

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Capacity building and development must be based on a need analysis derived from a comparison of “actual performance” and behavior with “required performance” and behavior. Capacity building and development is one of the major ways organization invests in the workforce for greater return today and even in the foreseeable future (Williams, 2007)

Organizational effectiveness rests on the efficient and effective performance of workforce that makeup the organization. The efficient and effective performance of the workforce in turn, rest on the richness of the knowledge, skills and abilities possessed by the workforce. Capacity building and development in most organizations is a continuous act/exercise. The inexorable march of time and the ceaseless glamour for social change combine to make adaptability and continuing preparation of the workforce as inevitable as the initial acquisition of knowledge and skills. This cannot happen if employees’ capacity building and development do not occur in an enterprise. In order to maximize the productivity and efficiency of the organization, every executive, manager or supervisor in a public or private organization has the responsibility and indeed the bounding duty to ensure the development of their employees who have requisite knowledge and expertise (Dada, 2004)

Capacity building is like sharpening an existing skill in order to reflect the trends in technology and other social –cultural environmental changes of an organization. Productivity is the goal of today’s competitive business world and capacity building can be a spring board to enhance productivity. The aim is to enable them contribute their full measure to the welfare, health and development of the organization (Onah 2007). The main objective of capacity building and development in FRSC is to increase efficiency of employees with

the resulting increase in corporate productivity. This accounts for why a large number of fund and time is expected by organization at one period or the order in the improvement of the skills of their employees at various levels.

The principal intention of capacity building according to Akinola (2007), is to equip people with the knowledge required to qualify them for a particular position of employment, or to improve their skills and efficiency in the position they already hold.

Manpower development on the other hand, implies growth and the acquisition of wide experience for future strategic advantages of the organization. Capacity building and development therefore, improves the effectiveness and efficiency of the employee. Therefore, the aim of this research is to know the current state, nature, procedure and method of capacity building and development used by the Guaranty Trust Bank for their employees and let's not forget that any organization that has no plan for the capacity building and development of its staff is less than dynamic for learning is a continuous process and acquired skills get obsolete when the environment changes. Also, a popular caption in the field of personnel management says, "If you think capacity building and development are expensive try ignorance". While capacity building and development prosper organization, ignorance destroys it. Therefore, workers like machines must be updated on constant basis or else, they end up becoming obsolete or misfit (Muhtar, 2007)

The development of indigenous manpower to serve as the propelling force for national growth and development is no doubt a key to Nigeria's socio-economic and political development (Ake 2009). This is quite indispensable considering the argument of the concept of transfer of technology as a propelling force for the development of the developing countries of which Nigeria is one (Ake 2009).

However, it is important to state that the lack of adequate emphasis on manpower development as a tool for development in Nigeria on the part of

government as well as the organized private sector could not be far-fetched from the lack of understanding of both the concept and methods for manpower development in a post-colonial Nigerian State in which the process of human resource development for national growth was distorted by colonialism with the attendant negative orientation that was injected into political leadership (Ekpo 2009). Thus, manpower development became an elitist design that was geared to favour capitalist mode of production in which labour was relegated to the background among the factors of production.

1.2 Statement of the Problems

The challenge of human capital development for developing nations is daunting. This is in consideration of how far ahead the rest of the world is and the enormous efforts and resources required of them to catch up. Nigeria's high population, vast socio-cultural diversity, yet-to-mature political culture and the great hope repose on her to emancipate the black-race, makes the challenge even more critical for us. The good news however, is that there is cause for great optimism because the nation has more than enough human capital potentials to surmount the challenge if harnessed, activated and effectively channeled.

This research as it deals with the capacity building and development of employees in FRSC is intended to find out the efficiency and effectiveness of capacity building and development programme in FRSC. For this reason, it encounters numerous problems which range from:

- 1) Lack of qualified instructors and consultants to undertake capacity building courses,
- 2) Lack of essential capacity building tools, to
- 3) Lack of effective communication within the organization which makes it impossible for most employees to know about capacity building opportunities available to them.

1.3 RESEARCH QUESTIONS

- 1) What is the role of capacity building to FRSC employees' effectiveness?
- 2) What are the challenges militating against capacity building in the

Public sector?

- 3) To what extent has government been able to enhance capacity building in Nigeria?
- 4) What are the benefits and prospects of capacity building on organizational Performance in FRSC?

1.4 Objectives of the Study

The Broad objective of the study is to examine the impact of capacity building on operational capabilities of public sector organization, case study of Federal Road Safety Corps.

The specific objectives are;

- i. To evaluate the impact of capacity building in FRSC Nigeria.
- ii. To highlight the challenges facing organizational performance and capacity building in FRSC Nigeria
- iii. To examine the benefits and prospects of capacity building on organizational performance in FRSC Nigeria.
- iv. To proffer possible policy recommendations

1.5 Statement of Hypothesis

The hypothesis of the study is stated below:

Hypothesis 1

Ho: Capacity building does not contribute positively to organizational performance in FRSC Nigeria

Hi: Capacity building contributes positively to organizational performance in FRSC Nigeria.

Hypothesis 2

Ho: There is no significant relationship between Human Capital Training and organizational performance in FRSC Nigeria

Hi: There is a significant relationship between Human Capital Training and organizational performance in FRSC Nigeria

1.6 Significance of the Study

The research will be beneficial to all service organizations especially FRSC, Abuja and their staff as it emphasized the need and encourage the establishment of policy guidelines on the efficient and effective capacity building and development programme.

It will help managers of various organizations to generate ideas and solution to problems based on the best way to run capacity building in their organization in order to achieve desired goals and objectives.

It will equally be useful to small scale business, large corporations, universities, college of education and to the government. It will also help researchers to know more about capacity building programme as a tool for improving employees' performance.

Finally, it will be of great value to students as a point of reference and will equally form the basis for further research study.

1.7 Scope and Limitations of the Study

This study covers the impact of capacity building on operational capabilities of public sector organization, case study of Federal Road Safety Corps Nigeria from 2007 to 2014. The basis for the case study is to show whether there have been any significant contribution of capacity building on organizational performance in FRSC Nigeria from 2007 to 2014.

The main limitation of this work is the time frame and other limitations are stated below:

1. **Time Constraint:** it should be noted the period given is not adequate for a study of this magnitude and also a high demand nature of other academic engagements would affect the quality of this research. For this reason the study has to be limited to some specific areas.
2. **Availability of Relevant Materials:** the problem of getting the relevant textbooks, journals and other materials might pose as a threat to the quality of this research.

3. **Finance:** the non-availability of finance for countless trips to collect data and meet certain obligation as at when due may contribute to the quality of this research work.
4. **The Problem of Collecting Information:** organizations and individuals usually characterized by the fear of diverging sensitive information to outsiders. Hence, the quality of the project may be affected by unavailability of some vital data from the respondents to some extent but total co-operation is being anticipated from our respondents.

1.8 Definition of Terms

Capacity: Planned development of (or increase in) knowledge, output rate, management, skills, and other capabilities of an organization through acquisition, incentives, technology, and/or training.

Organization: A social unit of people, systematically structured and managed to meet a need or to pursue collective goals on a continuing basis. All organizations have a management structure that determines relationships between functions and positions, and subdivides and delegates roles, responsibilities, and authority to carry out defined tasks. Organizations are open systems in that they affect and are affected by the environment beyond their boundaries.

Performance: The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract

Productivity: The amount of output per unit of input (labor, equipment, and capital). There are many different ways of measuring productivity. For example, in a factory productivity might be measured based on the number of hours it takes to produce a good, while in the service sector productivity might be measured based on the revenue generated by an employee divided by his/her salary

1.9 Organization of the Study

This study is planned in such a way that it consist of five chapters. Chapter one consists of introduction, statement of the problem, objectives of the study, statement of hypothesis, significance of the study, scope and limitations of the study.

Chapter two of this study consists Literature review, theoretical framework, conceptual framework, the effect of capacity building, scope and forms of capacity building, focus of capacity building for service delivery, challenges to effective capacity building, Nigerian effort at capacity building and theoretical framework. Chapter three contains the research methodology chapter four contains the data analysis and Interpretation while chapter five will highlight the summary, conclusion and recommendation.

CHAPTER TWO

2.1 LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.2 Conceptual Framework

The conceptual framework of this research is geared towards having a proper understanding of the concept capacity building and also relate it to the concept development of manpower. Although both concepts could be used interchangeably, it is important to accentuate that the concept capacity building could be defined as “the existence of unskilled and/or skilled humans that need capacity building or re-capacity building to perform specific task in society” (Ekpo 2009).

Thus, capacity building could be seen as organizational specific. This is because it is largely a function of organizational manpower need or job specification. That is, it could be viewed as the adaptation of the human resources available in the country to the needs, objectives and orientation of a given organization.

