

CAPACITY BUILDING AND EMPLOYEE COMMITMENT IN RIVERS STATE CIVIL SERVICE

Oboma Nathan

bomsie01@gmail.com

Graduate Schools of Business, Ignatius Ajuru University of Education, Port Harcourt

Cite this article:

Oboma N. (2023), Capacity Building and Employee Commitment In Rivers State Civil Servic International Journal of Business Innovation and Sustainable Development, 1(2), 18-33.

Manuscript History

Received: 19 Jun 2023

Accepted: 17 Jul 20243

Published: 28 Jul 2023

Copyright © 2022 The Author(s).

This is an Open Access article distributed under the terms of Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND4.0), which permits anyone to share, use, reproduce an redistribute in any medium, provided the original author and source are credited.

ABSTRACT

In the Rivers State Civil Service, this research looks at the connection between employee dedication and capacity development. While affective commitment, normative commitment, and continuation commitment as measures of employee dedication serve as the criterion variable, the components of the predictor variable include training, employee mentorship, and work enrichment for capacity development. 2,496 workers from eight chosen parastatals in Rivers State made up the study's population. The Taro Yamene Formula was used to establish the sample size, which was 345 responders or participants. The questionnaire will be the tool utilized in this research to gather data. Using the Statistical Package for Social Sciences, descriptive statistics (mean, standard deviation, and percentages) were utilized to analyze the data, and basic linear regression analysis was employed to test the hypotheses (SPSS). The research assessed the connection between organizational commitment and capacity growth in the Rivers State Civil Services. It focused on the aspects of capacity development and how they relate to organizational commitment metrics. In the Rivers State Civil Services, it was discovered that organizational commitment and capacity growth had a substantial link. According to their findings, if capacity development is appropriately taken into account, it will help the organization become more inventive, adaptive, and competent, boosting its chances of survival. It was advised that businesses consider job enrichment as a long-term process rather than merely a one-time event or "fill the gap activity" based on the study's results.

Keywords: Capacity Building, Job Enrichment, Commitment, Civil Service, Employees



INTRODUCTION

The survival, growth, and effectiveness of organizations have become major causes of concern in today's business environment where competition is so fierce, change is quick, technology can be short-lived, and clients demand more high-quality goods and services at lower prices. Management of organizations are working extremely hard to achieve these goals. Since workers are now seen as the foundation of businesses and as instruments for taking them from where they are now to where they want to be in the future, businesses are now putting more focus on their development (Nwaeke & Obiekwe, 2017).

A better degree of service quality is something that firms of all kinds are discovering as an increasingly successful method to set themselves apart from their rivals, and that their workers dictate that dependency. Since workers are the most valuable resource in a corporate service, it is crucial to regularly connect with all service staff to gauge their level of job satisfaction since happy employees are more likely to satisfy consumers, which will help the business advance (Lee & Chen, 2013). Any service company's effectiveness mostly depends on the output of its staff (Imran et al., 2014).

In other words, workers are one of an organization's most valuable resources. This is because corporations need people to carry out their daily operations, and there is little or nothing they can accomplish without them. It is now the workers' job as well as that of the company's owners or executives to maintain their position in this cutthroat environment (Oke & Olughor, 2014). As a result, every firm now places a high priority on employee dedication.

The rigorous identification of essential jobs that contribute differently to the organization's ongoing competitive advantage in the global arena is central to the idea of employee commitment. Success in today's competitive market relies more on organizational human resources and highly involved capacity development methods than it does on advantages related to economies of scale, technology, and patents (Quresh et al., 2010). The difficulty they have is how to fundamentally modify their worldview regarding how to get employees motivated via training, which they sorely need for their success. They presumably recognize that people are the foundation of every organization's success.

The amount to which workers commit to something or someone in their company, how hard they work as a consequence of that commitment, and how long they remain as a result are all considered to be measures of employee commitment. According to research, the most significant factor influencing employee commitment is the relationship between a worker's position and organizational strategy, particularly their awareness of how crucial their position is to the company's success. Employee commitment is a complicated idea, and several factors may affect how engaged employees are. As a result, there are several strategies to encourage involvement and no one "kit" that works for all businesses. Although every organization may have a different definition of employee commitment, the flexibility of approach that works best for each particular company will ultimately be the key to successful engagement.

