour Used}$$

$$\text{Productivity} = \text{Output} / \text{Labour} + \text{Material} + \text{Energy} + \text{Capital} +$$

Miscellaneous

2.1.25 Concept of Motivation

Motivation has been defined as the internalised drive that is more dominant in an individual at a given moment. It has been argued that there is no way that a person can be motivated by another person¹³⁴. The only thing that a person can do to help a non – motivated individual is to be in a position to create an environment that is conducive enough to aid in that person's realisation of oneself by making a personal choice to respond to the inner motivation. Through their meta-analysis of motivation, high task performance by employees as well as contextual performance is highly dependent on the fact that employees are well motivated.

The ingredients that are necessary for getting people to be motivated are securely kept within oneself¹³⁵. The only thing that is needed is for an individual to be able to unlock the secure door (s) and gain access to the motivation within.

One of the renowned Chief executives, during an interview, said that during the recruitment exercise, above all other critical issues that are taking into consideration, motivation is among the most important thing that the manager looks for in such an interviewee. Personal motivation is highly attributed to the fact that each individual has a different personality which contributes to their motivation¹³⁶. In the event there are no signs of enthusiasm and motivation for that job vacancy, it is better for the organisation to retain the position vacant than hire an employee who is not motivated at the new job. For employees who are seriously looking for a job opening and are serious with their work, do demonstrate their motivation even at the interview¹³⁷. Motivation in such individuals is seen by their level of keenness during the interview as well as the enthusiasm as they are bound to ask very good questions during the interview. Sometimes social responsibilities that people are expected to have do contribute to the motivation of individuals.

In a sub summary of motivation, it is clear that motivation is within oneself and all that is needed is an environment that will enable a person to realise their cliché to getting motivated. Whether motivation is because of personality as described earlier, or otherwise, it is still debatable. The most important thing to realise is that one can never motivate another in any way. Maybe the one thing that needs to be addressed is the difference between motivation and inspiration for which many people think as being one and the same thing, which apparently is not the case. But then, that is a topic for discussion in another setting, for now the focus is on motivation.

Motivation is a critical ingredient in employee performance and productivity. Even when people have the right skills, clear work objectives, and a supportive work environment, they would not get the job done without ample motivation to meet those work objectives¹³⁸. Motivated employees are enthusiastic to exert a certain level of effort (intensity), for a certain amount of time (persistence), toward a distinct goal or direction¹³⁹. With the prevailing uncertainty in the economy, coupled with an emphasis on customer satisfaction and long-term business relations, there is revived interest in the motivation of sales representatives.

Social science literature, especially in organisational behaviour and sales management, has long recognised the crucial importance of rewards and incentives as a means of motivating employees. Employee motivation affects productivity, and part of a sales manager's job is to channel subordinates' motivation towards the accomplishment of the organisation's vision or goals¹⁴⁰. A poorly motivated sales force will be expensive to the organisation in terms of decreased productivity and performance, excessive staff turnover, increased expenses, higher use of the sales manager's time and a negative effect on the morale of colleagues¹⁴¹. Companies need to ensure that their sales forces are highly productive and motivated. As a result, they try to improve the productivity of their sales force through better selection, training, motivation, and compensation.

Of these, compensation and incentive or reward schemes play an important role in motivating sales people to perform better. Motivation is central to any discussion of work behaviour because it is believed that it has a direct link to good work performance; it is assumed that the motivated worker is the productive worker. Not everyone is motivated by

the same rewards, and sales managers must work towards tailoring the motivational environment to the individual, within the boundaries and policies of the company.

Motivation and learning theories suggest that pay should be based on performance. However, having highly motivated workers does not automatically lead to high levels of productivity- the work dynamic is more complex than that¹⁴². Therefore, a manager must approach a productivity problem very carefully- a detailed assessment of all other variables that can affect productivity must first be undertaken. The adoption of a performance management system can be seen as an attempt to integrate HRM processes with strateg¹⁴³. Appraisals are used to ensure an individual's performance is contributing to business goals and managers are encouraged to combine the perspectives of several models to create a complete motivational environment for their employees.

A theory of motivation was developed that highlighted the role of job satisfaction in determining worker motivation. The determinants of job satisfaction were different from those of job dissatisfaction. The factors giving rise to satisfaction were called motivators (e.g. recognition, responsibility, and achievement), while those giving rise to dissatisfaction were called hygiene factors (e.g. salary, company policy and working conditions)⁹⁷. Motivators are things that lead employees to be satisfied and motivated by their jobs and have to do with job content, they are inherent in the work itself: Their presence results in job satisfaction and motivation, but their absence results only in neutrality¹⁴⁴.

Motivators include intrinsic factors such as possibility for promotion, demanding work, recognition, achievement and responsibility. Motivator factors operate only to increase job satisfaction¹⁰⁰. Hygiene factors are related to the context in which people perform their jobs,

for example, supervisory problems, interpersonal relations, low salary, administrative practices, poor working conditions, and unfavourable company policies. The presence of hygiene results in job dissatisfaction, but their absence leads not to job satisfaction or motivation-only to neutrality. Hygiene factors, also called dissatisfiers, operate only to decrease job satisfaction or create job dissatisfaction. The reverse of job satisfaction is not job dissatisfaction but instead, lack of job satisfaction; and similarly, the reverse of dissatisfaction is not job satisfaction, but lack of job dissatisfaction¹⁴⁵.

- **Motivation strategies**

Different people have very different interpretation of the incentive theory of motivation and the kind of motivational strategies that the employers want. For example, in a case study of a security organisation as highlighted, the employers and other senior management officials did employ a rather crude way of giving incentives to their workers. It is highlighted of their behaviours at the workplaces where employees were in reality spanked while at the workplaces in the name of motivational purposes. This mode of motivation that was adopted in the organisation was referred to as *Camaraderie building exercise*¹⁴⁶.

The organisation did have some *incentives* like having a pie smacked on the face of the culprit, or one being forced to eat baby food, at times it was required that the offenders wear diapers in front of the rest of the members of the organisation¹⁴⁷. In some rare cases, the offenders were required to sing while standing in front of the whole group but the most notable of all forms of *incentives* that the organization employed was spanking on the buttocks, which was more preferred. The greatest problem was not much of the hitting / spanking that was done, but rather the humiliation as this was being done with jeers from the fellow colleagues¹⁰⁸. Sentiments like “*Bend over your little a*” and the like were being used

more often especially in the event that the offender was a female. Whether it is a case of motivational strategies gone haywire or a case of immense ignorance and negligence, it is clear that some strategies are not motivational at all and they are not amusing.

To some managers and other people who are in leadership positions, having some *eco-friendly* policies and can be a great deal of motivation as they do not have to get stressed by some highly bureaucratic policies that would otherwise be a hindrance to their show-offs as high performers in the organisation¹⁴⁸.

2.1.26 Employee Training and Development

An organisation is only as effective as the people working in it. It is a fact that the provision of efficient services by any organisation depends on the quality of its workforce. Training and development of personnel comprises the procedure and processes that purposely seek to provide learning activities to enhance skills, knowledge and capabilities of people, teams, and organisations so that there is no change in action to achieve the desired outcomes¹⁴⁹. It is literally impossible today for any individual to take on a job or enter a profession and remain in it for years with his skills basically unchanged. Employee training and development is not only desirable, but it is an activity which management must commit human and fiscal resources if it is to maintain a skilled and knowledgeable personnel. Personnel training and development is a process of altering employee's behaviour to further organisational goals.

Training is any learning activity which is directed towards the acquisition of specific knowledge and skills for the purposes of an occupation or task. The focus of training is the job or task. Development on the other hand he said is any learning activity which is directed towards future needs rather than present needs and which is concerned more with career

growth and immediate performance. The focus of development tends to be primarily on an organisation's future manpower requirements, and secondly, on the growth needs of individuals in the workplace. Development is the acquisition of knowledge and skills that may be used in the present or future. This is longer term focused. It is a comprehensive term used to describe all the different ways in which people can be encouraged to increase, update, and adopt their knowledge, skills, personal abilities, and competencies. Development has a wider focus, long time frame and broader scope.

Training policy of an organisation may include a range of policies dealing with human resources. The policy statement sets out what the organisation is prepared to do in terms of developing its employees and it must support the organisational mission, goals, and strategies. The policy statement must be defined in clear terms and must also be available to all for references. Some organisations have a tradition of growing their own managers and specialists by providing a substantial internal training to sustain all their needs. Other organisations contract their training to external providers such as colleges, universities, consultants, and private training organisations. There are, however, other organisations that adopt a mid-way position, providing induction training and job training internally but contracting out management and supervisor training. Performance is perceived as an employee's accomplishment of assigned tasks¹⁵⁰. Pre-determined standards are set against which actual performances are measured and that without any rule of measurement it will be difficult to assess performance. In other words before claims can be made that people are under-performing then there must be some performance expectations.

The objective of employee performance analysis exercise is to review employee performance against standards set and identify strengths and weaknesses of individuals both in terms of

personal characteristics and delivering skills¹⁵¹. It is then a question to undertake individual assessments and follow this with a development plan so as to achieve higher productivity and a result yielding team. It is widely assumed that the improvement in the skills and abilities of workers results in improved employee performance. While there are few careful studies examining the important connection between employee development programs and improved performance, a small group of studies do indicate that employee development programs can have positive effect on performance. It was found that a particular employee development approach, given time and support for full implementation, had direct, dramatic effect on performance.

Further studies of this type are needed to support what is generally believed to be true. Employee development can and does have impact on staff performance. There is virtually no question that effective development programs do change the performance of employees. Whether training program, individual inquiry, or any other model outlined earlier, employee development continues to be a critical element that contributes to worker effectiveness and overall performance improvement. In reaction to poor performance issues, companies will sometimes offer their employees top-notch training that has little or no effect on the participants' job performance. Management may blame the ineffectiveness of the training on the training program or the trainer, when in fact the training effort was not the correct resolution to the problem in the first place. If training is definitely not the answer, the trainer must identify the root cause (or causes) of the problem and pass this information on to management¹⁵².

2.1.26 History and Evolution of the Nigerian Air Force (NAF)

The idea of establishing an air force for Nigeria was first mooted in 1961 following the nation's participation in peace-keeping operations in Congo and present-day Tanzania. During these peace-keeping operations, foreign air forces aircraft were employed to airlift the Nigerian Army Regiment to and from the theaters of operations. The Nigerian government at the time realized the urgent need to establish an air force actively supported by modern facilities to provide full complement of forces to the Nigerian Army and Nigerian Navy and further enhance the nation's military posture¹⁵³. Early in 1962, the Government agreed in principle that the NAF be established. Accordingly, the Nigerian Parliament therefore approved the establishment of the NAF and recruitment of cadets commenced in June 1962. Consequently, the NAF was officially established by a statutory Act of Parliament in April 1964¹⁵⁴.

The first batch of 10 cadets was enlisted in 1962 to undergo training with the Ethiopian Air Force. The second set of 16 cadets was enlisted in February 1963 to undergo training with the Royal Canadian Air Force while six cadets were sent to the Indian Air Force. Consequently, several countries were approached but the lot fell on the German Air Force to provide technical assistance for the local training of NAF personnel and this materialized in 1963.

The capability of the infant NAF was however, put to test barely three years after its establishment with the onset of the civil war. At this stage of its existence, the NAF was only equipped with a few aircraft. As the war progressed, some fighter aircraft such as MIG 15 and 17 were acquired to help bring the war to a speedy end. The Nigerian Civil War came to an end in 1970 and there was the need to re-organise the NAF and upgrade its equipment. Following the expansion of the NAF over time and the need to enforce all international laws

and conventions relating to peace activities in the Nigerian airspace, the Federal Government promulgated Decree 105 (Armed Forces Amendment Decree) of 23 August 1994 and provided additional roles to the NAF.

Despite numerous challenges, the Nigerian Air Force played a very significant role in the Civil War. After the war, the Nigerian Air Force was then faced with the problem of re-organization. During this period, the Nigerian Air Force restructured, adopting a force structure which was modelled after those of the Royal Air Force and the United States Air Force. The Service continues to reorganize to meet its constitutional responsibilities in varying threat conditions.

Structure of the Nigerian Air Force (NAF)

The Nigerian Air Force is currently made up of four Commands namely; Tactical Air Command with headquarters in Makurdi, Mobility Command with headquarters in Yenagoa, Training Command with headquarters in Kaduna and Logistics Command with headquarters in Lagos. The tactical Command was established for the purpose of providing joint operational doctrine for the use of the NAF air tactical forces while the Mobility Command is responsible for performing airpower role of tactical and strategic airlift in support of military operations and the Federal Government. On the other hand, the Training command was established for the purpose of planning and coordinating the administrative and operational command of all NAF training activities while the Logistics Command was established to supply and maintain all the NAF operational equipment as well as infrastructural facilities.

The Nigerian Air Force Headquarters comprise of seven staff branches which formulate policies. The current seven staff branches are namely: Policy and Plans; Training and Operations; Aircraft Engineering; Logistics and Communications; Administration; Standards and Evaluation and Air Secretary¹⁵⁵. Each staff branch is headed by a Branch Chief who is directly responsible to the Chief of the Air Staff. The Branch Chiefs are assisted by several directors and staff officers. The Policy and Plans Branch is responsible for the formation, development and implementation of strategic policies and plans in the NAF. The Training and Operations Branch is responsible for policies and directives for the daily operations of the NAF. It is also responsible for all training both on ground and aircrew duties.

The Aircraft Engineering Branch is responsible for all matters relating to aircraft, armament design and maintenance in the NAF. On the other hand, the Logistics and Communications Branch is responsible for policies on provisioning, procurement and maintenance of all equipment and infrastructure in the NAF. The Administrative Branch is the hub in which most of the personnel and administrative matters revolve. It also sees to the running of the NAF in accordance with operational policy guidelines and requirements. The Standard and Evaluation Branch is charged with the responsibility of ensuring proper maintenance of standards in the NAF and to facilitate full-time research and development into specific areas of the Service needs. The Air Secretary Branch is responsible for the establishment of guidelines for the recruitment, career management and maintenance of a balanced force structure for the NAF. Indeed, it is the branch that mainly handles the HRM of the NAF¹⁵⁶. Directly reporting to the Air Secretary Branch is the Personnel Management Group.

2.1.27 Human Resource Management in The Nigerian Air Force

The Personnel Management Group manages and administers the human resources of the NAF. Its functions include forecasting manning statistics, personnel data update and classification. It is also responsible for career planning, promotion and the processing of separation benefits of all NAF personnel. The instrument used in the management of HR in the NAF includes the Harmonised Terms and Conditions of Service (HTACOS) (2012) for the Nigerian Armed Forces which spelt out guidelines for HRM (Personnel Management) in the NAF and indeed the entire armed forces.

Furthermore, the NAF Manual of Personnel Administration (AFM 253) as well as other Air Publications issued from time-to-time addresses HRM issues. However, NAF Training and Career Progression Manual (AFP 248 - 2002) dwelt on Career Progression of all NAF personnel. The human resource management in the NAF covers recruitment/selection, training, performance appraisal and welfare among others. The responsibility of personnel management in the NAF rests with the Air Secretary. In the NAF as in most organizations, HR is viewed as the most important resource. It is thus very important to develop this HR for effectiveness through capacity building.