Conversely, the concept development of manpower could be viewed as a concept which is generic because of its focus on turning out human resource that is needed for the development of the State (Drucker 2009). As a result, development of manpower views man as the most important asset in the society (Chalofsky and Reinhart 2008; Ekpo 2009; Drucker 2009; Muchinsky 2004).

2.2.1 Tools for Capacity building in Organizations

The tools and methods for capacity building in organizations differs, and it is largely determined by the objectives of organizations, the idiosyncrasy of management staff or the chief executive, the organizational policy, as well as the organizational environment to mention a few. Thus, it is a common feature to see methods for capacity building varying from one organization to the other, just as a given organization can be tailored at adopting different methods at different times or a combination of techniques at the same time.

Capacity building and development improves employee abilities to perform the tasks required by an organization. It, according to Graham (2005), has the important dual function of utilization and motivation. Organization, have a stake in developing the careers of their employees so that the employees can be retained while their performance becomes more effective and efficient.

Walker(2006) opined that “in the 2004s and beyond, organization will invest more, not less in efforts to retain, train and develop talent.” Capacity building and develop is a tool employed by organization to equip their workforce to the accomplishment of set goals and objectives. The internal structure of an organization is made up of socio-technical arrangements which are deliberately designed to achieve the objectives of that organization by doing the right thing at the right time and in the right measure.

Capacity building and development in FRSC therefore focuses on the objective of equipping the personnel in the service from the point of their recruitment to that of retirement, so that manpower be kept constantly ready not only to provide improved living conditions for Nigerians, but also set the machinery for achieving accelerated growth and development within the country. Capacity building and development is essential to the existence and survival of organization. Olowu (2005) supports this school of thought as he points that human resources capacity building and development enables civil servants (employees) to acquire the relevant professional skills and knowledge for effective performance. It was drucker (2006), who said that a good organizational structure itself does not guarantee good performance. It is

human resource capacity building and development that equips civil servants with the relevant professional skills and knowledge that brings about effective and efficient performance. This position is further supported by pye (2008) when she opined that “when steps are to be taken to improve the quality of employees and overall organizational performance, attention naturally turns to the process of capacity building, education and development of employees”.

According to foot and hook (2009), human capacity building and development is a planned process to modify attitudes, knowledge and skills or behavior through learning experience to achieve effective performance in an activity or range of activities. Its purpose in a work situation is to develop the activities of the individual and to satisfy the current and future needs of the organization.

Human resource capacity building and development according to walker (2006) is specifically about providing a range of learning experience in a work situation. Critically speaking, human resource capacity building and development seem to have never been the priority of the civil service in Nigeria. Omale(2006) observed that in almost all senior positions, if one is recruited with required educational qualification, no capacity building and development was carried out on him. Experience on the job now becomes the only criteria for the worker to reach the top of his career ladder. Yet, the jobs an officer does from one grade level to the other according to omale(2006):are sufficiently different to warrant not only vocational knowledge which he gets via experience, but also theoretical knowledge and attitudinal re-orientation in order to successfully cope with the demands of such higer jobs.such theoretical knowledge and attitudinal re-orientation can only best be acquired through formal capacity building off-the-job in appropriate capacity building institutions.

Mekinde (2006) in his own view, is of the opinion that human resource capacity building is a “short term process of learning specific skills by both junior and immediate staff”, while development entails a “long term learning process designed to develop senior officers in order to acquaint them with changes in technology and management method. Capacity building and development helps to ensure that organization members possess the knowledge and skills they

need to perform their jobs effectively, take on new responsibilities and adapt to changing conditions despite the recognition of the importance of capacity building by management experts and government as expressed in white papers on various reforms in Nigeria. The experience of capacity building and development in the Nigeria public sector has been more of ruse and waste. This paper examines the experience of Nigeria public service on capacity building and development with a view of understanding the problems being faced. It makes appropriate recommendations on how to ameliorate the situation. Management experts also argue that a major function of a manager is to develop people and to direct, encourage and train subordinates for optimum utilization. To stahl(2006), capacity building helps prepare employees for a certain job that are unique to the public sector.

2.2.2 Current Challenges in Capacity building and Development

It has been found from recent studies that before the recession really set in (pre (2007) not much of capacity building was witnessed. The recession of 2007 and the structural adjustment program of 2006 were accompanied by a continuous and critical modification in the frequency, method and focus of capacity building courses. The main reason for these changes is the substantial decline in the resources of older generation firms, which seriously reduced the financial allocation of capacity building. In a few other cases, the cut on overseas capacity building was informed by caution on the part of older firms who felt that the boom in new firms(e.g, banks) is at best artificial and not enduring. In fact, casual observation reveals that overseas capacity building have practically ceased while the grants of study leave (capacity building leave with pay) have substantially reduced. A number of other reasons explained the refocused interest of employers in capacity building courses for their staff. These may be;

- rapid changes in technology(computerization);
- rapid changes in public policy(branches, interest rates, inter-bank and other prudential guideline) suggesting that managers and workers need to respond appropriately with new skills, attitude and knowledge;
- increase in the incidence of fraud and the role of employers to prevent and control malpractice from all possible sources;

- policy intervention strategies such as re-engineering and adoption of total quality management, team working and other specialized and specific goal-directed human resource utilization approaches; and
- Reduced demand for goods and services, high rates of interest bringing about high incidence of bad debts, and requiring new and modern marketing approaches to attract deposits and minimize bad debt expected to persist in the millennium and beyond.

Employers will continue to pay serious attention to capacity building and development since new corporate cultures are necessary in order to imbibe new attitudes that are required for success in a new operating environment.

Current capacity building and development programmes are however constrained by the following incidences or practices;

1. The failure to determine capacity building needs reliably and relevantly;
2. Inadequate funding of capacity building;
3. Burying or sacrificing the capacity building function in organizational policies;
4. Failure to systematically evaluate the effects of capacity building;
5. Unwarranted dumping or muddling of the steps in the standard capacity building process (viz., design, implementation and evaluation);
6. The unwillingness of supervisors to train the subordinates on the job or reveal the secrets of the job;
7. Failure to engage credible professional trainers and adequately brief trainers on the specific trends in an organization; and so on.

2.2.3 The Imperative of Capacity building in the Future

Effective utilization of employees for best results in a competitive environment has assumed a new trend. Merit-based award has been tested and found to instigate self-motivation in most employees, provided that performance appraisal is carefully done. The following practices is also requisite:

- Wage indexation
- Pension indexation and
- Redundancy reserves.

Aside from these, other desirable maintenance practices are in the area of capacity building and development for staff. Certainly a new philosophy is required whereby all employees will take on the culture of a privatized or commercialized enterprise. It is expected that some resistance will be put up but appropriate capacity building for all levels of employees can reduce these.

A kin to capacity building, it will be expected that the practice of internal promotion will be emphasized. It is feared however, that some supervisors may exercise the fear that if the subordinates are told the 'secrets' of doing the job, then, there is a threat to their own positions. This natural feeling has to be guarded against in a progressive enterprise. Thus, everyone needs to be trained about the desirability of team work as is emerging in global work place.

2.2.4 Role of Government in Capacity building and Development

In pursuance of the importance the federal government placed on capacity building, the industrial capacity building fund (ITF) was established to ensure that there is adequate manpower and commerce in the country.

Under the industrial capacity building fund (ITF) degree No 47 of 1971 was amended by decree No 37 of 1975 sum of money were providing from time to time by the federal government and contribution was made by every employers, a minimize of 25 person in his employment at the rate of one percent(1%) of the annual pay roll are to be paid into the fund.

The fund is to be utilized to promote and encourage an acquisition of skills industry or commerce with a view to generate a part of indigenous trained manpower sufficient in order to meet the need of the national economy.

The government council of the fund consist of the representatives of Nigeria employer consultative association (NECA). Representatives of various chambers of commerce and industry, central trade union and other person who have extensive knowledge of the industrial capacity building.

The main function of the council set out in section 4 of the degree of the federal government No. 47 and they include:

- i) To provide and secure the provision of such courses and other facilities which may include residential accommodation for the capacity building of person employed.
- ii) To provide such course and facilities proved by other person.
- iii) From time to time, to consider the employment in industry or commerce as appear to require a special consideration and public recommendation.
- iv) To apply or make arrangement methods of ascertaining the attainment of any standard recommendation by the council.
- v) To assist person in finding facilities for employee being trained for employment in organization.
- vi) To carry on or assist other person in carrying on research into any matter relating to capacity building for employment in the industry.