In today's cutthroat corporate environment, employee devotion has emerged as a crucial success factor. Additionally, the level of staff devotion may determine an organization's success. Commitment is a critical factor in customer satisfaction, brand reputation, and shareholder value. It also has the ability to have a substantial impact on staff retention, productivity, and loyalty. Organizations are now teaching their workers to set the agenda for employee dedication and commitment in order to obtain a competitive advantage (Robert et al., 2015).



Training and keeping dedicated personnel is essential for organizational success in today's competitive climate because committed people work harder and complete their jobs with devotion and passion (Ivancevich et al., 2013). The goal of employee commitment-based capacity development practices is to strengthen an organization's ability to be more effective in attaining strategic goals. When every person understands his role and accountability for the results connected to his performance, the company may be strengthened. Huber (1991), Cohen et al. (1995), Hirsch & Carter (2002), Lopez Cabrales et al. (2009), Macgregor et al. (2010), and Ployhart et al. (2004) are just a few of the many researchers that have demonstrated a great deal of interest in the impact of capacity development on worker and organizational performance. The link between capacity development and worker productivity is a hot topic of controversy, according to a larger body of research on the topic (Kuvaas & Dysvik, 2009). The topic is receiving more attention since it is important to organizational growth. As a result, capacity building has been seen as crucial to both organizational growth and job productivity. The formal school system "does not effectively supply specialized work skills for a position in a particular firm," is one of the compelling defenses.

An company should strive to retain its talented and creative staff members if it wants to increase its effectiveness. A corporation may combine several capacity-building techniques to manage its human resource system. When properly implemented, capacity development methods improve an organization's internal capacities to handle whatever issues it may encounter in the present or the future. Effective capacity-building strategies also invigorate the workforce. Hard effort may result from the dedication and drive developed via effective training procedures. The culture that has been established in this way may contribute to the organization's capacity to govern itself and not only deal with external instability (Drucker, 2013). Businesses must develop long-term commitment if they want to keep their workforce (Burbach & Royle, 2010).

Organizations throughout the globe have realized that their workers' knowledge, skills, and talents are a significant source of competitive advantage in a period of increased globalization and escalating rivalry (Vaiman, Scullion, & Collings, 2012). Employee commitment has become a critical strategic problem in this environment. Significant investigation has been focused on the link between employees' dedication and improved performance (Boudreau & Cascio, 2012). Understanding the obstacles to employee commitment in businesses is important because they might one day serve as a catalyst for its adoption and application. In order to help managers compete on a global basis, a good platform is required to show what effective employee engagement looks like (Foreword, 2013).

It is impossible to overstate the value of capacity development inside a company. According to Nwachukwu (2000), the daily technological advancements have made the knowledge and techniques of today useless for the tasks of future. Therefore, management must assist staff in gaining the knowledge, abilities, and self-assurance needed to support the survival, expansion, and acquisition of a competitive advantage over rivals for their firms. According to Josan (2013), human capital may affect both the economy's added value via direct involvement in the manufacturing process and growth rate through its ability for innovation. Naturally, having a robust human capital base makes this feasible. According to Oforegbunam and Okorafor (2010), the development of organizational capacity has become a crucial barometer of competitiveness among corporate organizations and has assisted in the creation of the strategy plan for such firms. According to Josan (2013), who provided support for this claim, an organization's human capital—the resources held by its employees—can contribute to competitiveness and high



productivity if management knows how to develop the resources and recapitalize them by placing them in an advantageous internal context.

The main goal of capacity development is to allow enterprises to optimize the quality of their human resource by enhancing and expanding staff capabilities. To increase worker competency, which is essential to an organization's efficiency, multiple capacity development initiatives must be used by the businesses. Building capacity has a favorable impact on organizational performance. On the other side, capacity building has a crucial role to play in enhancing businesses and their workers' ability to fulfill their business objectives by offering strategies, training and development, organizational growth, and chances.