In 2006, the NAF commenced the process of rebuilding its manpower base due the depletion and attrition it witnessed during the military era, as democracy was stabilizing the polity thus giving the military room for HRM. It is on record that the NAF attained peak of its operational capability in 1988 with about 17 different aircraft in its inventory and more than 75 percent serviceability rate. The decline in the HRM in the NAF during the military era had an effect on professionalism and operational efficiency¹⁵⁵.

The manpower holding of the NAF is guided by the dictates of the NAF Establishment Publications 2011-2015 which stipulates the various manning positions in the Service. The personnel strength of the NAF as at June 2013 is 1722 officers and 9964 airmen and airwomen. The personnel strength of the NAF increases every year with recruitment and enlistment of airmen and officers respectively, though not too appreciable number retires as well every year. The NAF yearly recruits at least 1000 airmen/airwomen and 148 officer cadets to fill in the ever rising demand for manpower; this is in addition to the regular intakes from the Nigerian Defence Academy. The yearly increase in personnel strength would require an effective need for managing the ever-increasing manpower requirement. A cross section of officers and airmen/airwomen interviewed on the issue whether they are aware of HRM policies in the NAF, over 85 percent clearly stated their knowledge of the HTACOS for officers and airmen/airwomen. This is due the general awareness the recent review of the document generated as it directly related to their welfare.

2.1.28 Constitutional Roles of the Nigerian Air Force

The responsibilities drawn from the establishment Act of the Nigerian Air Force were expounded in the Armed Forces Act CAP A20 LFN 2004. The responsibilities are as follows:

- Enforcing and assisting in coordinating the enforcement of international laws, conventions, practices and customs which are ascribed or acceded to by Nigeria relating to aerial or space activities in the Nigerian air space.
- Coordinating and enforcing National and international air laws ascribed or acceded to by Nigeria.
- Delineating, demarcating and coordinating all aerial surveys and security zones of the

Nigerian airspace.

- Performing other duties as the National Assembly may, from time to time, prescribe or direct.

In operational terms, these provisions are translated into the following objectives:

- To achieve a full complement of the military defence system of the Federal Republic of Nigeria in the air, sea and on land.
- To ensure fast and versatile mobility of the Nigerian Armed Forces, and
- To ensure the territorial integrity of Nigeria.

2.1.29 Organization of the Nigerian Air Force

The Nigerian Air Force by its current organization is positioned to meet the present demands of Nigeria's national security. The Nigerian Air Force is presently consisting of about fifteen thousand personnel (15,000). It is structured into a Headquarters and six commands. The Headquarters, Nigerian Air Force is responsible for establishing long and short-term mission objectives and articulating policies, plans and procedures for the attainment of these objectives. In addition, Headquarters Nigerian Air Force collaborates with other Services in operations and planning. At the Headquarters, the Chief of the Air Staff is vested with the command and control of the Nigerian Air Force. He is assisted by staff branches, each headed by a branch chief who is of the air officer rank. The Branch Chiefs report directly to the Chief of the Air Staff and advise him on policy matters concerning their areas of responsibility. Headquarters Nigerian Air Force also comprises offices which due to the peculiar nature of their duties report directly to the Chief of the Air Staff. I shall briefly discuss the Staff branches at the Headquarters Nigerian Air Force, as well as the autonomous NAF units and the Nigerian Air Force Commands.

2.1.30 Nigerian Air Force Staff Branches and their Functions

Each staff branch of Headquarters Nigerian Air Force is designed to provide unique guidance and monitoring of Nigerian Air Force activities. The staff branches are shown on the screen. I shall discuss the functions of the branches, starting with:

- **Policy and Plans Branch**

The Policy and Plans Branch came into existence in Dec 08. Until then, it was a directorate under the Office of the Chief of the Air Staff. The Branch is the guide branch of Headquarters Nigerian Air Force and is responsible for Nigerian Air Force strategic planning and management through the interpretation of national policies and coordination of policy formulation and implementation. The directorates under the Policy and Plans Branch are: Directorate of Policy, Directorate of Plans, Directorate of Nigerian Air Force Transformation as well as Directorate of Museum and Archives.

- **Training and Operations Branch**

The Training and Operations Branch is responsible for the formulation, co-ordination and monitoring of Nigerian Air Force operation and training policies. The Branch comprises 5 directorates. These are the Directorate of Operations, Directorate of Training, Directorate of Air Intelligence, Directorate of Air Traffic Services, Directorate of Regiment and the Directorate for Civil-Military Relations.

- **Aircraft Engineering Branch**

The Aircraft Engineering Branch is responsible for the formulation of policies on all aircraft engineering, armament design and maintenance in support of Nigerian Air Force operations. It also formulates policies on Aerospace Ground Equipment. The Aircraft Engineering

Branch has 5 directorates namely; Directorate of Air Engineering, Directorate of Production, Directorate of Armament, Directorate of Material and Systems Management as well as Directorate of Aircraft Quality Assurance.

▪ **Logistics Branch**

The erstwhile Logistics and Communications Branch was unbundled on 5 July, 2017 with each becoming independent branches with separate branch heads. The Logistics Branch is responsible for the formulation of policies, planning and monitoring of all logistics functions in support of Nigerian Air Force operations. The Branch consists of 4 directorates, namely: Directorate of Logistics, Directorate of Procurement, Directorate of Works and Directorate of Services.

▪ **Communication Information Systems Branch**

The newly created Communication Information Systems Branch is responsible for all communications, electronic, radar maintenance, information technology and space technology needs of the Nigerian Air Force. The Branch consists of 4 directorates, namely: Directorate of Communications, Directorate of Radar, Directorate of Information Technology as well as Directorate of Space Technology.

▪ **Administration Branch**

The Administration Branch is responsible for the formulation of administrative policies in the Nigerian Air Force. It issues directives on administrative and welfare matters. The Branch is made up of 9 directorates. These are the Directorate of Administration, Directorate of Air Police, Directorate of Legal Services, Directorate of Public Relations and Information, **and** Directorate of Education. **Others are** Directorate of Physical Education, Directorate of

Islamic Affairs, Directorate of Chaplaincy – Protestant and Directorate of Chaplaincy – Roman Catholic.

- **Standards and Evaluation Branch**

The Standards and Evaluation Branch is responsible for the formulation of policies for preservation of standards and safety in all Nigerian Air Force operations and facilities. The Branch has 4 directorates. They are: Evaluation, Safety, Manuals as well as Research and Development.

- **Medical Branch**

The Medical Branch is responsible for the formulation, co-ordination and monitoring of Nigerian Air Force medical and health policies. The Branch comprises 6 directorates. These are the Directorate of Clinical Services, Directorate of Operations and medical Support, Directorate of Public Health and Humanitarian Services, Directorate of Nursing, Directorate of Professions Allied to Medicine and the Directorate of Drug Manufacturing Unit.

- **Accounts and Budget Branch**

The Accounts and Budget Branch is responsible for formulating Nigerian Air Force financial and accounting policies. It is also responsible for the preparation and presentations of Nigerian Air Force rolling plans and annual budget estimates. There are 4 directorates under this branch namely; Directorates of Finance, Accounts, Budget and Inspections.

- **Air Secretary Branch**

The Air Secretary Branch is responsible for formulating and promulgating personnel management policies, plans and programmes for sustaining a highly motivated force. Some of its programmes include recruitments, postings, promotions, retirements and resettlement.

The Branch comprises 2 directorates and one field unit. The directorates are Directorate of Personnel Management and Directorate of Recruitment, Reserve and Resettlement.

▪ **Air Intelligence Branch**

The Air Intelligence Branch (AIB) is the most nascent Branch that responsible for gathering information on threats of strategic nature as well as monitoring adversaries, plans, movements and activities. The Branch is to be headed by the Chief of Air Intelligence (CAI) who will be a regular officer with an established rank of air marshal. He is the chief adviser to the CAS on intelligence matters. There are 4 directorates under the AIB.

2.1.31 Nigerian Air Force Commands

At the field level, the Nigerian Air Force has 6 commands as shown on the screen. These commands, which are functionally grouped, are the Tactical Air Command, Special Operations Command, Mobility Command, Air Training Command, Ground Training Commands, **and lastly** the Logistics Command. The commands are headed by Air Officers Commanding (AOCs for short), each being assisted by a Chief of Staff who also superintends in the absence of the AOC. The commands are organized into groups/depots headed by commanders. The groups/depots are organized into wings headed by commanding officers. The wings are further broken down into squadrons, which are commanded by officers commanding while the squadrons are made up of flights headed also by officers-in-charge.

Suffice to state that there is the need to relate NAF formations to those in the Nigerian Army. First, the strength of a unit in the air force, unlike in the army, is primarily based on the

number of aircraft, equipment holding or assigned role. In the army, however, there are predetermined numbers of personnel for a company, platoon and section. Nigerian Air Force units and their equivalent in the Nigerian Army are as follows:

- a. A command is equivalent to a division.
- b. A group is equivalent to a brigade.
- c. A wing is equivalent to a battalion.
- d. A squadron is equivalent to a company.
- e. A flight is equivalent to a platoon. And
- f. A section in the Nigerian Army is also a section in the Nigerian Air Force.

The NAF efficiency, like any organisation, is directly on the capability, acquired skills and talent of its personnel, and also a pointer to how motivated they are at work. The capability of an employee depends on his or her work ability and the type of learning/training he receives.

Meanwhile the employee personal capability is evaluated through proper selection procedure; his training is taken care of by the organisation from the moment he or she has been employed in to the organisation. Training has become the focus and culture of some organisations, an evidence of how much the management truly cares about its workforce. The effectiveness with which organisations manage, develop, motivate, involve, and engage the willing contribution of those who work in them is a key determinant of how well these organisations perform.

The significant of training has become more recognisable given the growing complexity of the work environment, the agile change in organisations and technological improvement

which further necessitates the need for training and development of employees to meet the challenges. Organisational members possess the knowledge and skills they need to perform their jobs effectively through adequate training programme for their employee, take on new responsibilities, and adapt to changing conditions. Similarly, training helps improve quality, customer satisfaction, productivity, morale, management succession, business development, performance, and organisational performance.

Usually, before training programmes are organised efforts are made through individuals and organisation's appraisals to identify the training needs. After the training programmes, an evaluation is carried out to ascertain the effectiveness of the programme in line with the need, which had been identified. The usefulness of staff evaluation is to know the extent to which the training has positively affected the employee's productivity. Organisation's development follows the development of individual who form the organisation. It therefore follows that no organisation becomes effective and efficient until the employee has acquired and applied the required skills and knowledge.

2.2 Theoretical Framework

Without proof, a hypothesis is generally viewed as a untested suspicion or hunch. A theory is a well-supported explanation of a feature of the natural world that can include rules, hypotheses, and facts. As strong framework for analysing capacity building, certain theories have been employed to describe the ideas. Human Capital Theory, on the other hand, provides a reasonable basis for HRM and capacity building.

2.2.1 The Human Capital Theory

Human capital theory was proposed by Schultz and developed extensively by Becker. Becker stated in his publication titled “Human Capital: A theoretical and Empirical Analysis with Special Reference to Education”, that human capital was developed in the 1960s due to the realization that the growth of physical capital has only a small part of growth in the growth of income. He developed the theory based on Schultz’s research on return –on- investment. Becker also introduced the concept of general-purpose human capital and firm specific human capital that is widely used by human resource development practitioners worldwide. However, the emergence of education and skill training in military technology also played an important part in the discovery of this theory¹⁵⁶.

Human capital theory thus suggests that education or training (capacity building) raises the productivity of workers by imparting useful knowledge and skills, hence raising workers’ future income by increasing their lifetime earnings. It postulates that expenditure on training and education is costly, and should be considered an investment since it is undertaken with a view to increasing personal incomes. Although there is a strong belief that training is related to organisational-level outcomes, the theoretical rationale for this relationship has seldom been the focus of training research¹⁵⁷. As noted earlier in this study, most models of training end with the transfer of individual-level outcomes to the training context and there is little theoretical development or research on how individual-level training outcomes result in organisational-level outcomes.

Accordingly, human capital is considered to be a resource that can provide a competitive advantage to the extent that Human Resource practices produce skilled employees who provide value to the firm and have unique inimitable skills. Applying the resource-based view to training suggests that training can be viewed as an investment in human capital that

provides employees with unique knowledge, skills and abilities that add value to the firm and enable the performance of activities required to achieve organisational goals, thus resulting in positive organisational-level outcomes.

The relationship between the Human Resource Management system and organisational performance is mediated by organisational climate defined as a shared perception of what the organisation is like, in terms of practices, policies, procedures, routines, and rewards. The sole consideration of Human Resource Management content, that is, the set of Human Resource Management practices designed with a certain strategic focus, is insufficient because these practices may be idiosyncratically interpreted by employees, not allowing the desired type of organisational climate to materialise in the organisation. Hence, it has been argued that it is important to understand how Human Resource Management practices are perceived by individual employees, if one wants to comprehend how Human Resource Management is linked to organisational performance. Following this reasoning, they coin the term “strength of the HRM system” (SHRMS), which indicates the ability of the Human Resource Management function to send unambiguous signals about collective and desired responses and actions regarding organisational goals and purposes¹⁵⁷.

The advantage of this theory is that, it envisages that training or education (capacity building) would also improve on productivity of the human resource of an organization. Capacity building of NAF HRM would definitely boost operational efficiency of the engineering and aircrew specialties. It is in this regard that, the theory of human capital was chosen as the theoretical framework for this study since capacity building implies a gap in engineering and aircrew productivity. The gap is lack of capacity of the NAF to adequately train its engineers/aircrew to enhance its operational readiness. Capacity building therefore, affords

the NAF an opportunity to train her engineers/aircrew into professionals in various specialisations.

2.2.2. Theoretical Models Linking Training to Organisational Performance

The knowledge and skills of workers acquired through training have become important in the face of the increasingly rapid changes in technology, products, and systems¹²¹. Most organisations invest in training because they believe that higher performance will result in higher productivity¹⁵⁸. The Michigan School model also known as the ‘soft’ Human Resource Management (HRM) was proposed. This model’s emphasis is on treating employees as a means to achieving the organisation’s strategy. Its assumption is that ‘what is good for the organisation is equally good for the employee’. Training and other HRM activities aim to increase individual performance, which is believed to lead to higher organisational performance. Although the Michigan School model acknowledges the importance of motivating and rewarding people, it concentrates most on managing human assets to achieve strategic goals¹⁵⁹.

A second ‘soft’ HRM theoretical model to show how Human Resource Management (HRM) policies can affect employees and organisational outcomes was developed by Guest. The central hypothesis of Guest’s model is that if an integrated set of HRM practices is applied with a view to achieving the established goals, employees’ performance will improve. It also assumes that this will translate to increase in organisational performance. The strength of Guest's model is that it is a useful analytical framework for studying the relationship between HRM policies and organisational performance. This is because it expresses pathways for more careful, clear, and ease of empirical testing. Guest also saw the goals of linking

employees with organisational performance as important to ensure the high quality of products and services. Thus, the training policy play an important role in HRM and contributes to improved strategic integration, employee commitment, flexibility, and quality. HRM outcomes can lead to high job performance, high problem-solving activity, high cost effectiveness, and low turnover, reduced absences, and fewer grievances.