2.2.5 Learning Principle

Learning programmes should incorporate as many fundamental principles of learning as are relevant. Extensive research, both in experimental settings and in organizations has validated the utility of several basic principles of learning. Each of these, when understood and carefully applied, will increase the effectiveness of a given capacity building programme. Learning will generally tend to be facilitated when:

- 1) **Multiple senses are stimulated:** The most probable ones are sight, sound and touch, with smell and taste used far less often. It is for this reason that visual kinds become a critical factor in capacity building programme success for they stimulate the sense of sight during what might otherwise be a boring presentation. Example of visual aids include the chalkboard, overhead transparency projector, felt board, flip chart and movie projector.
- 2) Objectives of capacity building are delineated in advance and are known by both trainer and trainee. Objectives allow the participation to anticipate what comes next and relate the content and methodology to an overriding purpose.
- 3) **Capacity building programme is personalized to fit individual needs:** Trainees vary in terms of their backgrounds, experience and capacity to learn. An ideal capacity building programme has entry capacity at different skill levels as well as a flexible place to accommodate varying speeds of learning.

4) **The skill to be learned is challenging yet within the range of achievement:** The task must be difficult enough to stimulate interest and arouse a competitive spirit, but not so demanding that it is out of reach of the trainee.

5) **Trainees are reinforced for appropriate behavior in the capacity building program:** A word of praise or encouragement from the trainer or peers can be highly effective at solidifying the learning that has taken place and stimulating future effort.

6) **Trainees receive feedback on their progress:** They need to know how they are doing. The information should be specific, relevant, timely and accurate. This allows the trainees to organize their thoughts or generate a new burst of enthusiasm for the programmes.

It is crucial to emphasize that all effort must be geared towards result-performance-oriented capacity building and development program. It must be appreciated that the success of any capacity building and development program depends upon the learning that occurred. A capacity building programme where learning does not occur or where nothing is learnt is a wasted effort. Too often, this is the result of a poorly planned, poorly coordinated and haphazardly organized capacity building efforts which often reduce the chances of having a positive learning occurring. To make capacity building efforts more effective, we must identify the areas of deficiency of past capacity building efforts in most companies and learn from these mistakes. These deficiencies may include:

1) Inappropriate or lack of definition of learning objectives (either short-term or long-term objectives) as most capacity building programmes are not goal oriented.

2) Lack of proper determination of capacity building needs from personal, task and organizational perspectives.

3) Non-involvement of capacity building supervisors in the follow-up capacity building necessary in putting the new skill to use.

4) Lack of post-capacity building support: no transfer of learning from the capacity building environment to job environment would take place if obstacle

are deliberately attacked on the way of the trainee this preventing him from putting his newly acquired knowledge to practice.

5) Faulty selection of instructional methods for example techniques that are adequate for communicating knowledge may not be appropriate for inducing behavioral changes.

6) Individual trainees fail to have as much a stake in their own development as necessary. This is because, the rule for effective capacity building demands that employees take a positive role in their own capacity building. After all, no capacity building and development can occur unless there is a more conscious desire for it to occur on the part of the trainees.

7) Inadequate definition and understanding of the body of knowledge and theory of the principles of learning that can enhance learning substantially. These concepts or principles usually emphasize the need to make learning to be learner- oriented rather than teacher-oriented and the need to make trainees more active than passive; interested and motivated rather than frustrated and bored.

2.2.6 Problems of Capacity building and Development Programme

Some of the problems facing capacity building and development include:

1) Low morale: When an employee undergo capacity building programme, his/her experiences, skills, attitude will be increased but if they are not adequately compensated this might result in low morale there by reducing their performance.

2) Insufficient information: If the wrong person who is almost due for retirement was sent on a capacity building course or does not need capacity building was sent on capacity building, the organization will gain little or nothing from such employee.

3) Transfer of learning: Some of the concept and principle taught are too academic and very difficult to apply in real life situation.

4) Non evaluation of the outcome of capacity building: The company does not evaluate the outcome of the programme, there are in many instance, no examinations either written or oral or feedback from the employee.

2.3 The Relevance of Capacity building in Nigeria

1. Economic Development: The relevance of capacity building in Nigeria could be situated vis-à-vis economic development. This is because capacity building captures the actual meaning of development in that it is people centred (World Bank 2005; Grawboski and Shields 2006). In addition, it involves the building of capacity and harnessing the State's human resource which constitute a sine-qua-non for development.

The above advantage was vividly conceptualized by Harbison (1973) when he stated that: *Human resources constitute the ultimate basis for wealth of nations, capital and natural resources are passive factors of production; human beings are the active agents who accumulate capital, exploit natural resources, build social, economic and political organizations, and carry forward national development. Clearly a country which is unable to develop the skills and knowledge of its people and to utilize them effectively in the national economy will be unable to develop anything else.*

2. Political Stability: There is no doubt that a country which fails to adequately develop her manpower would be doing so at the expense of her socio-economic and political stability. In the aspect of political stability, Omodia (2004) stressed the dysfunctional use of the nation's human resource among the youths in propelling political instability when he stated that:

...there has been situations in which the Nigerian youth especially, those of poor family background were used as tools for disrupting the political democratic system through rigging, thuggery and ethnic conflicts. These factors of rigging, thuggery in addition to economic mismanagement, personal ambition or selfishness among others, were the factors that terminated the First and Second Republic.

Thus, capacity building could help the youths in the development of self and in improving the quality of their political participation.

3. Poverty Alleviation: It has been argued that effective poverty alleviation scheme must involve the development and utilization of local resource including

human for solving local problems (Robb 2004; Omodia 2005). Thus, capacity building is central to solving the present problem of poverty in Nigeria.

2.4 Problem of Capacity building in Nigeria

1. Colonial Experience: There have been several arguments regarding the distortions in capacity building of national growth in Nigeria as a result of colonialism which was fashioned towards economic exploitation (Ekpo 2009; Ake 2005; Dauda 2007). It could be recalled that the advent of colonialism led to the integration of the Nigerian economy into the World Capitalist System thereby placing minimum premium on labour when compared to other factors of production. This poor performance of indigenous labour by the colonial government no doubt has persisted in the post-colonial Nigerian State. As a result, this problem account for the lack of adequate attention given to labour as a critical part of the production process in Nigeria.

2. Poor Political Leadership: Closely related to the problem of colonial experience as a problem of capacity building in Nigeria is poor political leadership which is further deepening the problem of capacity building in Nigeria.

This factor has manifested itself in poor funding of education over the years (Baikie 2006), disparity or class in capacity building between children of the rich and the poor (Omodia 2006).

3. Poor Manpower Planning: This problem is associated with the poor data base that is needed for manpower planning in Nigeria both in the rural and urban centres. This problem no doubt constitute a major hindrance on effective capacity building in Nigeria (Baikie 2006; Oku 2007).

Options for Effective Capacity building in Nigeria

The options for effective capacity building in Nigeria could be viewed from two basic perspectives:

1. The option of an enhanced regulatory capability on the part of government for effective enforcement of manpower policies. This is quite

indispensable based on the need to ensure quality capacity building irrespective of sex, class, ethnic affiliation to mention a few. This point could best be appreciated considering the liberal nature of most government policies which tend to snowball into elitist benefit in terms of policy outcome.

2. The need for government to be persuasive in making organizations embraces well designed policies at improving the development of manpower in Nigeria. This could be done both internally and externally. Internally, organizations should be made to see reasons why a careful capacity building plan should form part of their plans and objectives for the financial year.

As a matter of fact, the success of organizations should not only be measured in terms of the magnitude of profit through the adoption of outdated personnel administration technique, but, basically on the contribution of the organization in enlarging the confidence of its workers through capacity building.

2.5 Theoretical Issues on Capacity Building

Until recently there has been a general resistance to investment of capacity building in the public service because of the believe that “Employees hired under a system must be presumed to be qualified, that they were already trained for their jobs and that if this was not so it was evidence that initial selection of personal was at fault.”(stahl, 1976). This assumption has been jettisoned as the need for capacity building became obvious both in the private and the public sectors.

Capacity building has become more obvious given the growing complexity of the work environment, the rapid change in organization and technological advancement which further necessitates the need of capacity building and development of personnel to meet the challenges. Many organizations have come to recognize that capacity building offers a way of “developing skills, enhancing productivity and quality of work and building workers loyalty to the firm”.

Capacity building and development is essential to the existence and survival of organization. It is common for people to see capacity building and development as the same thing. However, though they are similar, they are not the same thing.

Capacity building is any learning activity which is directed toward the acquisition of specific knowledge and skills for the purpose of an occupation or task (Cole 2007). Ivancevich et al (2004) see capacity building as the systematic process altering employee's behavior to further organization goals.

According to Hellriegel and Slocum (2006), capacity building is improving an employee's skill to the point where he or she can do the current job. Capacity building is the process by which members of organizations are thought to acquire knowledge, skills and abilities they need to perform effectively the job at hand. Capacity building is directed at the present job.

In a more comprehensive manner, capacity building can be defined as a short term process that utilizes a systematic and organized activities by which non-managerial staff acquires the technical knowledge, skills and abilities for specific purposes in function. Capacity building is "an organized procedure by which people learn knowledge and or skills for a definite purpose. It is a process for equipping the employees particularly the non-managerial employees with specific skills for example technical skills like plumbing, electrical wiring, repairing, artistic skills, clerical and typing skills that would enable them to improve on their performance and overall efficiency.