Human resource specialists will only be able to spark strategic change in this new age of capacity building if they comprehend how the various capacity building components are related to one another. Building capacities translates into organizational survival, as was emphasized. As a result, an organization's capacity development practices will play a big part in ensuring its longevity. Unfortunately, a lot of managers continue to be preoccupied with the old sources of competitive advantage and choose to ignore this harsh reality.

Employees' opinions of what is fair are shaped by the civil service capacity development systems, regulations, and procedures, and they are more prone to exhibit unfavorable work attitudes. (2004) Peccei; Edgar & Geare (2005). Organizational capacity development practices have an impact on staff members' stress levels and work satisfaction. Peccei (2004).

Employee motivation is strategically tied to capacity building activities including team deployment, human resource planning, training and development, performance career management, mentorship, and employee participation. Papazis and other (2005). This highlights the link between capacity development strategies and staff job satisfaction. According to Jaet and Sayeedduzzafar (2004), an organization's workers work harder and report higher job satisfaction when its human resource policies are well-organized and acceptable. Additionally, it encourages efficiency, inspires staff, and boosts employee performance, enhancing staff productivity and job satisfaction. Memon (2010). Effective capacity development strategies are essential for ensuring public workers' competence and job satisfaction. Prior empirical investigations shown that the successful and complete adoption of various capacity development strategies, empowers people and favorably improves their performance. Chen et al., Shalizad et al (2009). In light of this, the government's strategic civil service, which employs a sizable number of people in Rivers State, must develop capacity-building strategies that will increase employee job satisfaction for peak performance.

Among other beneficial organizational outcomes, capacity development has been demonstrated to positively correlate with organizational survival (Obiekwe, 2012), improved corporate performance (Ndu, 2009), and corporate effectiveness (Olufemi, 2009). Therefore, it suggests that the only people who qualify as human capital are those who possess the necessary knowledge, morals, and individuality. Generally speaking, capacity building refers to the development efforts an organization makes to equip and advance the talents, skills, competences, information, and creative capacities of its personnel. It also comprises of all the actions made by a person to improve his talents, competences, knowledge, and expertise in order to successfully complete duties at work. Therefore, it is crucial that human capital continues to grow. The development of these skills via training has become a top priority in developing the strategic plan of business organizations since human capacity has become a crucial indicator of competitiveness in the business world. Without a question, businesses are today more than ever



realizing the value of investing in their staff. Organizations are starting to realize that they need to put more attention on the training and development of their employees if they want to survive and accomplish their objectives in the current global business climate.

Lack of a well-structured capacity development and staff retention program is the most persistent issue facing the majority of enterprises today. The demand for capacity development programs to promote staff retention in most firms has increased as a result of this. From the aforementioned, it can be seen that many academics have determined the importance of capacity development to organizations and their effectiveness. Given the above, organizations are urged to maximize the development of their staff in order to increase their effectiveness. Enhancing an employee's performance, knowledge, and competence in their current role is referred to as capacity development.

Because this has been shown to aid individuals in their existing jobs and help fulfill current performance criteria by concentrating on particular skills necessary for the current demand, it is crucial that firms provide systematic training and capacity building programs for their employees. Its advantages may last a person's whole career and aid in preparing them for future responsibilities (Hassan, 2011). According to Bowra (2011), successful companies are aware of the factors that influence an organization's performance and must be taken into account. In a similar line, Tharenou et al. (2007) said that capacity development aids in the success of businesses. Houser (2006) said that administrators of various institutions should acquire the abilities they need to advance in their careers and show dedication to their work. One may expect to find a wide variety of capacity development programs in a typical public service organization, spanning all divisions (Eshun, 2011). This study's main objective is to investigate the connection between employee commitment to the public service in Rivers State and capacity development.

Objectives of the Study

The study's major goal is to investigate the connection between employee commitment and capacity growth in the Rivers State Civil Service. The study's particular goals are to:

1. The nature of the connection between employee training and emotional commitment should be determined.
2. Determine how employee mentorship and normative commitment are related.
3. Consider the nature of the connection between commitment to continued employment and work enrichment.

Research Questions

Based on the study's goals, the following research questions were developed for the study:

1. How do employee training and emotional commitment relate to one another?
2. How do employee mentorship and normative commitment relate to one another?
3. How do job enrichment and commitment to staying in a job relate to one another?