Similarly, an excellent analytical framework, which uses a multi-level approach to training, is proposed¹⁶⁰. This model bridges the gap between theoretical models of training needs assessment, design, and evaluation, and the higher levels at which training must have an impact if it is to contribute to organisational effectiveness. The model focuses on training transfer. There are two types of training transfer namely horizontal and vertical transfer. Horizontal transfer concentrates on traditional models of training effectiveness, while the vertical transfer examines the link between individual training outcomes and organisational outcomes.

The vertical transfer processes are composition and compilation. Composition concentrates on individual contribution at the same content, while compilation focuses on individual contribution at the different or diverse content. There is a contention about the similarities that exist between the normative (hard and soft) models of HRM. According to some of these authors, training has been put on a set of HRM policies and it is considered as an important and vital policy for improving knowledge, skills, attitude, and motivation of employees.

This review of theoretical models linking training to organisational performance suggests that it explicitly recognised that no organisation can attain its goals or organisational strategy

without employees that have the right knowledge, skills, abilities, behaviour, and attitudes. Thus, training plays an important role in improving the quality of employees directly and affecting organisational performance through HR outcomes.

2.2.3 Successful Models of Training and Development

There are many models of training and development that have significantly impacted into organisational settings. Such models are Instructional Systems Design (ISD), Human Performance Technology (HPT), Performance-Based Instructional Design (PBID), and Total Quality Management (TQM). These models originated from research in the area of organisational development.

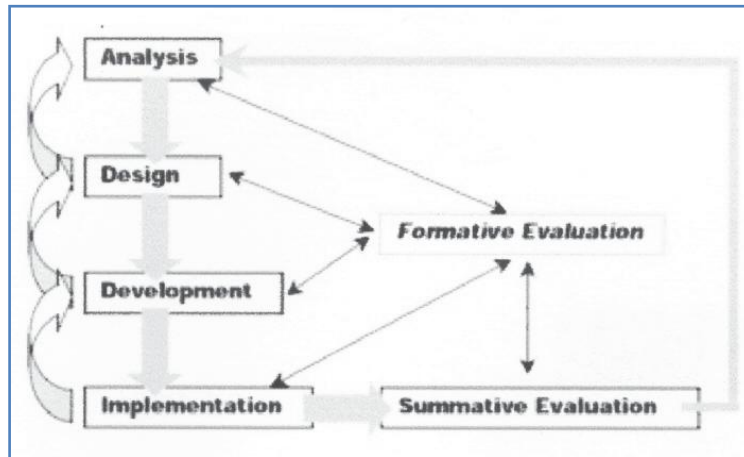
- **ADDIE Instructional Design Model**

The ADDIE Instructional Design model is the generic process traditionally used by Instructional Designers and Training Developers. It is the basis of Instructional Systems Design (ISD) which is the practice of creating instructional experiences that make the acquisition of knowledge and skill more efficient, effective, and appealing. ISD was developed and used by the military during the World War II as a training material. The process consists broadly of determining the current state and needs of the learner, defining the end goal of instruction, and creating some “intervention” to assist in the transition. Tests for assessing learner’s ability were used to screen candidates for the training programs. It was after the success of military training that psychologists began to view training as a system and thus developed various analysis, design, and evaluation procedures to support their argument.

ADDIE is an acronym which stands for Analyse, Design, Development, Implementation, and Evaluation. It was initially developed by Florida State University¹⁶¹. The ADDIE has five (5) Phases. They are Analyse, Design, Develop, Implement, and Evaluation.

The five phases are as follows:

- Analyse: The first phase of content development begins with Analysis. Analysis refers to the gathering of information about one's audience, the tasks to be completed, and the project's overall goals. The instructional problem is clarified; goals and objectives are established. The learning environment and learner's existing knowledge and skills are identified.
- Design: The design phase deals with learning objectives, assessment instruments, exercises, content, subject matter analysis, lesson planning, and media selection. Information gathered from the Analysis phase in conjunction with the theories and models of instructional design is meant to explain how the learning will be acquired.
- Development: The third phase is the development phases. Here, the creation of activities being implemented is handled. Storyboards are created, content is written, and graphics are designed. The proposals in the design phases are assembled.
- Implement: At this stage, the procedure for training the facilitators and the learners is developed. The facilitators training should cover the course curriculum, learning outcomes, and method of delivery. This stage allows the instructional designer to test all materials to identify if they are functional and appropriate for the intended audience.
- Evaluation: This phase ensures that the materials developed achieve the desired goals. This phase consists of two parts – formative and summative. Formative evaluation is inbuilt in each stage while summative is at end of the whole process and it provides opportunities for feedback from the users.



ADDIE Model, Diagram

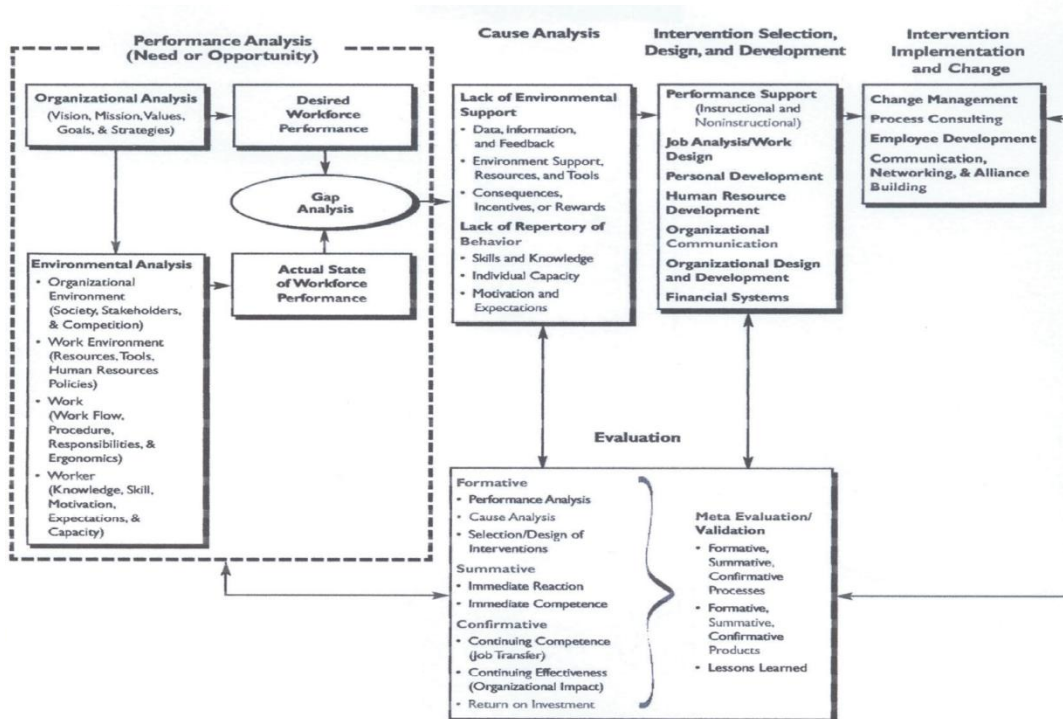
- **Human Performance Technology (HPT)**

HPT is a systematic approach to improving individual and organisational performance. Human performance technology emerged as a field designed to help practitioners to critically analyse, prescribe, influence business leaders, and develop interventions that are best suited to the performance problem presented¹⁶². HPT allows a rigorous analysis of the requirements of organisation and human performance as well as identify the causes of performance gaps. It also proffers wide range of interventions with the aim of improving performance. HPT as a field of study is related to Process Improvement, Six Sigma, Learn Six Sigma, Organisation Development, Motivation, Instructional Technology, and Human Factors. It focuses on improving performance at the organisation, process, and individual performer levels.

HPT is based on the following assumptions:

1. A technology is a set of empirical and scientific principles and their application.
2. Human performance technology is the technology concerned with all variables which impact human performance.

3. All organisational processes and practices impact the production of valued results, whether positively or negatively. (Everything that an organisation does affects what it accomplishes, whether or not the results are acknowledged or desirable).
4. The purpose of all organisations is the same.



Human Performance Technology (HPT) Model¹⁶³.

- **Performance-Based Instructional Design (PBID)**

PBID is designed to help learners perform more effectively in the workplace. PBID as a system has seven major components. They are as follows:

1. Program description
2. Content analysis

3. Content selection
4. Content sequencing
5. Lesson structuring
6. Lesson delivery formatting
7. Evaluation and feedback procedures development

The output of the system is an integrated plan of the instruction, and each system component contributes to the output.

- **Total Quality Management (TQM)**

Total Quality Management is a management style based on continuously improving the quality of products and processes. The philosophy of TQM is on the premise that the quality of products and processes is the responsibility of everyone who is involved with the creation or consumption of the products or services offered by an organization.

The nine (9) common TQM practices are: cross-functional product design, process management, supplier quality management, customer involvement, information and feedback, committed leadership, strategic planning, cross-functional training, and employee involvement. The processes of TQM as outline above cannot be achieved without training¹⁶³.

Among the entire model x-rayed above, ADDIE Model is the basis of this research project.

2.2.4 Learning Theory

Training should be developed and operated within an organisation by appreciating learning theories and approaches if the training is to be well understood. The success of a training program depends more on the organisation's ability to identify training needs. Training

experts believe that if trainees do not learn, it is probably because some important learning principle had been overlooked.

The success or failure of a training program is frequently related to the recognition and application of basic psychological principles of learning. This assertion is not necessarily right. If the trainees do not learn anything, then of what benefit will they be for the organisation. Trainees could return empty, with nothing to contribute, even when the organisation have done all that is necessary to ensure a successful training program. This could happen if a wrong candidate has been selected for the training program. Learning is a term used to describe the process by which behavioural changes result from experience. It has been further asserted that the fact that learning has occurred could only be inferred from a comparison of an individual's behaviour prior to the experiences of specific kinds of task. However, if there is no explicit behavioural change, it could then be argued that learning principles have not been followed.

Training therefore can be explained as a planned and systematic effort by management aimed at altering behaviour of employees, in a direction that will achieve organisational goals. A formal training program is an effort by the employer to provide opportunities for the employee to acquire job-related skills, attitudes, and knowledge¹⁶⁴

2.2.5 Process Theory of Motivation

The word 'motivation' was originally derived from the Latin word "movere" which means 'to move' though this could be an inadequate description for what is meant. Some definitions include "a process governing choices made by persons or lower organisms among alternative forms of voluntary activity and the contemporary (immediate) influence on the direction,

vigour, and persistence of action and motivation has to do with a set of independent and dependent variable relationships that explains the direction, amplitude and persistence of an individual's behaviour, holding constant the effects of aptitude, skill, and understanding of the task, and the constants operating in the environment¹⁶⁵.

Perhaps one can distinguish common factors to all these definitions, namely: What energises human behaviour; what directs or channels such behaviour: and how such behaviour is maintained or sustained. And it is also possible perhaps to say that these are the three components of motivation and each would appear a very essential part or factor in understanding human behaviour at work.

From these three components, one can characterise motivation as:

1. An energising force within an individual that 'drives' him to behave in some ways, and environment forces that often triggers these drives
2. Goal oriented on the part of the individual- behaviour is directed toward something and,
3. Systems oriented - a process of feedback from the environment to the individual, which either reinforces the intensity of their drive and the direction of the energy or dissuades them from their course of action and redirects their efforts.

Process theories attempt to identify the relationships among the dynamic variables, which make up motivation. They provide a further contribution to our understanding of the complex nature of work motivation. Many of the process theories cannot be linked to a single writer, but major approaches and leading writers under this heading include: Expectancy-based model - Vroom, and Porter and Lawler, Equity theory - Adams, Goal

theory – Locke. Motivational processes from the above views, assume that there are four basic building blocks in the motivational process namely: - Needs or expectation; behaviour; goals; and feedback.

Table 2.4B generalised model of basic motivation process

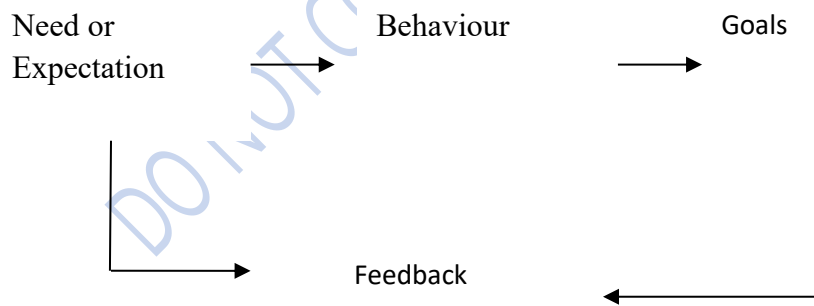
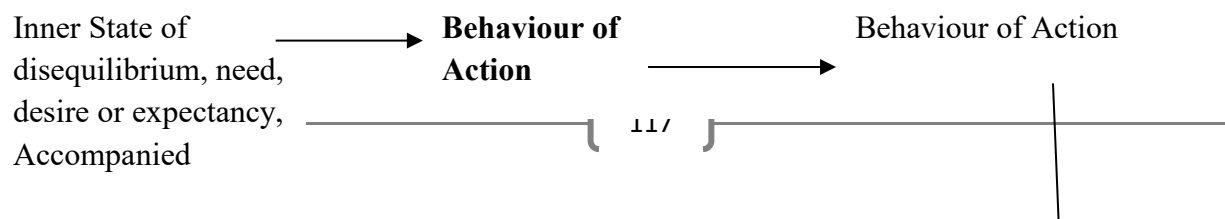


Table 2.4 B generalised model of basic motivation process¹³²





W.K. Psychology to Industry

Table 2.4B Generalised model of basic motivation process, the main assumptions of the model shown in Table 2.4B is that individuals possess in varying strengths a multitude of needs, desires, and expectations, which are characterised by two (2) phenomena.

First, is that the emergence of such a need, desire, or expectation generally creates a state of disequilibrium within the individuals which they will try to reduce, hence, the energetic component of the earlier definition.

Second, is that the presence of such needs, desire, or expectations is generally associated with an anticipation or belief that certain actions will lead to the reduction of this disequilibrium: hence the goal orientation component of the definition.

The model also presumes in theory the following chain of events: - based on some combinations of this desire to reduce the internal state of disequilibrium and the anticipation or belief that certain actions should serve this purpose, individuals act or behave in a certain manner that they believe will lead to the desired goal¹⁶⁷.

The initiation of this action then sets up a series of cues, either within the individuals or from their external environment, which feeds information, back to the individuals concerning the impact of their behaviour. Such cues may lead them to modify or cease their present behaviour or they may reassure them that their present course of action is correct.

An example may clarify this process. Individuals who have a strong desire to be with others (that is, have a high 'need for affiliation") may attempt to increase their interactions with those around them (behaviour) in the hope of gaining their friendship and support (goal). Based on these interactions, they may eventually reach a point where they feel they have enough friends and may then direct their energies toward other goals. Or, conversely, they may receive consistent negative feedback that informs in that their behaviour is not successful for goal attainment and they may then decide to modify such behaviour. In either case, the important moderating functions of feedback on subsequent behaviour and goals can be seen.

The general model of the motivational process appears fairly simple and straightforward but as pointed out by some scholars, such is not the case, several complexities exists which tend to complicate the theoretical simplicity and others have identified four of such complications.