The objective of job capacity building is to enable an employee to perform his job in such a way as to meet the standards of output, quality, waste control, safety and other operational requirement (Gardner, 1973).

Thomas (2008) defines capacity building as 'a process through which experiences are deliberately offered to trainees to enable them to absorb some new perspective, understanding, value, attitude, techniques or skills'. It involves planned activities on the part of an organization to increase job knowledge and skills or modify the attitudes and social behavior of its members in the ways that are consistent with the goals of the organization and the requirements of the job. The overall aim is to increase or improve a person's contribution to the achievement of the organizational goals.

Jones, George and Hill, (2004) believe that capacity building primarily focuses on teaching organizational members how to perform their current jobs and helping them acquire the knowledge and skills they need to be effective performers.

According to Carrel and Kuzmits (2006) capacity building is the systematic process by which employees learn skills, information or attitudes to further organizational and personal goals. They also stated that “every capacity building system operates with a philosophy set of beliefs concerning people, productivity and profit”.

In view of Chrudden and Sherman Jnr (2004), capacity building is any organizationally oriented procedure, which is intended to foster learning among organizational members.

Capacity building according to Davar (1950), states that its main goal is “To induce a suitable change in the individual concerned”. It is “to bridge the gap between existing performance ability and desired performance”.

Development on the other hand focuses on building the knowledge and skills of organizational members so that they will be prepared to take on new responsibilities and challenges. Development is used in relation to the process of helping managerial employees who perform non-routine jobs to improve their managerial, administrative and decision-making abilities and competence.

In the view of Adamolekun (2007), staff development involves the capacity building, education and career development has been identified to include:

- Creating a pool of readily available and adequate replacements for personnel who may leave or move up in the organization;
- Enhancing the company’s ability to adopt and use advances in technology because of a sufficiently knowledgeable staff;
- Building a more efficient, effective and highly motivated team which enhance the company’s (AJ pam vol xvi; No.1.Jan 2005) competitive position and improves employee morale; and
- Ensuring adequate human resources for expansion into new programs.

Drucker (1977) in highlighting the work of managers submits that one contribution a manager is uniquely expected to make is to develop people. If any organization must continue to survive, it must provide opportunity for career development into specialist and managerial positions.

Development is the process of building the knowledge and skills of organizational members so that they will be prepared to take a new responsibility and challenges. Jones, George and Hill(2004).

Wertherland and Davis (2006) define development to mean helping individual worker to handle future responsibilities with little concern for current duties.

Development can also be defined as a deliberate program of an organization to mould into the desirable shape its future leaders who are expected to perpetuate the business of the organization most efficient and effectively, (fagbohunge 2009). Development can be referred to as any learning activity which is directed towards future needs rather than present needs and which is concerned more with career growth than immediate performance (cole 2007). The intent of development program is to improve an employee's conceptual and human skills in preparation for future jobs.

From the above, it is now clear that there is a major difference between them. Though both of them are geared towards increasing or improving the skills of workers. Capacity building is concerned with teaching the workers specific skills that will assist them in their immediate task while development on the other hand is concerned with teaching the workers more general skills that will assist them in career growth thereby equipping them for the future. (mullins,2009).

Capacity building and development as stokes (1966) puts it rest on the fact that "a person learns through experience which may be actual, hearing or reading about the experiences of others".

Capacity building and development can also be viewed as formal and informal activities which bring about change in the skills, knowledge and attitude of employees for the fulfillment of their individual career and organizational goals.

2.5.1 Factors That Trigger Capacity building and Development

Capacity building and development is predicted on workers, machines and tool deficiencies. These deficiencies manifest in form of specific symptoms. The

symptoms that trigger capacity building and development in organization may include:

- i. When there is high rate of absenteeism among workers.
- ii. Where there is increased labour turnover among workers.
- iii. When there is decline in productivity among workers.
- iv. When there is a poor job performance among workers.
- v. When new machines are purchased to replace old ones.
- vi. When there is increase in the rate of on-the-job accidents among workers.
- vii. When there is an increased complaint from customer.
- viii. When there is reduced patronage from customers.
- ix. When there is visible negative work attitudes such as lateness and oscillation (motion without movement or pretending to be busy when in actual fact he or she is doing nothing) among workers.
- x. When there is noticed inability to take up challenges among workers.
- xi. When there is noticed reduction in job involvement and organizational commitment.

2.5.2 Formal Capacity building

It entails the deliberate and structured presentation of experiences, which may help the individuals to change their knowledge, understanding attitudes or behaviours in a positive manner. In industry, formal capacity building is used for any of a variety of specific purposes as stated below:

a) Induction Capacity building: It involves the introduction of the new entrant to the undertaking and its ways including the structures, rules and procedures of the company to enable him to cope with the new environment.

b) Skill Acquisition: Involves the development of new skills and abilities. Where 'deskilling' of work takes place, semi-skilled machine operators may be provided with the kind and degree of capacity building necessary to acquire the required skill.

c) Skill Development: Capacity building is employed to 'up-date' a person's knowledge or skills at any stage of his career and whenever changes occur in his work such as where new technology is introduced. In the latter case, short courses, which provide information on the 'new thing' and offer the opportunity

to learn and practice new skills or new application of old ones may be undertaken.

d) Increasing Motivation: It entails deliberate use of capacity building to increase individual's willingness to work up to the required pattern and standards. This rests on the belief that people are likely to work more effectively. They understand not only what they are expected to do, but why they are expected to do it in this way. The inculcation of work-related values and norms is possible in capacity building.

e) Attitude Change: Capacity building may be undertaken to change the perspective and attitudes workers adopt in relation to the organization and their work in it in a positive way. It could develop into employees' trust, commitment to the organization, job involvement and job satisfaction.

2.5.3 Aims of Capacity building and Development

The aim of capacity building and development includes:

1. To change the job behavior or attitude of employees so that they can perform to defined standards.
2. To reduce the "hibernating time". This is the gap between placement and the point at which an employee starts to perform effectively.
3. To improve the productive capacity of individual employees.
4. To improve the effectiveness of the organization.

2.5.4 Benefits in Capacity building and Development Programme

Tessin (1978) discussed extensively how benefits accrue to organization, individual and inter-group relations through capacity building and development whereas, Dickey (2006) submission focuses on individual benefit; bearing in mind that the workers are in the organization. While the organizations are in the workers. Discussing the benefits separately under subheading as done by Tessin (1978) and Dickey (2006) will amount to jamboree in simplicity. Therefore, let them be merged under one heading.

2.6 Method of Capacity building and Development in FRSC

Capacity building and development methods are means through which ideas, skills or knowledge are imparted to learners in an organized manner. There are different types of capacity building and development methods that are in use

today. The methods of capacity building and development are the same. These methods are usually grouped into two broad categories namely;

i) On – the –job capacity building and

ii) Off – the –job capacity building

The method of capacity building and development will be treated separately because aside from the above methods mentioned there are other methods of development.

A. Capacity building Methods

i) **On – the –Job Capacity building:** this is a capacity building programme that is organized on the workers job location. On – the –job capacity building methods are the most widely used and the simplest method of capacity building. It refers to instructions given to employees on the job by the supervisor or any other experienced employee. Using these methods, employees are placed on a regular job and taught the skills necessary to get the job done properly. This method requires no special school. While learning, the trainee is also contributing to the total output of the department. The greatest problem with this method is that errors or mistakes committed while learning can be very costly. The various types of on –the –job capacity building methods may include;

1) Job Rotation: this is a situation in which employees are made to move from one job to another within the work setting over a defined period of time. As they move from one task activity to another, they gain considerable knowledge, experience and skill. The duration of the rotation is shorter at lower levels (clerical), than at management levels where trainees are taught complex functions and responsibilities (fansworth, 1975).

2) Coaching: Here, employees are placed under the direct guidance of a supervisor. This technique use observational learning known as pure imitation. It has the advantage of allowing the coach to give on the spot feedback to the learners on whether they do it well or not.

3) Apprenticeship: Apprenticeship capacity building is usually required for job that requires complex and diverse range of skill and knowledge. It runs with the

cooperation between the employees, the government and educational institutions (technical or vocational school) and labour unions.

4) Enlarge Responsibility: Here, the manager or supervisor assigns additional duties and responsibilities to his subordinate employee. He allows him the opportunity for decision making by deliberately exposing him to challenging jobs and problem solving situation.

5) Internship: It offers an excellent opportunity for the learner or trainee to help gain insights into the relationship between theory and practice i.e. the trainee attends classroom session to acquire the theoretical aspect of the job and later, proceed to the work settings to practicalize what he has been taught in the classroom.

6) Understudy Assignment: The trainee or even an experienced manager who is being groomed for higher responsibilities is often made to assume part of his master's job thus enabling him to learn or perform as much as possible, some of his supervisor's job. The efficacy of this method however depends on how much responsibility he is willing to allow the subordinate to assume.