Hypotheses

The following null hypotheses were formulated to guide the study

H₀₁: There is no significant relationship between employee training and affective commitment.

H₀₂: There is no significant relationship between employee mentoring and normative commitment.

H₀₃: There is no significant relationship between job enrichment and continuance commitment.



METHODOLOGY

Research Design

A survey was used as the research methodology. Since the study's population is the only thing it is interested in characterizing, a survey design was used.

Population of Study

As of the time of this research, 2,496 workers from eight chosen parastatals in Rivers State made up the study's population.

Samples Size and Sampling Techniques

We weren't able to reach the full state's population due to resource limitations and the accessibility issue. Using the Taro Yamene Formula (Yamene as given in Udeze, 2005) with a 95% confidence level, a sample size of 345 respondents or participants was employed in this investigation.

$$n = \frac{N}{1 + N(e)^2}$$

- Where n = Sample Size
- N = Population
- e = Level of Significance (0.05)
- 1 = mathematical constant

Below is application of Taro Yamene formula for the study population under investigation.

$$n = \frac{2496}{1 + 2496(0.05)^2}$$

$$n = \frac{2496}{1 + 2496(0.0025)}$$

$$n = \frac{2496}{1 + 6.24}$$

$$n = \frac{2496}{7.24}$$

$$n = 345$$

In this research, respondents were chosen at random using a simple random sampling procedure based on their availability and desire to engage in the survey. The sample for the research was chosen using a lottery system. The sample sizes reported above were dispersed across the parastatals since the research was conducted in many parastatals. The formula for Bowley's population allocation was used.

Table 3.2: Sample Distribution of the Parastatals

| S/N | Parastatals | Population of each Ministry | Sample size of each parastatals $n (n)$ $n = \underline{\hspace{2cm}}$ |
|-----|---|-----------------------------|--|
| 1 | Rivers State Internal Revenue Service | 328 | 45 |
| 2 | Rivers State Newspaper Corporation | 480 | 66 |
| 3 | Rivers State Pension Board | 322 | 45 |
| 4 | Local Government Service Commission | 289 | 40 |
| 5 | Rivers State Senior Secondary Schools Board | 322 | 45 |
| 6 | Rivers State Waste Management Agency | 218 | 30 |
| 7 | Rivers State Bureau on Public Procurement | 246 | 34 |
| 8 | Rivers State Civil Service Commission | 291 | 40 |
| | TOTAL | 2496 | 345 |

Validity of Instrument

The study's questionnaire was modified by managers and management science specialists, who also took into account their feedback from the measurement and evaluation department.

Reliability of Instrument

In order to collect the desired data, the researcher adjusted the questionnaire after conducting a pilot study in the state's civil service, which was separate from the main study. The questionnaire's dependability was positively indicated by the acquired Cronbach's alpha, which was 0.74 for the total replies. Below is a table that illustrates this.

Method of Data Analysis

The information gathered in the field was arranged in accordance with the study's variables. In order to evaluate the hypotheses, the Spearman rank correlation coefficient was employed to analyze the data in a systematic manner using SPSS.

RESULT

H₀₁: There is no significant relationship between employee training and affective commitment.

Table 4.21 Relationship between Employee training and Affective commitment.

| Variable | Mean | SD | rho | N | P-value | Remark |
|----------------------|--------|--------|---------|-----|---------|---------------------|
| Employee training | 3.2692 | .63294 | 0.693** | 322 | 0.000 | Strong relationship |
| Affective commitment | 3.2457 | .61147 | | | | |

Source: Field Survey, 2021(Based on results from SPSS, v.26 Output)

According to the aforementioned table, staff training is used to a high degree and affective commitment to the businesses is to a moderate amount ($x = 3.26$; $SD = 0.632$). The chart also shows the connection between emotional commitment and staff training. Given that the



computed correlation coefficient (ρ) is 0.693 and $p=0.000$, it is clear that employee training and affective commitment in the Rivers State Civil Service are strongly positively correlated. The alternative hypothesis, that there is a substantial association between employee training and emotional commitment in the Rivers State Civil Service, is rejected since the p -value of 0.000 to 0.05 indicates a significant relationship.