First, motives can only be inferred; they cannot be seen. Thus, when it is observed that individuals put in a great deal of overtime, it is really not known whether they are doing it because of extra income they receive or simply because they enjoy their work. In fact, at least five reasons have been identified for why it is difficult to infer motives from observed behaviour.

They are: -

1. Any single act may express several motives
2. Motives may appear in disguised forms
3. Several motives may be expressed through similar or identical acts

4. Similar motives may be expressed in different behaviour; and Cultural and personal variations may significantly moderate the modes of expression of certain motives.

A second complication of the model centres on the dynamic nature of motives. Any individual at any one time usually has a host of needs, desire, and expectations. Not on these motives change but they may also be in conflict with each other. A desire to put in extra hours at the office to get ahead may be in direct conflict with a desire to spend more time with one's family. Thus given their often- conflicting nature, it becomes exceedingly difficult to observe or measure them with much certainty.

A third complication is the fact that considerable differences can exist among individuals concerning the manner in which they select certain motives over others and the intensity with which they pursue such motives, A sales person who has strong need for achievement may in large measure satisfy this need by one big sale and then turn his or her attention to other needs or desires.

A second salesperson, however, may be spurred on by such a sale to increase his or her achievement motive and to try for an even bigger sale in the near future. Or as found in a study, a high need for achievement may be related to performance only when certain other needs (such as needs for affiliation) were not aroused. In other words, it is important to realise that individual differences exist among employees that can significantly affect what they desire and how they pursue such desires.

A final complication of the model is the impact of goal attainment on subsequent motive and behaviour. The intensity of certain motives (such as hunger, thirst, sex) is generally considerably reduced upon gratification. When this happens, other motives come to the

forefront as primary motivating factors. However, the attainment of certain other goals may lead to an increase in the intensity of some motive. For example, as some scholars have argued, giving a person a pay rise does not long satisfy the desire¹⁶⁸.

Similarly, promoting an employee to a new and more challenging job may intensify the drive to work harder in anticipation of the next promotion. Thus, while the gratification of certain needs, desires, and expectations may, at times lead individuals to shift their focus of attention toward different motives, at other times such gratification can serve to increase the strength of the motive. It must however be remembered that the above description of motivational processes represents a very general model of human behaviour. As will be seen in the succeeding sections, considerable research has been done in an attempt to define the nature of the relationships more rigorously between the major variables in this process, particularly as they relate to behaviour in the work situation.

2.2.6 The Need Theory

Several need theories are identifiable in the literature of motivation and most of the later theories of motivation deal essentially on human needs or are need based. Need theorists while differing in some respects, argue that human needs represent the primary driving force behind employee behaviour in organisation settings¹⁶⁹.

2.2.7 Abraham Maslow Theory

This theory attempted to synthesise a large body of research related to human motivation, prior to this theory, researchers generally focused separately on such factors as achievement, or power to explain what energises, directs, and sustains human behaviour. The theory posited a hierarchy of human needs based on two groupings: deficiency needs and growth

needs. Within the deficiency needs, each of the need must be met before moving, to the next higher level. Once each of these needs has been satisfied, if at some future time a deficiency is detected, the individual will act to remove the deficiency.

Maslow's needs hierarchy theory is one of the most popular theories of work motivation in the contemporary times, but it was not always so. Though the theories were introduced in the mid-1940s and until 1950s, it remained primarily in the realm of clinical psychology where Maslow did most of his development work. However, as more attention began to be focused on the role of motivation at work, Maslow's need matching theory emerged in the early 1960s as an appealing model of human behaviour in organisations. And as a result of its popularisation, the model became widely discussed and used not only by organisational psychologists but also by managers¹⁶⁹.

As early as 1954, Maslow had discussed two additional needs in his work, namely, cognitive and aesthetic, Cognitive needs are the needs to know and understand and these examples include the need to satisfy one's curiosity, and the desire to learn. Aesthetic needs include the desire to move toward beauty and away from ugliness. These two needs were not however included in Maslow's hierarchical arrangement and have therefore been generally omitted from discussions of his concepts as they relate to organisation settings. Maslow developed the theory that human beings are motivated, i.e., stirred to action by their needs, contrasted two (2) broad categories of human motives - 'growth motives' and 'I deprivation motives'.

The first kind is characterised by a push toward actualisations of inherent potentialities; while the other is oriented only toward the maintenance of life, not its enhancement,

Deprivation motives, are arranged in a developmental hierarchy. They are five (5) in number and structured as in Table 2.3.6 explains as follow -

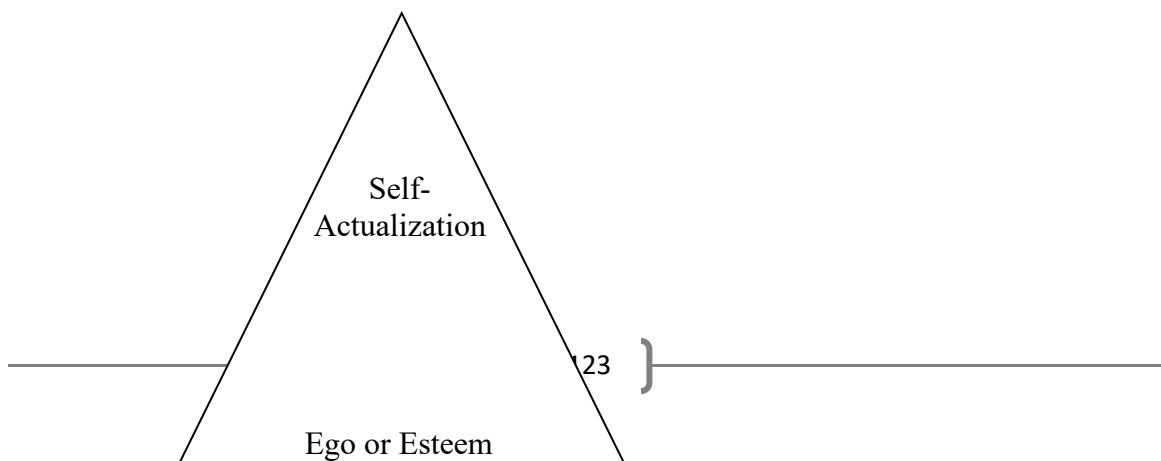
Physiological needs: These include homeostasis (the body's automatic efforts to retain normal functioning) such as satisfaction of hunger and thirst, the need for oxygen and to maintain temperature regulation. Also sleep, sensory pleasures, activity, maternal behaviour, and arguably sexual desire.

Safety needs: These include safety and security, freedom from pain or threat of physical attack, protection from danger or deprivation, the need for predictability and orderliness.

Love needs (often referred to as social). These include affection, sense of belonging, social activities, friendships, and both the giving and receiving of love.

Esteem needs (sometimes referred to as ego needs): These include both self-respect and the esteem of others. Self-respect involves the desire for confidence, strength, independence and freedom, and achievement. Esteem of others involves reputation or prestige, status, recognition, attention, and appreciation.

Self-actualisation needs: This is the development and realisation of one's full potential. Maslow sees this as: 'what humans can be, they must be', or 'becoming everything that one is capable of becoming. Self-actualisation needs are not necessarily a creative urge, and may take many forms, which vary, widely from one individual to another.



Maslow's Hierarchy of needs model

The normal person is characterised by spontaneity, creativeness, and appreciation of others. People who fail to achieve self- actualisation, he says, tend to be hostile and disastrous. Maslow conceived a human being developing the five (5) groups of needs, in sequence, from one to five. The survival needs are present at birth. During childhood, one becomes aware of each of the higher groups of needs. A man takes all Five (5) needs to work. The manager who wishes to motivate mismanagement subordinates is faced with the fact that his subordinates are attempting to satisfy all five (5) levels of needs.

If a man experiences nagging insecurity, because redundancies are being anticipated or because he feels there is an absence of order and equity in the organisation (which would be caused by an irrational wage or salary structure), he will not be interested in the organisations' policies and plans designed to assist him in fulfilling higher needs.

If he cannot see an easy, straightforward way to satisfy these needs, he is liable to behave irrationally, obstructing or sabotaging the work of the firm or organisation, breaking work

agreements and going on strike. Maslow's hierarchy of needs is widely accepted as a convenient simple analysis of human motivation and which can assist us, therefore, to understand why men behave the way they do in given situation and to anticipate how they will behave in future situations.

2.3 Empirical Review

In 2018, research was conducted to determine the role of organizational communication on employee job satisfaction in telecommunication industry in Kenya in a bid to improve its effectiveness and applicability in the industry. The study was guided by four specific objectives which included to establish the role of organizational flow of information, to examine the role of communication climate, to investigate the role of nature of organizational communication and to evaluate the role of information load on employee job satisfaction in telecommunication industry in Kenya. The study established that, a majority of employees at the telecommunication industry in Kenya are aware of what organizational communication entails. Therefore, management should strive to ensure that the nature of information they pass to employees produces a cohesive corporate identity by increasing employee's knowledge about the overall organization 's philosophy and its strategies which brings job satisfaction and commitment¹⁷⁰.

In 2013, some scholars also conducted research on capacity building and employee performance. However, the primary objectives of the research were to ascertain whether capacity building has a significant effect on employee performance, with specific reference to MTN communication limited. The study considered the aspect of capacity building that deals with the development of the individual or a group of people. The results of the study

revealed that training when given properly has a significant effect on employee performance. However, it also established that training does not always answer job performance problems. Reward systems such as: salaries, bonuses and allowances were the major ingredients which fuel performance of employees¹⁷¹.

In 2020, three scholars conducted research on the importance of HRM policies on employee job satisfaction. The study emphasized that highly performing employees promote the quality of customer relationship. The results of the study revealed that rewarding and motivation was the most significant indicators of employees' job satisfaction. Secondly, empowerment was an important subject for the employees which makes them satisfied with their jobs. Lastly, communication and motivation were the significant indicators which affected the job satisfaction of employees¹⁷².

In 2017, a research was conducted look into the capacity building in terms of Human resource department and National Security in the NAF. The thrust of the study was to examine HRD in the NAF as a tool for enhancing Nigeria's national security. The study observed that the steady decline in HRD capacity in the NAF is a major challenge towards enhancing national security. The human resource component of capacity building was investigated but the study differs with the present study in terms of the dependent variable which is CB. However, the author study focused on HRD in the NAF as it affects national security¹⁷³.

In 2018, another research was done to looked at motivation as a tool for increased productivity in the Nigerian Air Force. The thrust of the study was on the effects of personnel motivation on increased productivity. It also identified the constraints to

motivation and productivity in the NAF. The study is related to this study in that motivation is considered as a factor necessary for enhancing capacity building which could in turn enhance productivity. It is noted that the capacity building process is also centred on the human resource component of capacity building. This study however looks at capacity building in a broader sense in terms of both human and material resources as it affects productivity in the NAF¹⁷⁴.

In 2017, a research was conducted on “Manpower Resource Development and Utilization in the Nigerian Air Force” emphasized that manpower resource utilization in an organization is key to increased efficiency and development. The author’s work is related to the present study in that the human resource component of capacity building was investigated. The study emphasized that optimal utilization of manpower could enhance efficiency thereby leading to increased productivity. However, this study focuses human resources and how capacity building can enhance operational effectiveness of the NAF¹⁷⁵.

In 2016, a study was conducted on Human Resource Development and National Defence: An Assessment of the NAF. The study attempted to outline the Service capacity needs for human resource development but did not expatiate on HRM, similarly, another study was carried out on Human Resource Management and Productivity in the NAF; Challenges and Prospects. This research discussed HRM and Productivity but did not touch on capacity building in the NAF as the author intend to discuss in this study¹⁷⁶.

2.4 Summary

From the reviewed literature, it is clear to say that capacity building for employees leads to improvements in the ability of all employees to perform appropriate tasks within the broader

set of performance standards of the organization. Studies have indicated that capacity building has a positive influence on employee. Each of the above research works reviewed offered an important contribution to knowledge on capacity building and productivity in the various organs of the Nigerian Air Force (NAF). However, none of these works investigated capacity building in terms among the junior officers of the institution. It is this gap therefore that this study attempts to bridge.

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Chapter Three

Methodology

3.1 Research Design

Research designs are overarching method adopted by the researcher to combine many components of the study in a logical and cohesive manner¹. In other words, it is the procedures for collecting, evaluating, reporting and interpreting data in research. The research design establishes the technique for gathering and analysing relevant data, as well as how all of this will be used to answer the research question². It must be noted that, the research problem determines the type of design the researcher should use, not the other way around. The study adopts exploratory research design. An exploratory research design focuses on the research questions rather than providing definitive answers to current problems. It is frequently used to investigate a problem that has yet to be fully identified. The exploratory research design is appropriate because it tends to satisfy the researcher's curiosity and thirst for knowledge about the problem among junior officers in the Nigeria Airforce.

3.2 Population of the Study

The population of study is defined as the entire group of the researcher intends to study. In other words, it refers to all members or elements of a well-defined group. The population of

the study comprises of 1320 junior officers of the Nigerian Airforce which accounts for 70% of the total workforce. The choice of this population is because the respondents are the reason for the research.

3.3 Sample and Sampling Techniques

A sample is any portion of the population less than the total population from which it is selected. It is a smaller group of elements drawn through a definite procedure from a specified population³. In an attempt to achieve the stated objectives of this research study, the researcher adopted a purposive sampling technique for randomly selecting the respondents who were drawn from the Nigerian Airforce. This sampling technique was adopted because it's a type of sampling in which researchers use their own discretion in selecting individuals of the public to participate in surveys. A stratified random sample of one thousand, three hundred and twenty (1320) junior officers were drawn from this population, meaning that an average of thirty (30) junior officers were drawn from each Group, Detachments, and Forward Operational Bases. This sample were drawn in such a way that male and female junior officers were represented adequately.

3.4 Description of Research Instrument

To achieve the objectives of this research, the study adopted a mix method of research which comprises of both primary and secondary sources of data. Primary source of data herein refers to data collected or obtained through first-hand information from the original sources from the user express purpose. Such data are usually obtained from field through interviews, questionnaires, surveys, planned experimental observation or recording of interview and so on.

- a. **Questionnaire:** Questionnaire is a primary source of data collected and this formed the main instrument of the research questions which were designed in a simple language for the respondents to answer.
- b. **Personal Interview:** This involved conversation between the interviewers and the respondents, that is, face-to-face interpersonal relations in which the interviewer as the person being interviewed some questions that revolve around research questions. The researcher decided to use this instrument because it is flexible in the sense that, doubts can be cleared and cross-checking is allowed. The researcher adopted a structured interview in line with the research questions to help give qualitative information that was not obtained from questionnaire.

Secondary Source of Data: These are data obtained from second hand sources and was used for a purpose different from that of the agency or platform that initially collected it from the field. Secondary sources of data usage for this research work include journals, articles in the newspapers, notebooks, reports, were also used as part of the document for secondary data.

3.5 Validity of the Research Instrument

The study relies on the use of questionnaire for data collection. The questionnaire was used as a measuring instrument in this research and was tested to ascertain its validity and reliability. The researcher consulted experts in capacity building by giving them the instrument to review the relevance of the questions on the subject matter to ensure that it will test what it is designed for. Content and construct validity were also obtained by the help of the supervisor input. The instruments used was questionnaire. It is valid because it is ideal

for measuring what it is designed for, with the opinion relating to capacity building and employee satisfaction.