7) Instructional Guidance: This is a capacity building situation in which the trainees are given step by step instruction after which they are left to perform the task activities of the job. The trainer appraises the learning ability of the trainees by measuring their ability to follow instruction.

ii) Off – the –Job Capacity building: This capacity building method is organized outside the workers job location. It is usually organized in a capacity building centre or an educational institution. The objective of this method is to broaden the trainee's job knowledge and experiences beyond what can be learnt within the job environment. It provides the trainees the opportunity of interacting with trainers who are different in outlook, experience and knowledge from those they are used to back at work. Off –the –job capacity building has its own disadvantages which may include:

- i) It is usually more expensive than on the job capacity building and
- ii) It does not allow on-the-spot assessment of capacity building effectiveness which is possible with “on-the-job” capacity building.

The various types of off-the-job capacity building method include:

1) Seminars: Brings together group of people who pool and discuss ideas. A seminar is meant to stimulate intellectual input. Papers presented are criticized and corrections are suggested.

2) Workshop: Is a setting where a group of people meet and work together in order to share and develop ideas about a particular subject or activity.

3) Lecture or classroom method: Involves the transmission of knowledge, ideas and factual information from the instructor to a larger group of trainees at one time thereby having the advantage of being a relatively low-cost capacity building method. The major drawback of this method is that individual differences in the abilities of a trainee to assimilate fast or get lost in the classroom. Discussions are not taken into consideration/account.

4) Vestibule capacity building: Involves trainees learning in a non work environment in which conditions and equipment are virtually identical to what will be encountered on the job. The only major problem with this method is that its relatively costly than other method since this method requires that trainees be trained on the same identical machines and equipment used in the actual job environment.

5) Briefing groups: The trainer presents a short paper and asks for the reactions of the trainees. It is assumed that the trainees are not completely ignorant of the issues in the paper. The objective is to teach knowledge, facts and assess the opinions of the trainees.

B) Development Method

Executive development is a systematic process of growth and development through which executive develop and enhance their capabilities to manage successfully particularly in today's increasingly complex business environment and in the future.

The methods of capacity building are also the methods of development as mentioned earlier. However, apart from the above, development has additional activities, which are rarely used in employees capacity building.

This includes what Jones, George and Hills (2004) referred to as;

i) Varied work experience

ii) Formal education

i) Varied work experience: For an organizational executive to be effective, he must have knowledge and understanding of all activities of his organization. He must be an “all in one”. He is a personnel manager, production manager, marketing manager, accounting manager, all in one. Techniques for varied work experience include;

a) Workers rotation (job rotation): Employees who are discovered to have potential are moved from job to job to acquire varied work experience that will broaden their horizon.

b) Job enrichment or vertical loading: New sources of satisfaction to jobs are added through increased responsibility, autonomy and control.

c) Job enlargement or horizontal loading: Simply widens the job of the employees. The aim is to sharpen employee’s skills, make them large to face challenges and finally increase their ability to take additional responsibilities.

d) Promotion and transfer: In anticipation of promotion, particularly in the management centre, staff members may be trained to enable them to acquire the skills required to function in the new position(s).

e) Appointment as “assistant to”: Some employee’s function in the position as assistant to senior officers like the managing director.

f) Membership of committees: Serving as committees provides a very good capacity building ground for the employee. He listens to the views, presentations, criticisms, e.t.c. of others.

ii) Formal education: Many reputable organizations do realize the benefits to accrue to their organization when their employees receive formal education from higher institution. Organizations have ways of identifying talented and promising employees, employees with high prospect and potential whose sponsorship in higher institution will payback. To such organization, it is investment of some sort that will bring forth dividends. It is believed that such employees when they complete their courses will be able to take up new responsibilities and occupy more demanding positions in the organization that trained them.

Another method of developing executive is:

Simulated development method: The use of simulated techniques for developing executive talent has become more popular in recent time. This is so because, it has been realized that neither the conventional on-the-job nor off-the-job methods are sufficient in developing the much needed capabilities in managers. This is because most managers do not necessarily perform programmed or routine jobs like the lower level employees, managers need more than specific skills. They need to acquire specialized and broad-based skills like conceptual, analytical, diagnostic, problem-solving skills, human behavioural skills, interpersonal skills as well as sound decision making skills.

Benefits of Capacity building to Organization

The following are the benefits of capacity building to organization

a) Increased productivity: One of the main objectives of capacity building is to increase employee's skills. When workers skills are increased, it leads to increased quantity and quality of output in organizations.

b) Attitude formation: An important aim of capacity building in organization is the moulding of employee attitude as so to win his support for the company's activities and to obtain from him better cooperation and greater loyalty.

c) Reduced supervision: Proper and adequate capacity building of employees reduce the need to close supervision by their supervisor because trained personnel can quite perform assignments successfully on their own than untrained employees.

d) Preventing obsolescence: Capacity building is not meant for new employees alone but also to old and experienced employees. Capacity building can help prevent employee obsolescence which results from the discrepancy between an employee's expertise and the demand of his job.

e) Increased organization flexibility: Organization flexibility refers to ability of an organization to adjust to short-run variations in the volume of work.

Benefits of Capacity building to Employees

The following are the benefits of capacity building to employees

a) Increases market value: As employees acquire new knowledge and job skills, they tend to increase their market value and earning power.

b) Increased job security: Possession of useful skills by employees enhances their value to the employers. Thus, there is increased job security.

c) Increased opportunity for promotions: Capacity building qualifies employees for more future promotions and responsibility with attendant increase in pay.

Capacity building and Development Process

The process of capacity building and development will be briefly analyzed according to H.W Moulton (2004) as follows:

- a) Identification of capacity building needs
- b) Designing of the capacity building programme
- c) Implementation of the capacity building programme
- d) Evaluation of the programme.

a) **Identification of capacity building needs:** All capacity building should be justified on the bases of a prior need analysis. Capacity building need refers to any deficiency of skills and knowledge on the part of the employee which can be remedied through capacity building. When the performance of workers is noticeably poor, and cannot be improved through motivation and simplifying the work procedures, then capacity building need has arisen.

Turrel (2004) says that capacity building need arises in organization from three (3) sources;

- 1) Those caused by changes in technology, markets, legislation and manpower composition;
- 2) Those derived from work problems, such as manpower utilization, machine utilization, disputes, safety and quality; and
- 3) Those arising from manpower wastage associated with poor recruitment, induction, capacity building and the like.

Moulton (2004) believes that capacity building need arises from three (3) sources, which include, job analysis, company or organization analysis and person or individual analysis.

i) Job needs analysis: Entails an extensive analysis consideration of the specific requirement of the task to be performed, the minimum acceptable standard of performance, the technical nature of the job and the combination of special skill requirement in terms of technical, professional, interpersonal,

managerial, conceptual, analytical and diagnostic skills required to get the job done very well.

ii) Company or organizational analysis: this refers to the breakdown of the entire organization or the basic of the job task in order to find out the area capacity building is needed.

iii) Person or individual analysis: The analysis here tries to focus on the weakness, deficiencies or the capacity building need of each job holder within the present and the near future. The analysis here focuses on individual strengths and weaknesses and on what should turn the individual worker into a better performer.

iv) Other general methods for assessing or identifying capacity building needs include.

a) Performances appraisal reports

b) Observation

c) Capacity building needs survey as may be carried out by the supervisors

d) Employee suggestions

B) Designing of the Capacity building Programme

In designing the capacity building programmes, the capacity building and development manager must fashion out an appropriate capacity building programme. For each category of employees capacity building requires different course contents and different emphasis on teaching and the choice of teaching methods. In designing capacity building and development program in any organization, seven sequential stages are involved. The stages are:

1) Carry out capacity building and development need analysis which will reveal whether the organization needs capacity building and development, in what functional area in the organization and who are those to be trained and at what cost.

2) Identify and state capacity building and development objectives.

3) Sieve through the existing capacity building methods in order to pick the most appropriate method bearing in mind the objective of the capacity building and development programme.

- 4) Choose from among capacity building and development methods the particular method to use.
- 5) Work out a strategy for monitoring in order to detect if the programme is on course or not.
- 6) Implement aspect of the programme.
- 7) Measure the effect of the programme on the recipient's job per.

C) Implementing the Capacity building Programme

After completing all the steps in the design of capacity building programme, the next step in the capacity building process is the implementation of the programme that has been developed.

D) Evaluation of the Programme

As Kirkpatrick has stated, "all capacity building professionals agree: evaluation should be done". Capacity building can be evaluated at any of three stages: input, throughput and output. In terms of input, the cost (expense) of capacity building can be assessed either in comparison with other programmes or against a budgeted figure. In terms of throughput, organization often assess the number of trainees processed in a given time period far more effectively, however, is the evaluation of output, which can be assessed by one of the following four criteria.