H₀₂: There is no significant relationship between Mentoring and normative commitment in Rivers State Civil Service..

Table 4.25 Relationship between Employee training and Normative commitment

| Variable | Mean | SD | Rho | N | P-value | Remark |
|----------------------|--------|--------|---------|-----|---------|--------------------------|
| Mentoring | 3.2850 | .48232 | | | | |
| Normative commitment | 3.2264 | .50492 | 0.874** | 322 | 0.000 | Very strong relationship |

Source: Field Survey, 2021(Based on results from SPSS, v.26 Output)

It can be seen from the above table that businesses' normative commitment ($x = 3.22$; $SD = .504$) and usage of mentoring ($x = 3.28$; $SD = 0.48$) are both high. The chart also shows how mentorship and normative commitment relate to one another. Employee training and normative commitment in the Rivers State Civil Service are strongly positively correlated, according to the estimated correlation coefficient (ρ), which was given a value of 0.874 and a significance level of 0.000. The alternative hypothesis, which claimed that there is a substantial association between mentoring and normative commitment in the Rivers State Civil Service, was rejected since the p -value of 0.000 to 0.05 indicates a significant relationship.

H₀₉: There is no significant relationship between Job enrichment and continuance commitment in Rivers State Civil Service.

Table 4.30 Relationship between Job enrichment and Continuance commitment

| Variable | Mean | SD | rho | N | P-value | Remark |
|------------------------|--------|--------|---------|-----|---------|---------------------|
| Job enrichment | 2.9941 | .64696 | | | | |
| Continuance commitment | 3.0674 | .59943 | 0.747** | 322 | 0.000 | Strong Relationship |

Source: Field Survey, 2021(Based on results from SPSS, v.26 Output)

As can be seen from the above table, job enrichment ($x = 2.99$; $SD = 0.646$) and firm continuation commitment ($x = 3.067$; $SD = .599$) are both utilised to varying degrees. The chart also shows the relationship between devotion to sticking with a job that is enriching. Given that the computed correlation coefficient (ρ) is 0.747 and $p=0.000$, it is inferred that job enrichment and commitment to continued employment in the Rivers State Civil Service are somewhat positively correlated. The alternative hypothesis, according to which there is a strong association between job enrichment and continuing commitment in the Rivers State Civil Service, was rejected since the p -value of 0.000 to 0.01 shows a significant relationship.

Discussion of Findings

The following discussion includes the study's findings:

In the private Rivers State Civil Services, the research discovered a strong correlation between organizational commitment and personnel training. This suggested that staff trainings significantly affect the study population's levels of organizational commitment. It is in line with the findings of several research on how staff training affects corporate commitment. According to McElroy (2001), offering extensive staff training programs may boost organizational



commitment for a number of different reasons. The first benefit is that it enables the firms to draw in a bigger pool of candidates for selective hiring. Second, regular training shows how much a firm appreciates its employees, which boosts their sense of significance and self-worth. According to the statistical evidence supporting the hypothesis about mentoring and organizational commitment, there is a clear link between mentoring and emotional, normative, and continual commitment. According to Meyer and Allen (1997), workers who remain with a company out of obligation or because they have no other option do not do so with the same zeal and commitment as those who choose to remain. This is further corroborated by a study conducted by Arnold, Barling, and Kelloway (2001), who also said that effective mentoring increases commitment, trust, and teamwork. This suggests that leaders that provide guidance, support, and pay attention to followers' particular needs will increase their followers' degree of organizational commitment (Kent & Chelladurai, 2001).

Job enrichment programs were shown to be favorably linked with the measures of organizational commitment, according to the hypotheses assessing them. This suggested that the availability of work enrichment and development resources inside a company inspires staff to adopt a positive outlook, strengthens organizational commitment, and gives them a competitive advantage (Dias & Silva, 2016). According to researchers, companies that invest in their workers' jobs are more appealing to both current and future employees (Egan, Yang & Bartlett, 2004). According to Alamri and Al-Duhaim (2017), it is challenging to quantify the causal link between job enrichment and organizational success. According to Blundell et al. (1999), "the influence of job enrichment on firm performance has not been well assessed due to a lack of sufficient data and methodological challenges, and estimations of the impact of job enrichment on productivity are prone to broad ranges of uncertainty." Alsamman, Aldulaimi, and Alsharedah (2016) recommend that businesses investigate the impact of job enrichment on organizational commitment, which is positively correlated with organizational success, given that HRM practices have an impact on employee attitudes and behavior.