3.6 Reliability of the Research Instrument

The questionnaire used was equally tested to ascertain its stability, dependability and predictability. An instrument is said to be reliable when it measures consistently under varying conditions and at different times. Crucial to the reliability of the questionnaire are the following questions:

- Are the right questions well phrased in the questionnaire?
- Are the questions related to the research objectives of the study?

3.7 Method of Data Collection

There are different methods of collecting data but for the purpose of this research study, two methods of data collections were employed:

- **Interview:** This is an oral questionnaire conducted by the researcher with the respondents to solicit necessary information for the purpose of this study. This will enable the researcher to come out with useful information.
- **Questionnaire:** These are carefully prepared questions which are sent out to the respondents to be completed by them. In this research work, the questions were presented in a simple and precise structure in open and closed ended format with alternative answers for respondents to explain appropriately.

3.8 Method of Data Analysis

The data in this research study were analysed using simple percentage combined with numerical, frequencies, histograms, and percentages. This is to communicate the information effectively. The types of data generated in the course of this research study focus on capacity building among junior workers in the Nigeria Airforce. Mostly, percentage (%) were used in analysing the data collected and collated. Percentage is used so as to determine the correctness or otherwise of the research which is in tuneable to research instrument which of the questions reject or accept.

Endnotes

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Chapter Four

Results and Discussion of Findings

The study was designed to investigate capacity building and job performance among junior officers of the Nigerian Air Force (NAF). Data were collected from members of staffs of the Nigerian Air Force and was analyzed with Statistical Package for Social Sciences (SPSS). The bio data information of the respondents was also analyzed with the use of frequency and percentage.

4.1 Demographic Data Analysis

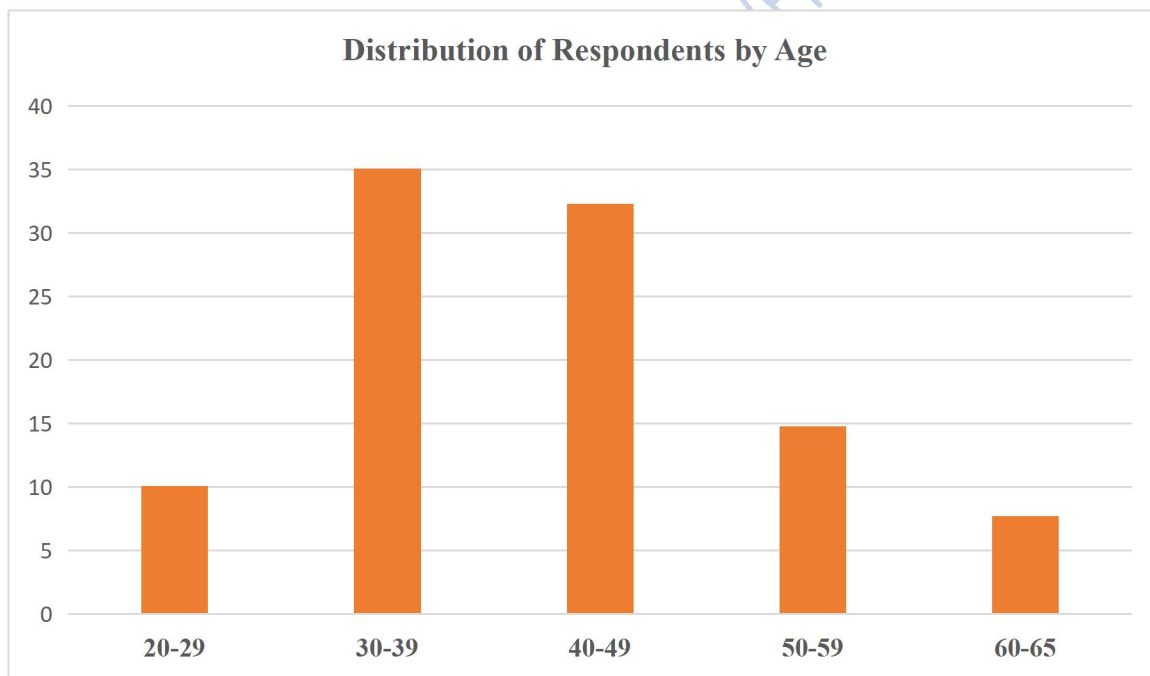
4.1.1 Distribution of Age by respondents

The age distribution of the respondent is presented in Table 1. It showed that the highest proportion of the respondents in the study were within the active age (30-39years) with an average mean age of 35.1years. This mean that majority (35.1%) of the respondents fall within the ages of 30-39 years of age. This implication of this is that, the respondents were physically active and they were young. The percentage of the age distribution is also shown in the histogram below.

Table 1: Distribution of respondents by Age

Age	Frequency	Percentage
20-29	121	10.1
30-39	421	35.1
40-49	388	32.3
50-59	177	14.8
60-65	93	7.7
Total	1200	100
Mean	35.1 years	

Source: Fieldwork 2022



4.1.2 Distribution of Respondents by Education

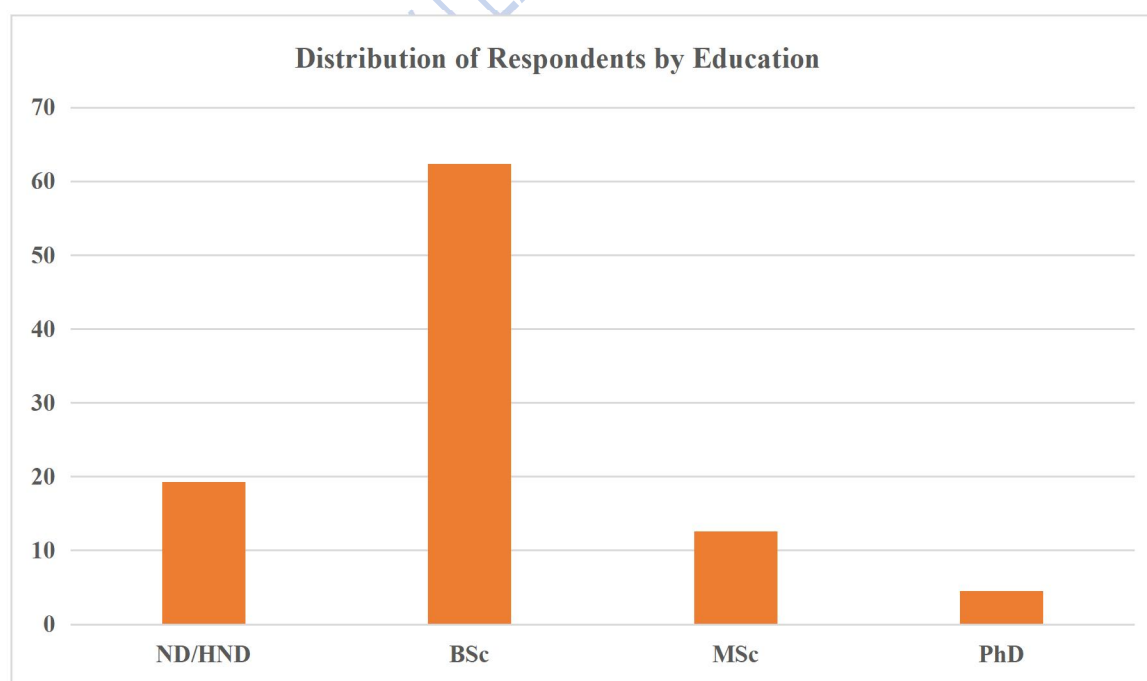
The level of education of the respondents is presented in Table 2. It showed that most (62.4%) of the respondents had Bachelor's degree, (19.3%) of the respondents had ND/HND, (12.6%) of the respondents had Master's degree and (5.8%) have their PhD in different area of

specialization. However, it must be made clear that those who have MSc degree must have completed their bachelor's degree in relevant courses or subject. The implication is that the respondents in the study area were literate.

Table 2: Distribution of respondents by Education

Education	Frequency	Percentage
ND/HND	231	19.3
BSC	749	62.4
MSC	151	12.6
PhD	69	5.8
Total	1200	100

Source: Fieldwork, 2022



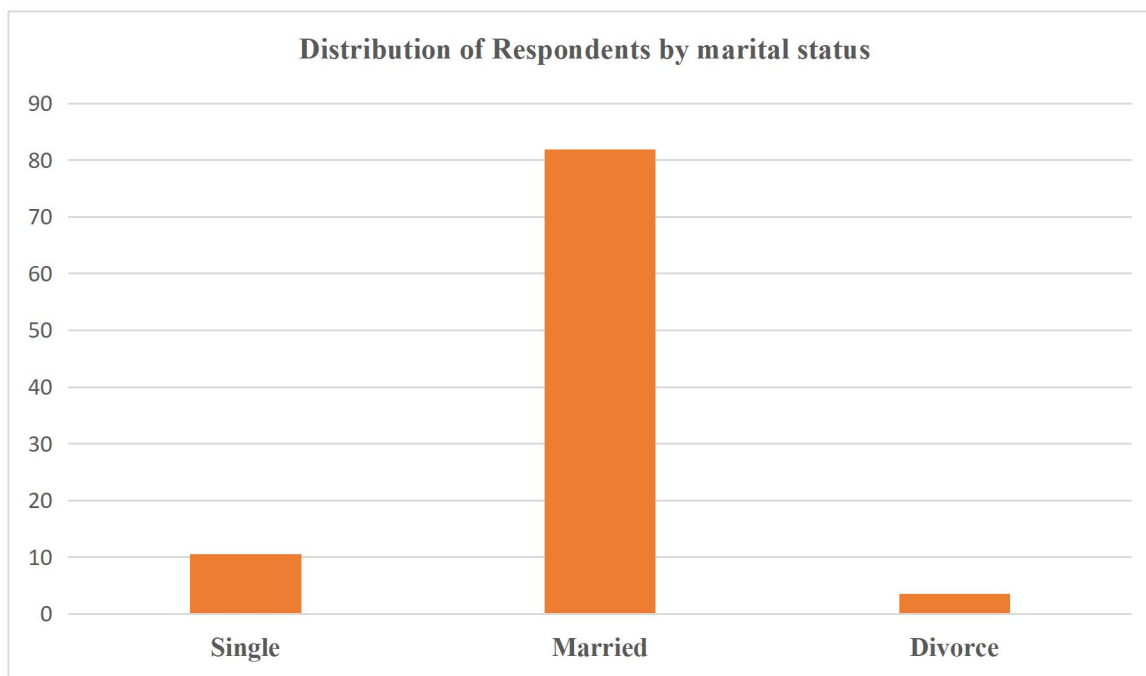
4.1.3 Distribution of Respondents by Marital Status

The marital status of the sampled respondents is presented in Table 3. The table revealed that 983 respondents given as (81.9%) were married, 126 of the respondent given as (10.5%) were single, while 91 respondents given as (7.6%) were divorced.

Table 3: Distribution of respondents by Marital Status

Marital Status	Frequency	Percentage
Single	126	10.5
Married	983	81.9
Divorce	91	7.6
Total	1200	100

Source: Fieldwork 2022



4.1.4 Distribution of respondents by years in service

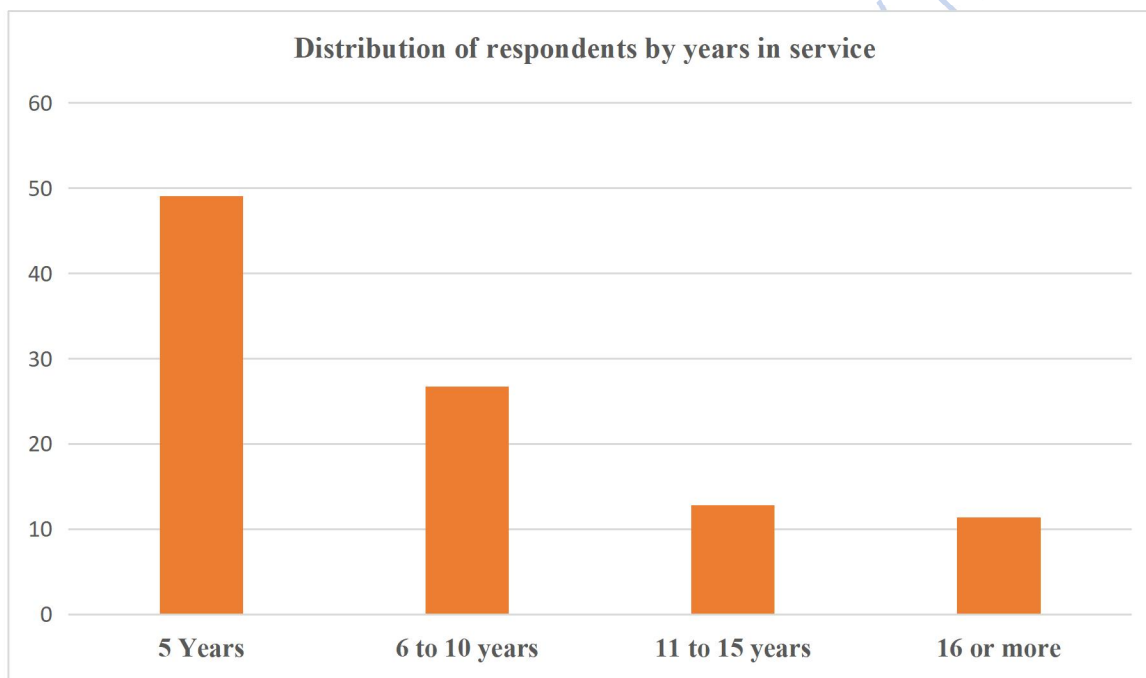
The distribution of respondents by years in service was showed in Table 4. It shows that most (49.1%) of the respondents have been at the institution for at least five years. Also, (26.1%) representing 320 of the respondents have been with the Nigerian Air Force (NAF) for up to 10 years. 154 representing (12.8%) of the respondents have been with the institution for up to 15 years while (11.4%) representing 137 respondents have been with the Nigerian Air Force (NAF) for more than 16 years. The implication is that, majority of those who participate in the research study are experienced workers.