1) Reaction level: Measures the emotional response of the trainees to the programme. This is done through attitude surveys, typically immediately after the programme.

2) Learning level or immediate outcome: Measures the acquisition of knowledge. This is measured by objectives or subjective tests administered to the trainees.

3) Behaviour: Measure the changes in skills that occur as a result of capacity building. It is often assessed by direct observation of the trainee or by self-report.

4) Result: Measures the organizational effect of capacity building. This is assessed through direct calculation of costs, sales, profits e.t.c.

Essence of Capacity building and Development

Organizations embark on capacity building and development programmes, for many reasons however, these can be summarized as

i) Productivity: People are employed for the simple reason of helping the organization to achieve its goals and this can be done when the work is quite productive. Most capacity building programme is therefore organized to help in increasing the workers efficiency on the job, thus increasing his productivity.

ii) Effectiveness: By increasing the workers skills he becomes effective in executing the task assigned to him.

iii) Preparation for higher responsibilities: Improving a workers performance on his present job will enhance greatly his chances of being elevated to higher positions and responsibilities.

iv) To boost the workers morale: By increasing skill of the worker, he develops a more sense of self worth, confidence and trust in his own abilities.

Capacity building Techniques

It involves the application of knowledge. Effective trainers utilize a more rigorous decision process in their selection decisions. One approach is to classify in advance the various capacity building techniques according to the degree to which they match a set of relevant criteria. These criteria might include, but not be limited to the following.

- 1) Whether the techniques is oriented toward knowledge, attitudes or skills.
- 2) Whether the technique is generally applied on-the-job or off-the-job.
- 3) The degree to which the technique incorporates the major principles of learning.
- 4) The relative expense involved in development and administration of the programme.
- 5) The unique trainer skills required
- 6) The time duration over which the capacity building technique usually extends.

Methods of Determining Executive Development Needs

Developmental needs can be determined via a study and understanding of individual executive developmental needs, the development needs of the organization in terms of its projected goals and aspirations, the quality and

quantity of available manpower stock as well as the demands and requirement of each executive position in the organizational hierarchy. The following techniques are used in identifying executives development needs.

1) Management appraisal report: It normally indicates the relative strength and weaknesses of each management staff. The comments on strengths and weaknesses of the particular executive would point to the relevant areas for which the executive needs to undergo some types of capacity building and development.

2) Survey: Each executive would make a survey of what he likes or what his subordinate managers lack and make appropriate recommendations accordingly.

3) Job Analysis: Where movement or transfer into a higher position is being contemplated, the requirement of those higher responsibilities would enable management to determine the capacity building and development needs of subordinates that are being ear marked for such higher positions.

Reasons for Executive Development

- 1) Improves the versatility of the management group.
- 2) Ensure easy and effective mobility of personnel across functional units as the need arises.
- 3) Enhance the executive's understanding and perception of issues relating to economic, cultural, social, technical and political matters that may be relevant to the successful performance of his job.
- 4) Keep the executive current on new development around him which may affect his job performance.
- 5) Create a reservoir of executive talents necessary for management succession or for other contingencies.
- 6) Develop the much needed flexibility and capability of the organizations manpower and from an economic stand point is able to provide maximum productivity from the human resources which is necessary in ensuring corporate growth.
- 7) Identify persons with innate abilities and potentials that may be groomed up for future higher responsibilities.

8)And lastly provide a built-in mechanism for preventing manpower obsolescence over time, through capacity building and development by helping company's executives to revitalize their skills to enable them cope more effectively with the ever increasing complexities of modern business.

2.7 Theoretical Framework

Wright and McMahan (2006), drawing on Barney's (2005) resource base theory of the firm, contended that human resources can provide a source of sustained competitive advantage when four basic requirements are met. First, they must add value to the firm's production process: level of individual performance must matter.

Secondly, the skills the firm seeks must be rare. Since human performance is normally distributed, Wright and McMahan noted that all human resources meet both of these criteria. The third criterion is that the combined human capital investments a firm's employees represent cannot be easily imitated.

Although human resources are not subject to the same degree of imitability as equipment or facilities, investments in firm-specific human capital can further decrease the profitability of its competitors. Finally, a firm's human resources must not be subject to replacement by technological advances or other substitutes if they are to provide a source of sustainable competitive advantage. Although labour saving technologies may limit the returns for some forms of investment in human capital, the continuing shift toward a service economy and the already high level of automation in many industries make such forms of substitution increasingly less probable. Oloyede (2004)

Wright and McMahan's work points to the importance of human resources in the creation of firm-specific competitive advantage. At issue, then, is whether or how, firms can capitalize on this potential source of profitability. Bailey (2007) contended that human resources are frequently underutilized because employees often perform below their maximum potential and that organizational efforts to exceed of any relevant costs. Bailey argued that Capacity building practices can

affect such discretionary effort through their influence over employee skills and motivation and through organizational structures that provide employee with the ability to control how their roles are performed.

Capacity building influence employee skills through the acquisition and development of a firm's human capital. Recruiting procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regiment, will have a substantial influence over the quality and type of skills new employee possess. Providing formal and informal training experiences such as basic skill training, on the job experience, coaching, monitoring and management development, can further influence employees' development. Oloyede (2004)

The effectiveness of capacity building will be limited if they are not motivated to perform, however, Capacity building practice can affect employee motivation be encouraging them to work both harder and smarter. Example of firm's efforts to direct and motivate employee behavior include the use of internal promotion systems that focus on employee merit and other forms of incentives intended to align the interests of the employees with those of shareholders.

Finally, Bailey (2007) noted that the contribution of even a highly skilled and motivated workforce will be limited if jobs are structured or programmed, in such a way that employees, who presumably know their work better than anyone else do not have the opportunity to use their roles. Thus, Capacity building practice can also influence the firm's performance through the provision of organizational structures that encourage participation among employees and allow them to improve how their jobs are all examples of such structures.

Thus, this theoretical literature clearly suggest that the behavior of employees within firms has important implications for organizational performance and that capacity building practice can affect individual employee performance through their influence over employees' skills and motivation and through organizational

structures that allow employees to improve how their jobs are performed. If this is so, a firm's Capacity building practices should be related to at least two dimensions of its performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Design of the Study

Research design is the plan on how the researcher intends to carry out his research work. It is a systematic plan of what is to be done, how it will be done and how the data will be analyzed. Research design basically shows what the major topics in the research are and their details. It provides an outline of how the research will be carried out and the methods that will be used. It includes an abstract of the research study, the assumptions and limitations of the research, research question hierarchy, sampling design and a format for the dummy data showing how data will be presented.

The survey research design which is used in this study aims at examining the impact of capacity building on operational capabilities of public sector organization, case study of Federal Road Safety Corps Nigeria. It is a Survey Research Study using questionnaire and personal interview as the instrument of drawing information from respondents

3.2 Population

The population of this study comprise of the staff of Federal Road Safety Corps Nigeria. The population size of the study comprised of two thousand (2000) staff of Federal Road Safety Corps Nigeria.

3.3 Sample Size

The sample size of two hundred and fifty was taken from the 667 staff of Federal Road Safety Corps Nigeria Head Quarters, Abuja. The sample size was calculated using 95% confidence interval.

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

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

Where:

N = Population

n = Sample size

e = (0.05)²

r = 667

$$= \frac{1}{1 + 667 (0.0025)}$$

Sample size = 250

3.4 Sampling Techniques

Sampling techniques is a process used in statistical analysis in which a predetermined number of observations will be taken from a larger population. The methodology used to sample from a larger population will depend on the type of analysis being performed, but will include simple random sampling, systematic sampling and observational sampling. The simple random sample was used in this study. A sample of 250 out of 667 staff of Federal Road Safety Corps Nigeria was selected for the investigation

3.4 Instrumentation

The collection of secondary data has both advantages and disadvantages, one of the foremost advantages of using secondary data is that it helps the researcher formulate and understand better the research problem, broadening at the same time the base for scientific conclusions to be drawn. Nevertheless, it should be taken under consideration that other researchers, organization or government departments for studies with different objectives and purposes collected the data; therefore, it might not be suitable for the current research.

3.4.1 Primary data

The study employs primary data to achieve its aims. The primary data will be obtained from questionnaires. The plan, structure and strategy of investigation are conceived so as to obtain answers to research problems. It ensures that the

required data are collected and they are accurate. However, the primary data used in this study is obtained from Federal Road Safety Corps Nigeria.

3.4.2 Secondary Data

Secondary data is information collected by others for purposes, which can be different than those of the researcher. It is a synthesis of published and unpublished documents related to the research and it is of highly important, as it comprises the logical framework of the research.