Conclusion

The research assessed the connection between organizational commitment and capacity growth in the Rivers State Civil Services. It focused on the aspects of capacity development and how they relate to organizational commitment metrics. In the Rivers State Civil Services, it was discovered that organizational commitment and capacity growth had a substantial link. According to their findings, if capacity development is appropriately taken into account, it will help the organization become more inventive, adaptive, and competent, boosting its chances of survival. In essence, there was a strong, substantial correlation between the organizational commitment factors and the capacity development variables. This implies that the organization will have access to the numerous survival strategies to use if every area of capacity development as reviewed in this research is correctly managed.

Recommendations

On the basis of the study's results, the following suggestions were made:

1. Organizations must consider job enrichment as a long-term process rather than merely a one-time occurrence or "fill the gap activity."



2. Businesses should strive to spend money on staff education and training that will not only help them keep their core competencies but also improve their flexibility and innovativeness.
3. Since dedicated workers are the most sought-after, Private Rivers State Civil Services should make an effort to develop and maintain effective mentoring methods within their companies.

References

Adeniyi, O.I. (1995). *Staff training and development*. Maltho use Press Ltd.

Aguinis, M., & Kraiger, K. (2009). Benefits of training and development for individuals and teams, organisations, and society. *Annual Review of Psychology*, 60, 45-474

Amin, D. (2014). Talent management at homeland security: A corporate model suggests a recipe for success. *Employment Relation Journal*, 9(6), 7-12.

Barlett, D. (2001). A vertical dyad linkage approach to leadership within formal organisations: A longitudinal investigation of the role making process. *Organisational Behaviour and Human Performance*, 13(1), 46–78.

Boudreau, C., & Cascio, E. (2012). *Human Resource Fundamentals in Employee Engagement*. (5th ed). Kogan Page Publishers.

Bowra, J. (2011). Reviewing the relationship between human resource practices and psychological contract and their impact on employee attitude and behaviours. *Journal of European Industrial Training*, 33(1), 4-31.

Burbach, R. & Royle, T. (2010). Talent commitment on demand. Talent commitment management in the German and Irish subsidiaries of a US multinational corporation. *Journal of Personnel Review*. 3(9), 89-110.

Cohen, A. R., Fink, S. L., Gardon, H., & Willitts, R. D. (1995). *Effective behaviour in organizations: Cases, concepts and student experiences*. Irwin McGraw Hill.

Cohen, W.M., (1983). Absorptive capacity: A new perspective on learning and innovation. *Administrative Science Quarterly*, 3(5), 147-160.

Dessler, B. (2007). Changing the mindset, the training myth and the need for world-class performance. *International Journal of Human Resource Management*, 12(4), 586-600.

Drucker, P. F. (2002). *They're not employees, they're people*. Harvard Business Review.

Edgar, D. & Geare, N. (2005). Work system design to improve the economic performance of the firm. *Business Process Management Journal*, 14(3), 432- 446.