Table 4: Distribution of respondents by years in service

Years in Service	Frequency	Percentage
5years	589	49.1
6 to 10years	320	26.7
11 to 15years	154	12.8

16 or more	137	11.4
Total	1200	100

Source: Fieldwork, 2022



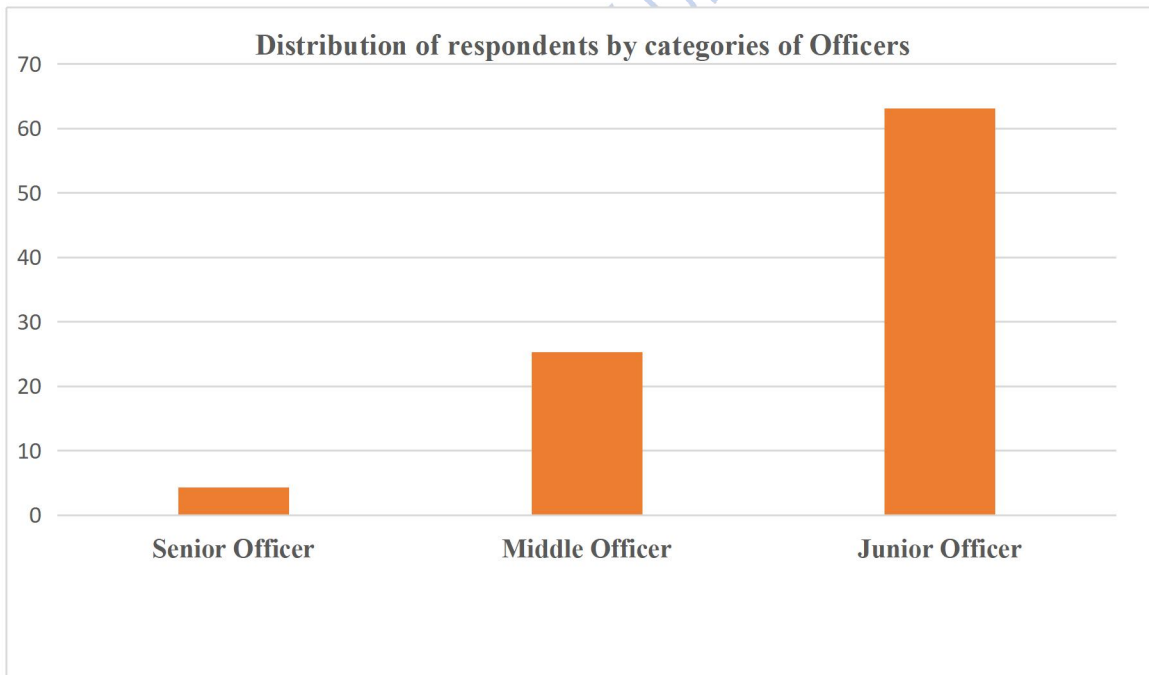
4.1.5 Distribution of respondents by categories of officers

The distribution of respondents by categories of officers was showed in Table 5. It shows that most (63.1%) representing 757 of the respondents are junior officer which constitute the major focus of this research. Also, (25.3%) representing 304 respondents of the respondents are middle officer while (11.6%) representing 139 of the respondents are senior officers.

Table 5: Distribution of respondents by years in service

Categories of Officers	Frequency	Percentage
Senior Officer	139	11.6
Middle Officer	304	25.3
Junior Officer	757	63.1
Total	1200	100

Source: Fieldwork, 2022



4.2 Presentation of Data

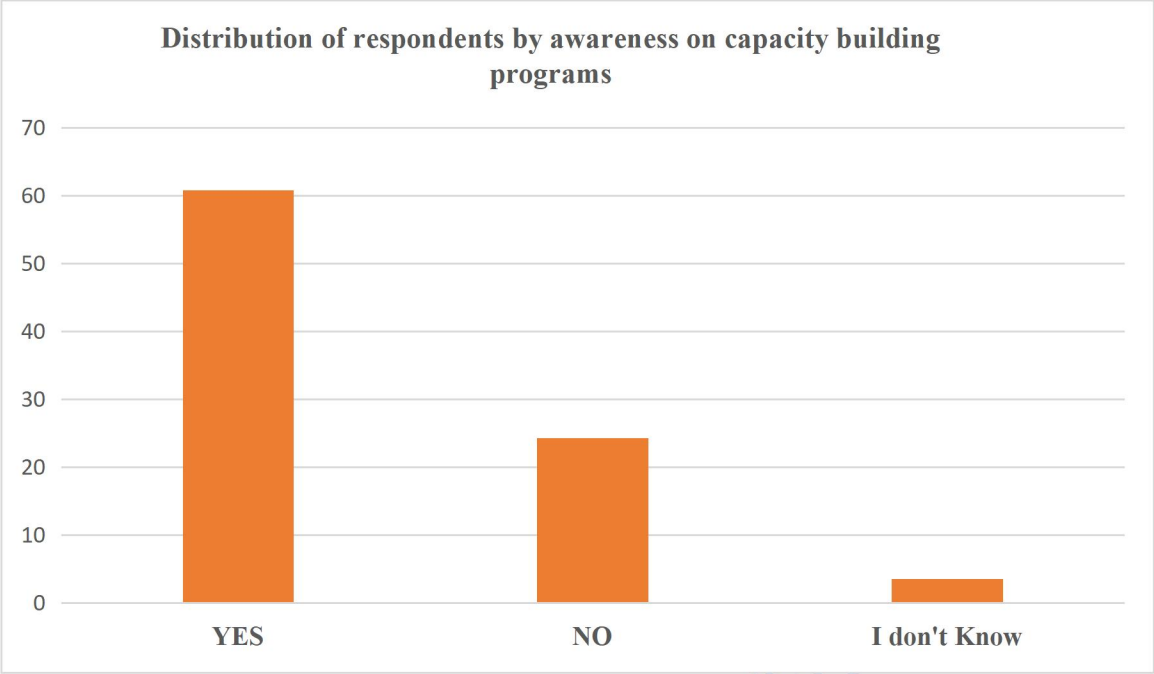
4.2.1 Distribution of Respondents on awareness of capacity building programs in NAF

The distribution of respondents was showed in Table 6. The table answer the question of whether members of the Nigerian Air Force (NAF) are aware of any capacity building programs. The result show that (60.8%) representing 730 respondents said YES, (24.3%) representing 291 respondents said NO while (14.9%) are not aware of any capacity building program in the military institution. The implication of this is that, majority of the respondents agree that they are not aware of any capacity building program in the Nigerian Air Force (NAF). Most of the respondents emphasized that, the only capacity building that had was the ‘pre-training’ program they had at the entry of the institution.

Table 6: Distribution of Respondents on awareness of capacity building programs

Awareness	Frequency	Percentage
YES	730	60.8
NO	291	24.3
I don't Know	179	14.9
Total	1200	100

Source: Fieldwork, 2022



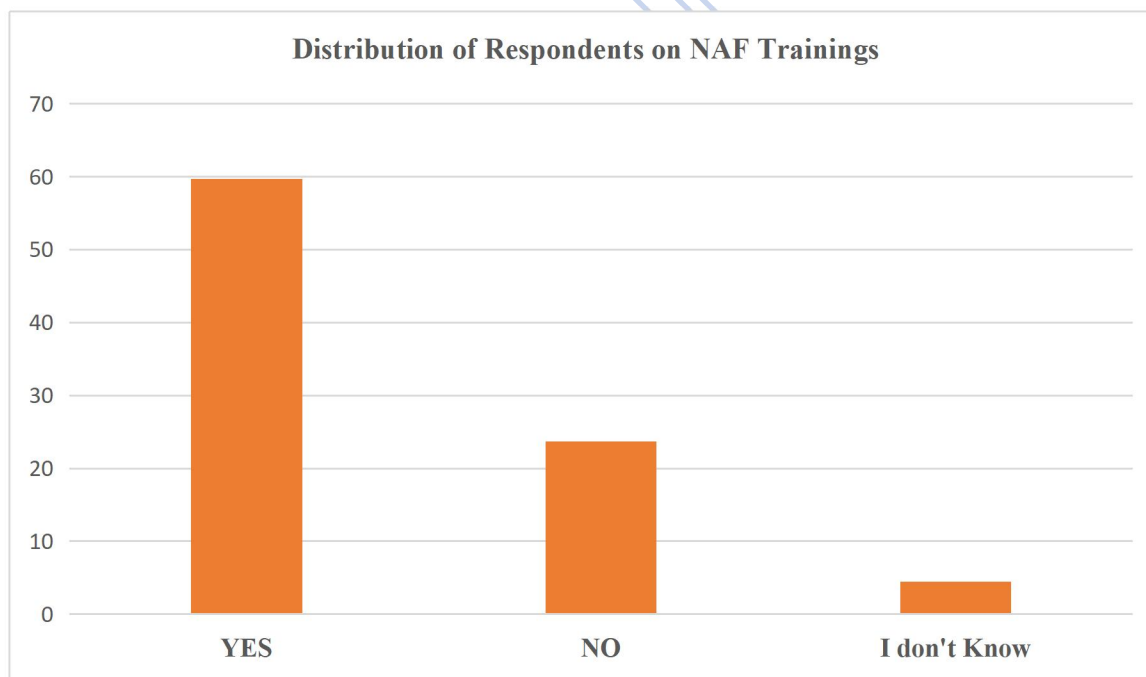
4.2.3 Distribution of respondents on NAF training

The distribution of respondents was showed in Table 7. The table answer the question of whether the junior officers are satisfied with the training programs in the Nigerian Air Force (NAF). The result show that (59.7%) of the respondents said YES, (23.7%) of the respondents said NO, while (16.7%) said they are not satisfied by the training in the Nigerian Air Force. The Implication of this is that, majority of the respondents are said to be satisfied with the training they had. Many of the respondents clarified that the training they are satisfied with is the “Pre-training” exercise done after their name have been shortlisted by the institution. However, they also believe that they would have been more effective and productive if additional training was done or conducted for them. Most of the junior workers revealed that they do not have access to training except the “pre-training” exercise being done for them.

Table 7: Distribution of Respondents on training programs

Training Programs	Frequency	Percentage
YES	716	59.7
NO	284	23.7
I don't Know	200	16.7
Total	1200	100

Source: Fieldwork, 2022



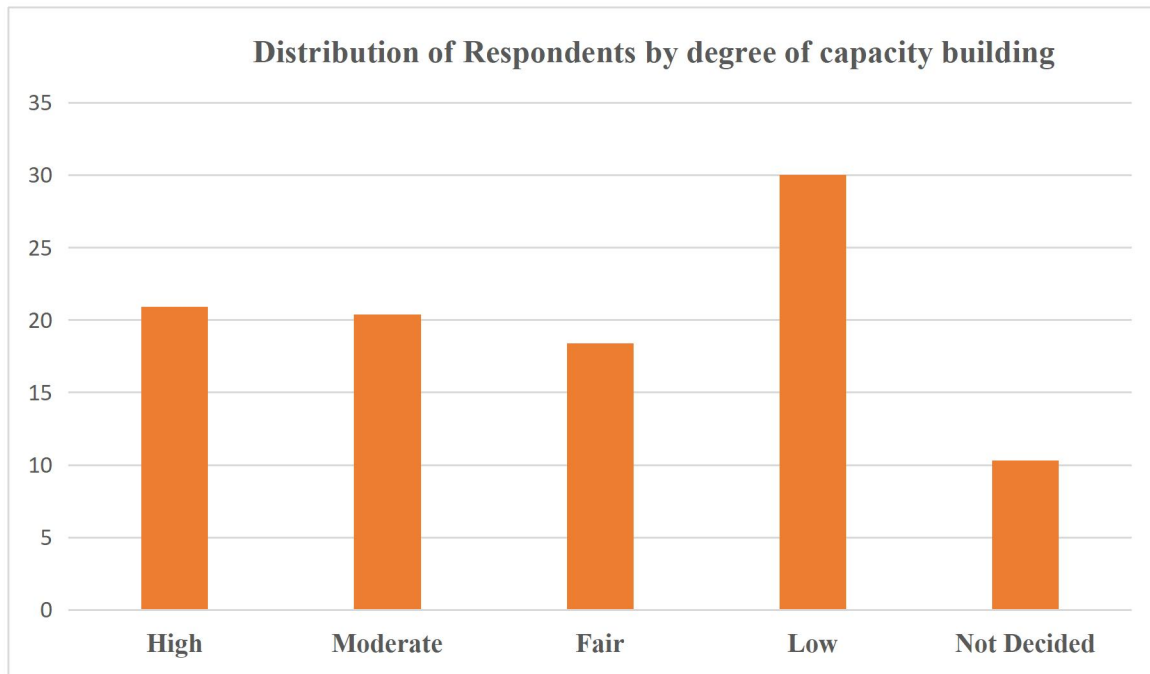
4.2.4 Distribution of respondents on the degree of capacity building in NAF

The distribution of respondents on the degree of capacity building in the Nigeria Air Force (NAF) was shown in Table 8. The result revealed that, (30.0%) of the respondents said the rate or degree of capacity building in NAF was low, (20.9%) of the respondents said the capacity building in NAF was high, (20.4%) of the respondent said moderate, (18.4%) of the respondents said it was fair, and (10.3%) of the respondents were unable to decide. The implication of this is that, majority of the respondent (30.0%) representing 360 respondents believe that their capacity building experience with the Nigerian Air Force (NAF) is low. During interview, majority of the respondents confessed that, most junior officers do not have access to training and other capacity building initiatives as their senior colleagues.

Table 8: Distribution of respondents on the degree of capacity building in NAF

Degree of Capacity Building	Frequency	Percentage
High	251	20.9
Moderate	245	20.4
Fair	221	18.4
Low	360	30.0
Not Decided	123	10.3
Total	1200	100

Source: Fieldwork, 2022



4.2.1 Research Questions

Research Question 1: How does the Nigerian Air Force (NAF) recruitment help with capacity building?

4.2.2 Distribution of respondents on NAF Recruitment

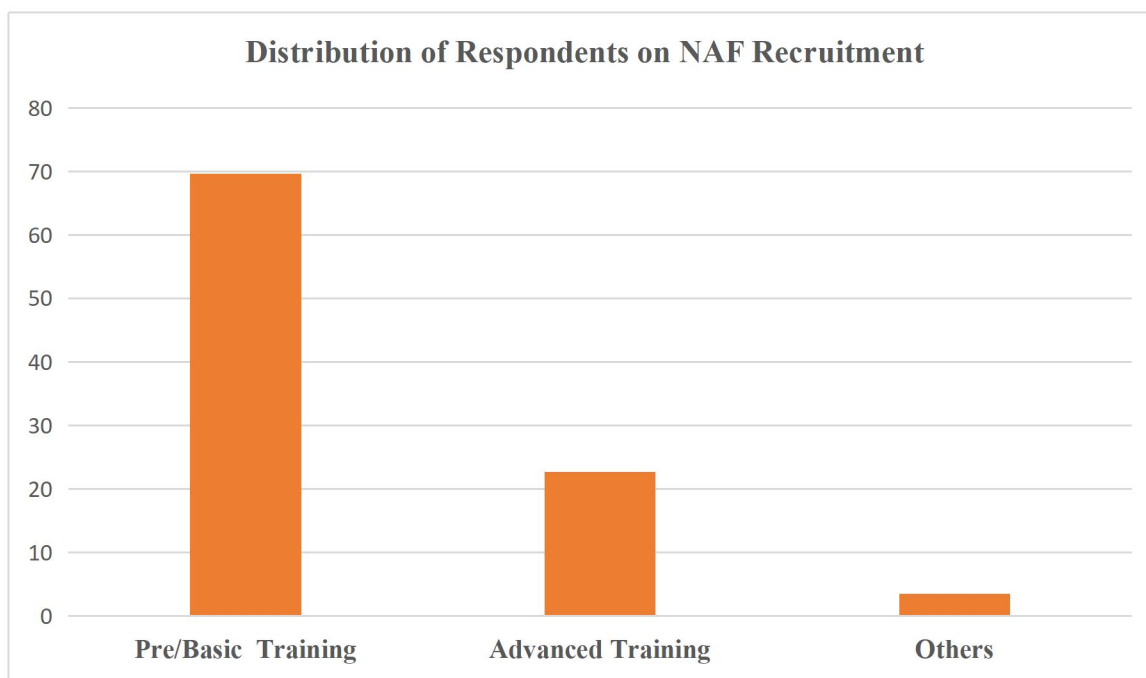
The distribution of respondents on the Nigeria Air Force (NAF) was showed in Table 9. The table answer the question of whether the recruitment process help the military institution with capacity building. The result show that (69.7%) of the respondents representing 836 respondent said the “pre-training” exercise they did contributed a lot to the capacity building of junior officer. (23.4%) representing 272 respondents said “advanced training” also contribute to the capacity building of the institution, while (16.7%) believed that other trainings such as their education, soft skills and professional certification do contribute to the capacity building of the institution. The Implication of this is that, majority of the respondents are believe that the “pre-

training” exercise being conducted for them before the entry of the institution is a useful mechanism for capacity building of most junior officers of the institution.