3.4.3 Questionnaires Design

A questionnaire is a research instrument consisting of series of questions and other prompts for the purpose of gathering information from respondents. Most often it is designed for statistical analysis of the responses. According to Sekeran, (2003), 'a questionnaire is a pre-formulated written set of questions to which respondents' records their answers, usually within rather closely defined alternatives'. A questionnaire was structured for this research (Appendix 1)

These questionnaires were handed directly to the respondents by the researchers which gave the researchers the privilege to introduce the topic and encouragement in answering the questionnaire. The questionnaire consists of four major parts, which focuses on the areas of interest of the research.

The questionnaire consists of closed ended and open ended questions. Open-ended questions are questions to which there is not one definite answer. Open-ended questions may be a good way to break the ice with a survey, giving respondents an opportunity to answer in their own words. The responses to open-ended questions can be very useful, often yielding quotable material, and the drawback to open-ended questions is that the responses are more difficult to catalogue and interpret.

The questionnaire serves as a major tool for the collection of data for the study. It is divided into two sections. Section A Which provided Bio-data about the respondents and section B provided information which was used in the analysis and test of hypothesis formulated for the study. The questionnaire of the study

would be distributed to officers of Federal Road Safety Corps Nigeria and later collected for analysis.

3.5 Instrument Validation

The questionnaire was subjected to content validation by the researcher's supervisor. Having done the above, every contributions and corrections made by the supervisor were considered before making the final draft of the questionnaire. It is valued because it contained all the instrument to be tested.

3.6 Reliability of the Instrument

Reliability of test or research instrument implies the extent to which instrument will yield the same result during a repeat measurement under similar condition. Reliability analysis allows you to study the properties of measurement scales and the items that compose the scales. The Reliability Analysis procedure calculates a number of commonly used measures of scale reliability and also provides information about the relationships between individual items in the scale. Interclass correlation coefficients can be used to compute inter-rater reliability estimates. Example: Does my questionnaire measure customer satisfaction in a useful way? Using reliability analysis, you can determine the extent to which the items in your questionnaire are related to each other, you can get an overall index of the repeatability or internal consistency of the scale as a whole, and you can identify problem items that should be excluded from the scale. The value of the Cronbach's Alpha (α) lies between zero to one (i.e. $0 < \alpha < 1$). A pilot study (test) was conducted which comprises of twenty 5 questions and the researcher will use Statistical Programme for Social Science (SPSS) to run the test. The decision is that the higher the Cronbach's Alpha value (i.e 0.5 to 0.9999) the better the reliability of the questionnaire.

3.7 Procedure for Data Collection

The gathering of relevant data, using appropriate instrument is the bedrock of any research. In this study two methods were employed on gathering the requisite data; Primary and Secondary methods

3.8 Method of Data Analysis

The data collected in this study was analyzed statistically by the use of frequency tables, percentage and Chi Square method.

$$\frac{\text{is}}{\text{of}} = \frac{\%}{100} \text{ or } \frac{\text{part}}{\text{whole}} = \frac{\%}{100}$$

Percentage formula

$$X^2 = \frac{E (Fo - Fe)^2}{Fe}$$

Where X^2 = Chi - Square

Fo = Frequency Observed

Fe = Frequency Expected.

The hypothesis formulated is tested by means of the X^2 – Chi - Square.

As a decision rule, if the computed value of X^2 – Chi - Square is less than the critical value of X^2 – Chi - Square at 5% level of significance, the null hypothesis (H_0) is accepted, while the alternative hypothesis (H_1) is rejected. The reverse is however the case if the computed value of X^2 – Chi - Square is greater than the critical value at the chosen level of significance.

The acceptance or rejection of Hypothesis is based on the difference between the calculated value and table value. Level of significance helps you to find out table value. The Statistical Programme for Social Science (SPSS) will be used to run the Chi-square test of hypothesis.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 INTRODUCTION

This chapter presents the analysis of data that was collected from respondents. Two hundred and fifty (250) questionnaires were administered to the respondents, only two hundred and forty - five (245) of them were returned, due to the fact that some of these respondents misplaced theirs and some of them were not on seat at the time of collection. The analysis of data as stated in chapter three was based on simple percentage, which was used to present both biographic and operational data while chi-square statistical techniques was adopted to test the relevant hypothesis for the research work. Also, the result for the test of reliability is presented in this chapter.

4.1 TEST OF RELIABILITY

Table 4.1: Case Processing Summary

		N	%
Cases	Valid	80	100,0
	Excluded(a)	0	,0
	Total	80	100,0

a Listwise deletion based on all variables in the procedure.

Table 4.2: Reliability Statistics

Cronbach's Alpha	N of Items
0,976	5

Source: SPSS computerized result.

From the table above, the Cronbach's Alpha value is 0.976. According to our decision criterion in chapter three that if the Cronbach's Alpha is between 0.5 – 0.9999, we conclude that the questionnaire administered is reliable.

4.2 DATA PRESENTATION AND ANALYSIS ACCORDING TO RESEARCH

The data presentation and analysis according to research question was divided into two sections; A is biographic data while section B is operational data.

4.2.1 Section A: BIOGRAPHIC DATA

Table 4.3: Sex distribution of respondents

Sex	Frequency	Percentage
Male	142	56.8
Female	103	43.2
Total	245	100

Source: Field Survey 2014

The table above shows that 56.8 percent majorities of respondents are males and 43.2% are females.

Table 4.4: Age distribution of respondents

Age (years)	Frequency	Percentage
18 – 30	65	26.53
31 – 40	125	51.02
41 – 50	45	18.37
51 and above	10	4.08
Total	245	100

Source: Field Survey 2014

The table above shows that majority 51.02 percent of respondents are within the age of 31-40 years, followed by 26 percent who fall within the age of 18 - 30 years, then 18.37 percent of the respondents are in the age bracket of 41 - 50 years while the remaining 4.08 percent fall within age 51 and above. This shows that majority of the respondents are young people between 31 and 40 years old.

Table 4.5: Marital Status of respondents

Marital Status	Frequency	Percentage
Single	82	33.47
Married	140	57.14
Divorced	5	2.04
Single parents	8	3.27
Widow/widower	10	4.08
Total	245	100

Source: Field Survey 2014

The above table shows that 33.47 percent are single, 57.14 percent are married, 2.04% are divorced, 3.27 percent are single parents and the remaining 4.08 percent are widows/widowers. This shows that majority of the respondents are married.

Table 4.6: Educational Qualification of respondents

Educational Qualification	Frequency	Percentage
WAEC/ GCE	30	12.25
NCE/ ND	48	19.59
HND/BSc/ BA	136	55.51
POST GRADUATE	31	12.65
Total	245	100

Source: Field Survey 2014

The table above shows that majorities 55.51 percent of respondents have HND/B.Sc./BA, 12.25 percent have WAEC/ GCE, 19.59 percent have NCE/ ND, and the remaining 12.65 percent are POST GRADUATE. This shows that majority of the respondents are either HND or B.Sc. or BA degree holders.

Table 4.7: Grade level of respondents

Grade level	Frequency	Percentage
3 – 5	20	8.16
6 – 8	98	40.00
9 – 11	88	35.92
12 – 15	37	15.10
16 and above	2	0.82
Total	245	100

Source: Field Survey 2014

The above table shows that, 8.16 percent of the respondents said that they are within grade level 3-5, 40 percent are in grade level 6 – 8, 35 percent said they are in grade level 9 – 11, 15.10 percent said they are in grade level 12 – 15 and 0.82 percent said they are in grade level 16 and above. This implies that majority of the respondents fall within grade level 6 to 8.

Table 4.8: Length of Service of Respondents

Working Experience	Frequency	Percentage
6 month – 1 year	5	2.04
2 - 3 years	22	8.98
4 - 5 years	28	11.43
6 – 10 years	67	27.35

11 – 20years	85	34.69
21years and above	38	15.51
Total	245	100

Source: Field Survey 2014

The table above shows that 2.04% of the respondents have only worked with FRSC for 6 month to 1year, 8.98% of them said they have being working with FRSC for the past 2 - 3years, 11.43 percent of the respondents said they have being working with FRSC for the past 4 - 5 years, 27.35 percent of them said they have being working with FRSC for the past 6 – 10 years, 34.69 percent of them said they have being working with FRSC for the past 11 – 20 years while 15.51 percent of them said they have being working with FRSC for the past 21 years. This shows that majority of the respondents have spent more than 11 years in the service.

4.2.2 Section B: OPERATIONAL DATA

Table 4.9: Capacity building makes positive impact in federal Road Safety Corps Nigeria

Options	Frequency	Percentage
Strongly agree	99	40.41
Agree	107	42.67
Strongly disagree	12	4.90
Disagree	23	9.39
Indifferent	7	2.63
Total	245	100

Source: Field Survey 2014

The tables above shows that 40.41% of the respondents strongly agree, 42.67 percent equally agree, 4.90 percent strongly disagree, 9.39 percent disagree and 2.63 percent are indifferent. This shows that majority of the respondents agree that Capacity building makes positive impact in federal Road Safety Corps Nigeria.

Table 4.10: Capacity building will contribute to staff performance in the Corps.