- Fajana S. (2002). *Human resources management: An introduction*. LoboIn and Co. Lagos.
- Foreword, (2013). Evolving Public Administration in South Africa. *African Journal of Public Administration and Management*, 8(5), 13-22.
- Garavan, T.N., (1997). Interpersonal skills training for quality service interactions. *Industrial and Commercial Training*, 29(3), 70-77.
- Gubbins, H. Aguinis, M., & Kraiger, K. (2006). Benefits of training and development for individuals and teams, organizations, and society. *Annual Review of Psychology*, 60, 45-474.
- Hirsch, K., & Carter, P. (2002). Fit, equifinality, and organizational effectiveness: A test of two configurationally theories. *Academy of Management Journal*, 36(6), 1196-1250.
- Huber, G.P. (1991). Organizational learning: The contributing processes and the literatures. *Organization Science*, 2(1), 88-115.
- Imran, A., Lau, D., & Murnighan, K. (2014). *Financing universities in developing countries*. Falmer Press.
- Ivancevich, J., Konopaske, R. & Matteson, M. (2013). *Organizational behavior and management*. McGraw-Hill Higher Education Press.
- Jaet, L. |& Sayeedduzzafar, G. (2004). A study of the drivers of commitment amongst nurses; The salience of training, development and career issues. *Journal of European Industrial Training*, 32(7), 528-568.
- Josan, L. J. (2013). Human capital and organizational effectiveness. *Manager Journal*, 17(1), 39-45
- Kuvaas B. & Dysvik A. (2009). Perceived investment in employee development, intrinsic innovation and work performance. *Human Resource Journal*, 19(3), 217- 236.
- Lee, C., & Chen, J. L. (2013). Joint effects of group efficacy and gender diversity on group cohesion and performance. *Applied Psychology*, 53(1), 136-154.
- Lopez-Cabrales, A., Pérez-Luño, A., & Cabrera, R. V. (2009). Knowledge as a mediator between HRM practices and innovative activity. *Human Resource Management*, 48(4) 485-503
- MacGregor, S. P., J. Fontrodona, J. Hernandez (2010). *Towards a sustainable innovation model for small enterprises*. Sage.



- Memon, A. (2010). Commitment in organizations: A normative view. *The Academy of Management Review*, 7(3), 418-428.
- Nadler, R. (2012). The measurement of human capital and its effects on the analysis of financial statements. *International Journal of Management*, 20(4): 470-478.
- Ndu, E.C., (2009). *Human capital development and corporate performance: A study of selected construction companies in river state*, Nigeria. [Unpublished Thesis], Department of Management, University of Port Harcourt, Nigeria.
- Nwachukwu, C.C., (2000). *The challenges of managing in Nigerian work environment; the human resources factor*. Sage.
- Nwaeke, L.I. & Obiekwe, O. (2017). Impact of manpower training and development on organizational productivity and performance: A theoretical review. *European Journal of Business and Management*, 9(4), 154-159.
- Obiekwe, O. (2010). *Human capital development and organizational survival in Nigerian banking industry*. [Unpublished Thesis], Department of Management, University of Port Harcourt, Rivers State Nigeria.
- Oforegbunam, T.E. & Okorafor, G.F. (2010). Effect of human capital development on the performance of small and medium scale enterprises in the South Eastern Region of Nigeria. *Journal of Sustainable Development in Africa*, 12(8): 49-58.
- Oke, F. & Olughor, S. (2014). Human assets and management dilemmas: Coping with hazards on the road to resource-based theory. *Academy of Management Review*, 22, 374-402.
- Olufemi, A.J., (2009). Human capital development practices and organizational effectiveness: A focus on the Nigerian banking industry. *Journal of Social Sciences*, 6(4), 194-199.
- Papazis, K. Marescaux, E., De Winne, S., & Sels, L. (2005). HR practices and HRM outcomes: The role of basic need satisfaction. *Personnel Review*, 42(1), 4-27.
- Peccei, R. (2004). The Antecedents of Employee Commitment to Customer Service: Evidence from a UK Service Context. *International Journal of Human Resource Management*, 8(1), 66-86.
- Ployhart, R. E. (2004). *Organizational staffing: A multilevel review, synthesis, and model*. Elsevier.
- Quresh, T. M., Akbar, A., Khan, M.A., Rauf, A. & Sheikh, S.T, (2010). Impact of human resource management practices on financial performance of banks. *Journal of Business Management*, 4(3), 1112-1124.



-
- Robert, L., Mathis, H., Jackson, R. & Patricia, A. (2015). *Human resource management*. Cengage Learning Press.
- Sisson, G. & Storey, R. (2000). An investigation of information systems project failure and its implication on organizations. *International Journal of Services Technology and Management*, 5(1), 25-41.
- Tharenou, P., Singh, R., & Ragins, B. R. (2007). Who gets a mentor? A longitudinal assessment of the rising star hypothesis. *Journal of Vocational Behaviour*, 74(1), 11-17.
- Vaiman, V., Scullion, H. & Collings, D.G. (2012) Talent management decision making. *International Journal of Current Research*, 8(5), 57-99.