Table 9: Distribution of respondents on NAF Recruitment

Recruitment Process	Frequency	Percentage
Pre/Basic Training	836	69.7
Advanced Training	272	22.7
Others	92	7.7
Total	1200	100

Source: Fieldwork, 2022



Research Question 2: Is there any relationship between the human resource department and capacity building in the Nigerian Air Force?

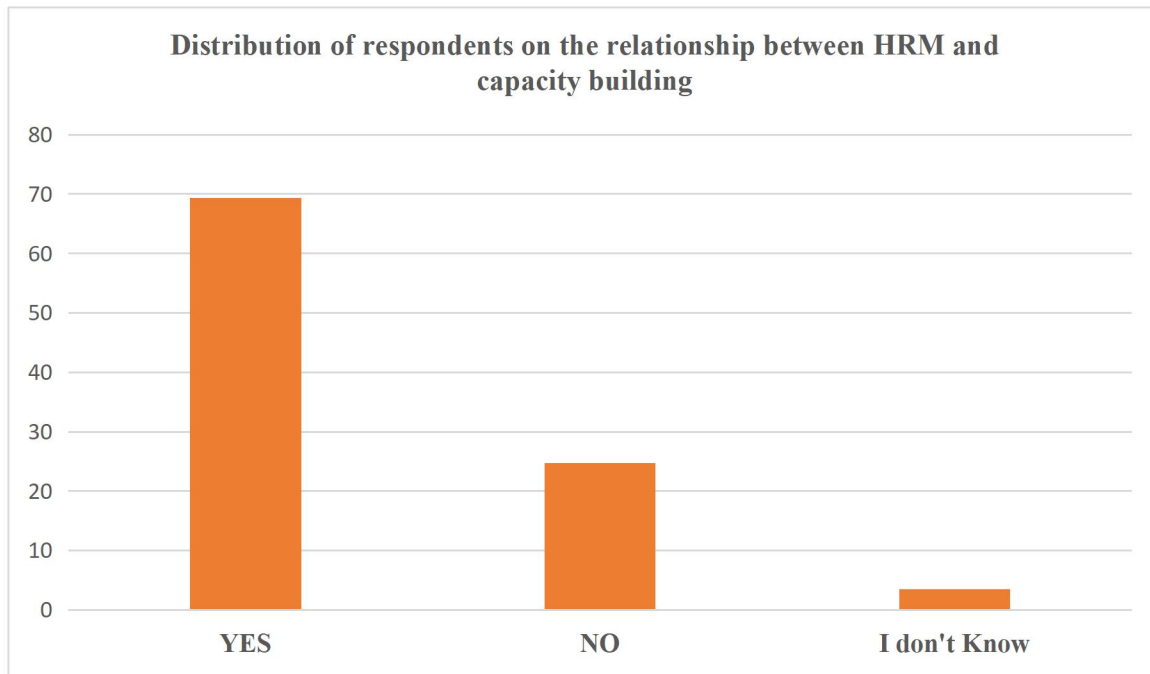
4.2.3 Distribution of respondents on the relationship between HR and capacity building

The distribution of respondents on the relationship between HRM and capacity building was shown in showed in Table 10. The table answer the question of whether there exist a relationship between the human resource department and capacity building. The result show that (69.3%) of the respondents said YES, (24.7%) representing 296 respondents said NO while (6.0%) said they do not know which means they were neutral. The Implication of this is that, majority of the respondents are believe that there is a strong relationship between the human resource department and capacity building. In addition to this, majority of the junior officers interviewed are convinced enough that the human resource department of the institution and the leadership of the institution are the stakeholder on capacity building.

Table 10: Distribution of respondents on human resource and capacity building

HRM and Capacity Building	Frequency	Percentage
YES	832	69.3
NO	296	24.7
I don't Know	72	6.0
Total	1200	100

Source: Fieldwork, 2022



Research Question 3: What are the challenges of capacity building in the Nigerian Air Force (NAF) and how does it affect the operation of the force?

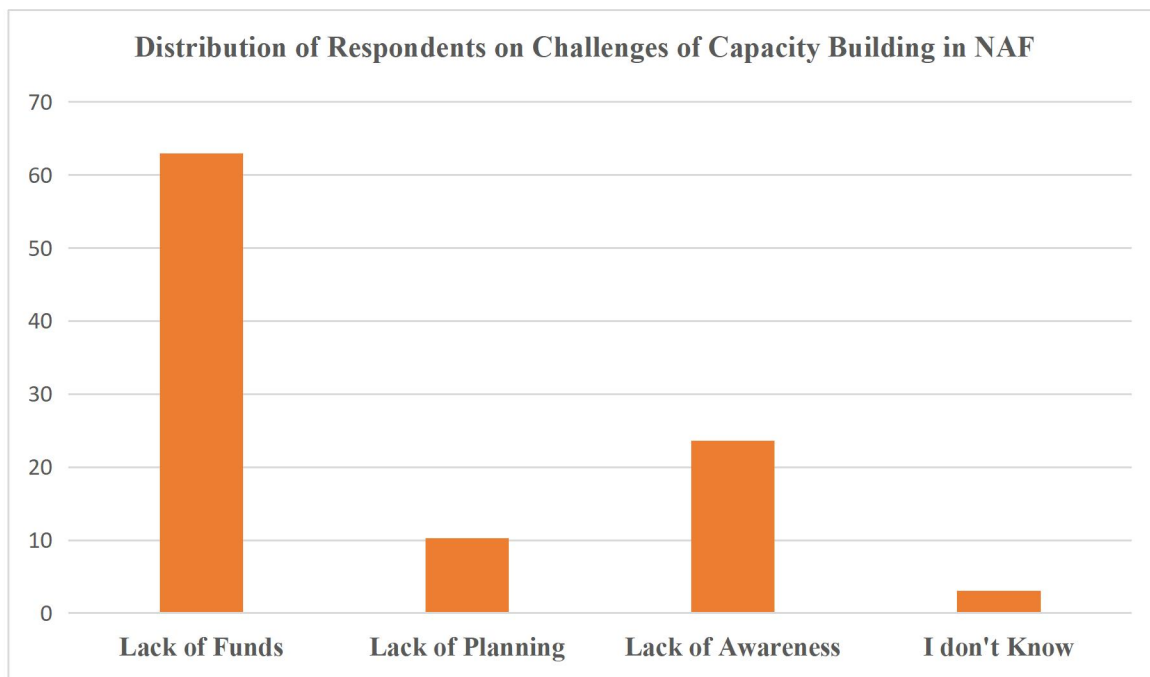
4.2.4 Distribution of Respondents on Challenges of Capacity Building in NAF

The distribution of respondents was showed in Table 11. It shows that most (73.0%) of the respondents said YES, (22.8%) representing 274 respondents said NO while (4.1%) of the respondents said I don't know. The implication of this is that, (73.0%) which represent majority of the respondents said YES because they believe or are of the opinion that the performance of members of the Nigerian Air Force (NAF) could be improved through regular training of staffs. Further interactions with the officers revealed that, if the institution can conduct training for junior staff, they will benefit from it and it will also improve their work efficiency.

Table 11: Distribution of Respondents on Challenges of Capacity Building in NAF

Challenges of Capacity Building	Frequency	Percentage
Lack of Funds	756	63.0
Lack of Planning	124	10.3
Lack of Awareness	283	23.6
I don't Know	37	3.1
Total	1200	100

Source: Fieldwork, 2022



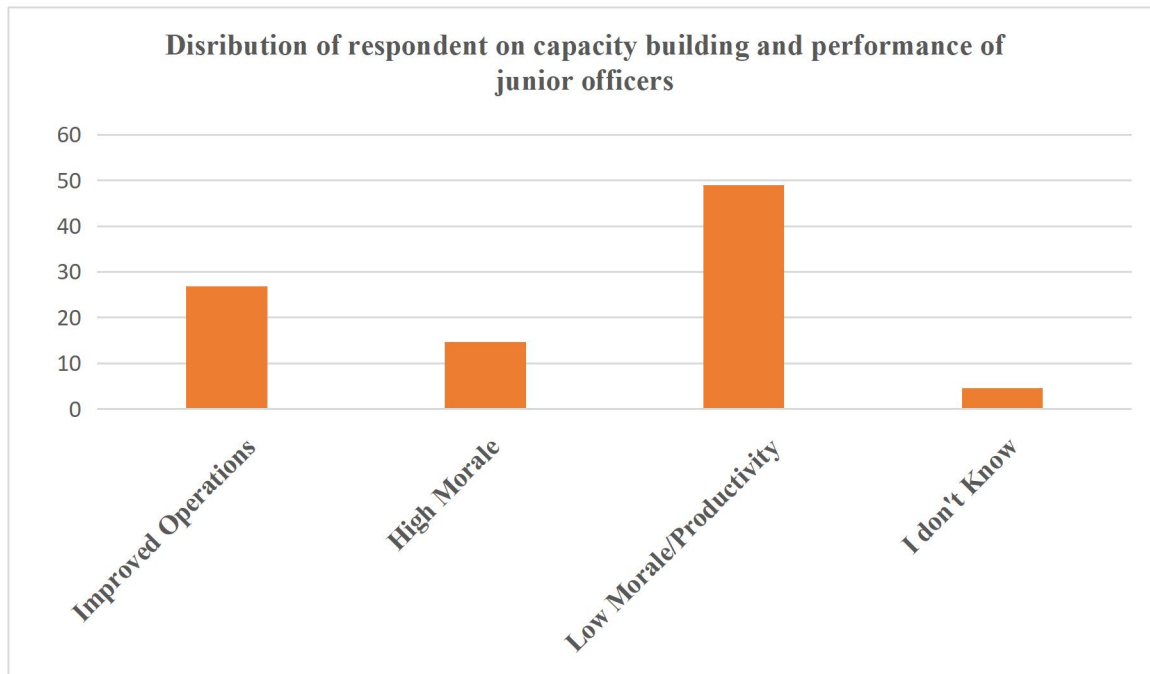
4.2.5 Distribution of Respondents on the effect of capacity building on the job performance of junior officers of the Nigerian Air Force (NAF)

The distribution of respondents on Table 12. It shows that (48.9%) of the respondents lack of capacity building in the Nigerian Air Force (NAF) breeds low morale and productivity. (26.8%) of the respondent are of the opinion that lack of capacity building programs improve operations. (14.6%) of the respondents are of the opinion that it increase the morale of the officers, while (9.8%) of the respondents said they do not know. The implication of this is that, majority of the junior officer of the force believe that lack of or access to capacity building programs such as training and so on have an impact of the officers. During interview, most of these junior officer believe that it is when the institution organize capacity building programs that they can individually improve and learn more skill that will help their operation and functioning.

Table 12 : Distribution of respondents on capacity building and performance of junior officers

Challenges of Capacity Building	Frequency	Percentage
Improved Operation	321	26.8
High Morale	175	14.6
Low Morale/productivity	587	48.9
I don't Know	117	9.8
Total	1200	100

Source: Fieldwork, 2022



Research Question 4: What are the Strategies to mitigate the challenges of capacity building in the Nigerian Air Force (NAF)?

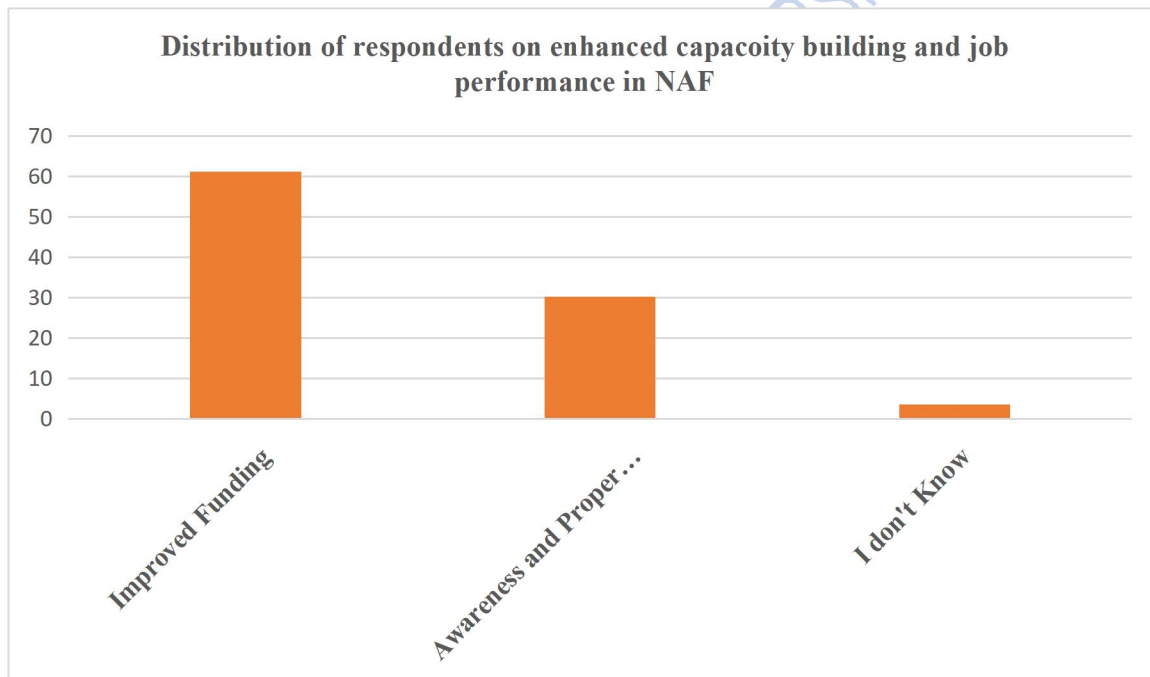
4.2.6 Distribution of respondents on how capacity building can improve performance

The distribution of respondents was showed in Table 13. It shows that most (61.1%) of the respondents believed that an investment in capacity building programs through improved funding will increase the job performance of junior officers in the Nigerian Air Force. (30.2%) representing 362 respondents are of the opinion that awareness and proper planning will enhance job performance in NAF while (8.8%) of the respondents said I don't know. The implication of this is that, (61.1%) which represent majority of the respondents said improved funding of the military institution will increase the job performance of junior officers in the Nigerian Air Force (NAF).

Table 13: Distribution of respondents on capacity building and job performance

Enhance Capacity Building	Frequency	Percentage
Improved Funding	733	61.1
Awareness and Proper Planning	362	30.2
I don't Know	105	8.8
Total	1200	100

Source: Fieldwork, 2022



ution of respondents on how capacity building can improve performance

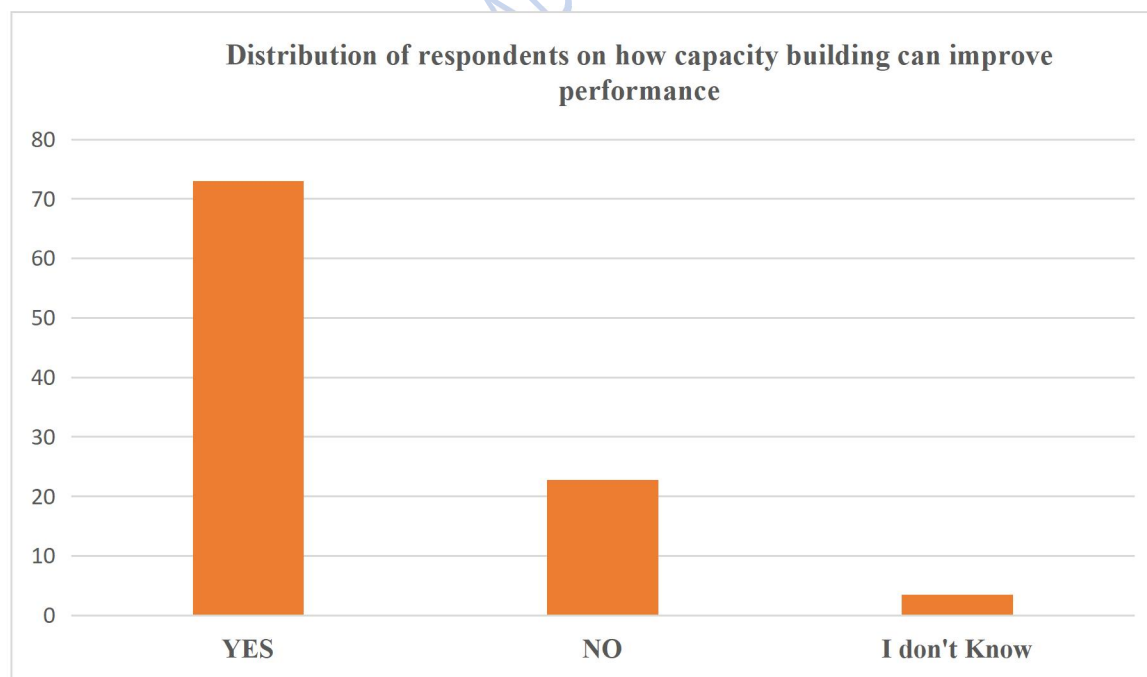
The distribution of respondents was showed in Table 14. It shows that most (73.0%) of the respondents said YES, (22.8%) representing 274 respondents said NO while (4.1%) of the respondents said I don't know. The implication of this is that, (73.0%) which represent majority of the respondents said YES because they believe or are of the opinion that the

performance of members of the Nigerian Air Force (NAF) could be improved through regular training of staffs. Further interactions with the officers revealed that, if the institution can conduct training for junior staff, they will benefit from it and it will also improve their work efficiency.

Table 14: Distribution of respondents on how capacity building can improve performance

Improve Building Capacity	Frequency	Percentage
YES	877	73.1
NO	274	22.8
I don't Know	49	4.1
Total	1200	100

Source: Fieldwork, 2022



4.3 Discussion of Findings

Human resource management is difficult and challenging since employees seldom adjust nor freely accept the corporate goals. Employees have interests, ambitions, wants, and preferences that impact their behavior at work, yet all these goals are occasionally at odds with the company's business goals. This is why the Human resource department of any organization employs capacity - building along with many other techniques in expanding the requirements of employees toward the organization's aims and objectives on a constant basis in order to reconcile these competing demands.

How does the Nigerian Air Force (NAF) recruitment help with capacity building?

Recruitment of employees into the NAF might be preceded by a review of the tasks they would be performing, although an employees of the company determines overall effectiveness. As a result, an effective employee hiring/selection process is critical to the development of a competent and skilled team. It is imperative to emphasize that, the Nigerian Defense Academy (NDA) is saddled with the responsibility of supplying standard military officers to the Nigerian Air Force (NAF), whilst the Nigerian Air Force is in charge of enrollment of DSSC/lower levels.

Generally, the recruiting procedure is either announced in a newspaper or online. By selecting and excluding incompetent individuals at an early stage, internet recruiting has improved the integrity of the first recruitment process, reducing the amount of applicants to a reasonable level. When the researcher sought to find out how the officers felt about the NAF recruitment process, majority of the respondent believed that the procedure was fair.

Meanwhile, information on how the Nigerian Air Force (NAF) recruitment help with capacity building revealed in Table 9. The result revealed that, 69.7% of the respondents believe that the “pre-training exercise” is indeed significant for junior officers because it prepares them for the job ahead. Majority of the respondents also affirmed that the “pre-training” exercise is more like an ‘initiator’ into the Nigerian Air Force (NFA). It must be added that, the respondents also alleged that those who have professional certificate or soft-skill learn faster than others. 23.4% of the respondents also believe that the “advanced training” also contribute to the capacity building initiatives of the military institution.

The results of this study correlate with those of a researcher who states that, the key goals of capacity building or training for new recruits are to provide new employees with the essential knowledge and abilities to achieve the company’s or organization’s intended goal. The objective of training an employee, according to the author, is for the employee to be better prepared and adapt to changes in the nature of his work and to broaden the trainee’s understanding of the society/organization in which he or she lives and develop him as a positive frame of mind, and to provide employees the flexibility to adjust their work schedules while still performing at a high level^{1,2}.

Is there any relationship between the human resource department and capacity building in the Nigerian Air Force?

In line with the second research question, the study needs to establish if there exist any relationship between the human resource department and capacity building in the Nigerian Air Force (NAF). The result was shown in Table 10. A total number of 832 representing (69.3%) out of 100 percent answered YES with (24.7%) representing 296 respondents saying

NO. The researcher is of the view that, there is a strong relationship between the human resource department and capacity building in the Nigerian Air Force (NAF). The findings of this research is a clear correlation with the research of the scholar who posit that there exist a relationship between increasing human resource capacity and improving employee job performance³.

What are the challenges of capability building in the Nigerian Air Force (NAF?)

The feedback from the surveys and interviews with pertinent stakeholders showed that numerous difficulties militate against HRM as well as capability building in the NAF. Insufficient budget and poor implementation of NAF HRM policy are among them. Poor coordination or insufficient training, decreased morale, and a lack of an efficient feedback are among the others. The result of the research indicate that (73.0%) of the respondents believe that funding is the major challenge of the institution. Results from the interview also confirmed that funding is a primary restriction impeding capacity building in the Nigerian Air Force (NAF). With this problem, it is difficult to undertake training programs talk less of conduction training in form of capacity building. As a result, insufficient financing has a detrimental influence on capacity development. The results of this study correlate with the findings of a scholar who emphasized that, adequate funding is indeed one of the impediments of capacity building⁴. It is also worth noting that the respondents indicated the lack of an efficient feedback system for monitoring and evaluating human resource policies and procedures. As a result, the lack of an efficient feedback system has a severe influence on NAF's production.

What are the strategies to mitigate the challenges of capacity building in the Nigeria Air Force (NAF)?

The strategies to mitigate the challenges of capacity building in the Nigeria Air Force was also considered in the research question. This result was shown in Table 13. The result revealed that 61.1% of the respondents believe that an investment in the capacity building programs and adequate funding will increase job performance of the junior workers. Human capital development necessitates the acquisition of knowledge, skills, and education.

The NAF Manual of Training and also Career Progression document AFP 248, is the guide for training in the Nigerian Air Force. The document stipulates that there are three levels of trainings for officers which are, the fundamental, intermediate as well as advanced for the different staffs of Air Forces Specialties (AFS) especially the aircrew. This remains in enhancement to Professional Military Education (PME), junior and senior command and team training courses as well as the defense management programs at National Institute of Policy and Strategic Studies or the National Defense College (NDC).

However, the Training Need Analysis (TNA) supposed to create the basis for sending out officers on courses; this was not the situation in the past as some personnel were sent on courses for which the advantage derivable could not be translated right into real job outcome. After getting the requisite ability or understanding on conclusion of training, some personnel continued to be in the offices they occupied before the training thereby rejecting the NAF the benefit to tap from the recently acquired skills and ability. Generally, posting of officers should be based on training and development. As a result, the study concludes that, a

properly implemented human resource policies and feedback mechanism will improve performance, accuracy, and quality management.

Endnotes

1. Amuno Joe, The effect of training on the on-the-job performance of graduates of the centre for Management Development in Nigeria. Unpublished Ph.D Thesis, University of Ibadan, 2019
2. Okoh Lucky and Onoriode Humphrey, The Need for Capacity Building in Human Resources Management Development in the Financial Institutions in Nigeria, International Journal of Innovative Finance and Economics Research 7(2), 2019, Pg 76-81
3. Emmanuel Erastus Yamoah, The Link between Human Resource Capacity Building and Job Performance, International Journal of Human Resource Studies, Vol. 4, No. 3, 2014, 139-146

4. Okoh Lucky and Onoriode Humphrey, The Need for Capacity Building in Human Resources Management Development in the Financial Institutions in Nigeria, International Journal of Innovative Finance and Economics Research 7(2), 2019, Pg 76-81

Chapter Five

Conclusion

5.1 Summary of Findings

The study was carried out to examine capacity building and job performance among junior officers of the Nigerian Air Force (NAF). The objectives of the study are to, determine how the Nigerian Air Force (NAF) recruitment help with capacity building, examine the relationship between the human resource department and capacity building in NAF, identify

the challenges of capacity building in the Nigerian Air Force (NAF) and how it affects the operation of the force and examine the strategies to mitigate the challenges of capacity building in the Nigerian Air Force (NAF). Although numerous research work has been done on capacity building and human resource management, but no research has been done on capacity building and job performance among junior officers in the Nigerian Air Force (NAF). Hence, this is the gap this research identified and filled.

In the second chapter of the study, some concepts such as capacity, capacity building, job performance, organizational performance and so on were examined from different perspectives. For example, the research defined capacity building as the procedure through which an individual, irrespective of gender, are equipped with the skills and information needed to operate successfully and effectively in their various fields. The theories used include, the Basic Needs theory propounded by Maslow in 1943 and the human capital theory which was propounded by Schulz but as developed by Becker in 1994. The human capital hypothesis suggests that training and education, both kinds of capacity development, increase worker productivity by imparting relevant knowledge and skills, hence improving employees' future wages by increasing their lifetime earnings. It asserts that training education is costly, but that it should be viewed as an investment because it is performed with the goal of boosting personal wages.

The study used mixed method of research. A mixed method is herein known to consist of both primary and secondary sources of data. The study relied on questionnaire-generated primary data for its analysis. For this reason, data were collected were on socioeconomic characteristics such as; sex, age, level of education, Marital Status, years of service and so on. However, secondary data were collected from articles, journals, reports and so on. The

Professional Military Education (PME) and the Training Need Analysis (TNA) were also used as secondary sources of data collection. Using a field survey approach and secondary analysis, the researcher conducted an exploratory study. The data collected were analysed using tables, frequency and percentage.

The fourth chapter of the research is on the discussions of the findings of the research. Hence, the study identifies the relationship that exist between the human resource department of the Nigerian Air Force (NAF), the challenges of capacity building in the Nigerian Air Force (NAF) and the strategies to mitigate the challenges of capacity building in the Nigerian Air Force (NAF). Data were gotten from a combination of junior, senior and middle officers. Indeed, the result revealed that, there is a strong relationship between the human resource department and capacity building. In addition, the results indicate that the NAF's primary capacity-building difficulties include a lack of funds, inadequate training and awareness, and a lack of feedback mechanisms.

5.2 Conclusion

The central focus of the research is to capacity building and job performance among junior officers of the Nigeria Air Force (NAF) in order to provide methods to solve the Service's HRM and capacity-building concerns. The study recognized that capacity building initiatives or programs is a significant technique for improving human resource management in the Nigerian Air Force (NAF). The study discovered that documents such as the Professional Military Education (PME) and the Training Needs Analysis (TNA), the NAF manual of training and career progression, AFP 248, and other relevant documents attempted to develop and enhance its officers for increased performance.

Inadequate implementation of human resource policy, insufficient financing, insufficient training, as well as a lack of feedback mechanisms are among the difficulties to capacity building noted in this study. It is also imperative to note that, the methods were intended to improve the chances of junior officers in the Nigerian Air Force developing their capacity. The federal government may ensure that the NAF receives at least 70% of its annual allocation to support its numerous junior officer capacity building initiatives. The Nigerian Air Force (NAF), for its part, may use capacity building to ensure strict adherence to its human resource regulations.

Improved employee training, increased employee understanding of the company's human resource policy, and the establishment of a feedback system for assessing and monitoring officers might all be implemented as soon as practical. The study therefore concludes that rigorous adoption of the proposed techniques will help the Nigerian Air Force increase capability. In the Nigerian Air Force (NAF), efficient and productive human resource management is fundamental to increased performance.

5.3 Recommendations

The study recommends that:

1. The federal government should launch as well as authorize at the very least 70 percent of Nigerian Air Force (NAF) yearly allocation for a period 5 years beginning from 2022 fiscal year. The accomplishment of three quarters of spending plan authorizations would certainly allow enhanced capacity building as well as human resource management in the NAF.

2. The Nigerian Air Force (NAF) must make sure rigorous conformity with human resource management policies via the promulgation of proper management regulations from 2022. The management of the NAF would certainly require to guarantee adherence to standards on human resource management plans.
3. The study also recommends that the leaders of the Nigerian Air Force should invest heavily on junior officer for policy continuation and personal development. The author belief that doing this will ensure continuity in the institution.
4. The Nigerian Air Force should develop feedback mechanism. This feedback system would certainly guarantee appropriate tracking of progression of junior officers in the institution.
5. It is also recommended that regular training should be conducted in all the department of the institution. Doing this will improve individual development and proficiency in the force.

5.4 Contribution to Knowledge

The research has helped to fill in some of the gaps in existing knowledge. Several studies on capacity development and job performance have been undertaken, but few, if any, studies on capacity building and job performance among junior officers in the Nigerian Air Force have been conducted (NAF). As a result, the goal of the research was to close a gap in the literature. The study's objectives are to evaluate how the Nigerian Air Force's (NAF) recruitment aids capacity building, investigate the link between the NAF's human resource department and capacity building, and identify the Nigerian Air Force's capacity building difficulties (NAF). The study is noteworthy because it adds to the body of knowledge on capacity building, job performance, and the development of officer morale, especially among junior officers.

However, because the world and workplace are always changing, it is critical to comprehend the function of training and development, which is one of the elements of capacity building that this study is based on.

5.5 Area of Further Research/Studies

The central focus of this research is to examine capacity building and job performance among junior officers of the Nigeria Air Force. Capacity building, human resource, and job performance are some of the research variables used to carry out the research. However, there is a need for further research/studies in this area. As a result, future research should concentrate on additional issues such as the impact of capacity building on organizational performance in the Nigerian Air Force (NAF). this research can be done in a particular state for easy access to data.

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