Options	Frequency	Percentage
Strongly agree	100	40.82
Agree	112	45.71
Strongly disagree	6	2.45

Disagree	11	4.49
Indifferent	16	6.53
Total	245	100

Source: Field Survey 2014

The table above shows that 40.82 percent of the respondents strongly agree, 45.71 percent agree, 2.45 percent strongly disagree, 4.49 percent disagree while 6.53 percent are indifferent. This shows that majority of the respondents agree that Capacity building will contribute to staff performance in the Corps.

Table 4.11: Capacity building has proven to be very effective and efficient in Federal Road Safety Corps Nigeria.

Options	Frequency	Percentage
Strongly agree	65	26.53
Agree	85	34.69
Strongly disagree	22	8.98
Disagree	27	11.02
Indifferent	46	18.78
Total	245	100

Source: Field Survey 2014

The table above shows that 26.53 percent of the respondents strongly agree that Capacity building has proven to be very effective and efficient in Federal Road Safety Corps Nigeria, 34.69 percent also agree, 8.98 percent strongly disagree, 11.02 percent disagree, while 18.78 are indifferent.

Table 4.12: Capacity building enhances the organizational goals and performance.

Options	Frequency	Percentage
Strongly agree	133	54.29
Agree	83	33.88
Strongly disagree	18	7.35
Disagree	8	3.27
Indifferent	0	0
Total	245	100

Source: Field Survey 2014

The table above shows that 54.29 percent of the respondents strongly agree that Capacity building enhances the organizational goals and performance, 33.88 percent also agree, 7.35 percent strongly disagree and 3.27 disagree.

Table 4.13: Capacity building in Federal Road Safety Corps Nigeria is faced with challenges.

Options	Frequency	Percentage
Strongly agree	154	62.86
Agree	63	25.71
Strongly disagree	22	8.98
Disagree	1	0.41
Indifferent	5	2.04
Total	245	100

Source: Field Survey 2014

The table above shows that 62.86 percent of the respondents strongly agree that Capacity building in Federal Road Safety Corps Nigeria is faced with challenges, also 25.71 percent agree, 8.98 percent strongly disagree, 0.41 disagree, while 2.04 percent are indifferent. This shows that majority of the respondents agree with the question above.

Table 4.14: There is significant relationship between human capital training and organizational performance in FRSC.

Options	Frequency	Percentage
Strongly agree	90	36.74
Agree	97	39.59
Strongly disagree	9	3.67
Disagree	10	4.08
Indifferent	39	15.92
Total	245	100

Source: Field Survey 2014

The table above shows that 36.74 percent of the respondents strongly agree, 39.59 percent agree, 3.67 percent strongly disagree, 4.08 percent disagree, while 15.92 are indifferent. This shows that majority of the respondents agree that There is a significant relationship between human capital training and organizational performance in FRSC.

Table 4.15: Capacity building has direct benefit on the organization and employees.

Options	Frequency	Percentage
Strongly agree	132	53.88
Agree	99	40.78
Strongly disagree	0	0
Disagree	4	1.63
Indifferent	14	3.71
Total	245	100

Source: Field Survey 2014

The table above shows that 53 percent of the respondents strongly agree that Capacity building has direct benefit on the organization and employees, 40.78 percent agree, none strongly disagree, 1.63 disagree, while 3.71 percent are indifferent.

Table 4.16: Capacity building contributes positively to public sector effectiveness in Nigeria.

Options	Frequency	Percentage
Strongly agree	90	36.73
Agree	140	57.14
Strongly disagree	1	0.42
Disagree	0	0
Indifferent	14	5.71
Total	245	100

Source: Field Survey 2014

The table above shows that 36.73 percent of the respondents strongly agree, 57.14 percent agrees, 0.42 percent strongly disagrees, and none disagrees, while 5.71 percent are indifferent. This shows that majority of the respondents agree that Capacity building contributes positively to public sector effectiveness in Nigeria.

Table 4.17: Capacity building promotes employees' performance and effectiveness.

Options	Frequency	Percentage
Strongly agree	170	69.39
Agree	65	26.53
Strongly disagree	10	4.08
Disagree	0	0
Indifferent	0	0

Total	245	100
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Source: Field Survey 2014

The table above shows that 69.39 percent of the respondents strongly agree, 26.53 agree, 4.08 strongly disagree, none disagree or indifferent. This shows that majority of the respondents agree with the question above.

Table 4.18: Poor manpower planning in public sector is one of the reasons for its inability to attain set goal(s).

Options	Frequency	Percentage
Strongly agree	134	54.69
Agree	90	36.73
Strongly disagree	21	8.57
Disagree	0	0
Indifferent	0	0
Total	245	100

Source: Field Survey 2014

The table above shows that 54.69 percent of the respondents strongly agree that Poor manpower planning in public sector is responsible for its inability to attain set goal(s), 36.73 percent agree, 8.57 strongly disagree, none either disagree or was indifferent. This shows that majority of the respondents agree with the question above.

Table 4.19: FRSC has a standard method for implementing Capacity building and development.

Options	Frequency	Percentage
Strongly agree	13	5.31
Agree	33	13.47
Strongly disagree	63	25.71
Disagree	99	40.41
Indifferent	37	15.10
Total	245	100

Source: Field Survey 2014

The table above shows that 5.31 percent of the respondents strongly agree, 13.47 percent agree, 25.71 percent strongly disagree, 40.41 percent disagree, while 15.10 percent are indifferent. This

shows that majority of the respondents disagree that FRSC has a standard method for implementing Capacity building and development.

Table 4.20: FRSC has a well-designed capacity building programme.

Options	Frequency	Percentage
Strongly agree	14	5.71
Agree	34	13.88
Strongly disagree	55	22.45
Disagree	99	40.41
Indifferent	43	17.55
Total	245	100

Source: Field Survey 2014

The table above shows that 5.71 percent of the respondents strongly agree that FRSC has a well-designed capacity building programme, 13.88 percent agree, 22.45 percent strongly disagree, and 40.41 percent disagree, while 17.55 percent are indifferent. This shows that majority of the respondents believe that the Corps does not have a well-designed programme for capacity building and development.

4.3 DATA ANALYSIS ACCORDING TO TEST OF HYPOTHESIS

HYPOTHESIS 1:

Ho: Capacity building does not contribute positively to organizational performance in FRSC.

Hi: Capacity building contributes positively to organizational performance in FRSC.

Table 4.21: Frequencies

	Observed N	Expected N	Residual
Indifferent	7	49,0	-45,0
Disagree	23	49,0	-26,0
Strongly Disagree	12	49,0	-37,0
Agree	107	49,0	58,0
Strongly Agree	99	49,0	50,0
Total	245		

In the frequency table 4.21 above, it reveals that many more respondent agree that Capacity building contributes positively to organizational performance in FRSC. While very fewer

respondent disagree with this hypothesis. This leads to testing the validity of the proposition. See table below.

Table 4.22: Test Statistics

	Capacity building contributes positively to organizational performance in FRSC.	
Chi-Square(a)		202.735
Df		4
Asymp. Sig.		0.000

a 0 cells (,0%) have expected frequencies less than 5. The minimum expected cell frequency is 49,0. *Source: SPSS computerized result*

The degree of freedom for chi-square tabulated is given as $(r - 1)$

Where $r = \text{Number of rows} = 5$

$$df = (r - 1) = 5 - 1$$

$$df = 4$$

Chi-square level of significance is assumed to be 0.05 (5%). Therefore, chi-square tabulated ($x^2 - tab$) is given as 9.488

DECISION CRITERION FOR TESTING HYPOTHESIS

Since the critical value of chi-square ($x^2 - tab$) is lesser than chi-square calculated ($x^2 - cal$) that is ($x^2 - cal = 202.74 > x^2 - tab = 9.488$), we accept the alternative hypothesis (H_1) that Capacity building contributes positively to organizational performance in FRSC. Furthermore, the asymp. Significance probability of not accepting this result is zero (0). This finding agrees with that of many authors whose literatures were reviewed in chapter two.

HYPOTHESIS 2:

H_0 : There is no significant relationship between human capital training and organizational performance in FRSC.

H_1 : There is a significant relationship between human capital training and organizational performance in FRSC.

Table 4.23: Frequencies for testing if there is a significant relationship between human capital training and organizational performance in FRSC.

	Observed N	Expected N	Residual
Indifferent	39	49,0	-10,0
Disagree	10	49,0	-39,0
Strongly Disagree	9	49,0	-40,0

Agree	97	49,0	48,0
Strongly Agree	90	49,0	41,0
Total	245		

Source: SPSS computerized result.

The residual in table 22 for testing hypothesis 2 shows that many more respondents strongly agree that there is a significant relationship between human capital training and organizational performance in FRSC. The satisfactory result obtained from the residual lead to further testing of the hypothesis.

Table 4.24 : Test Statistics

	There is significant relationship between human capital training and organizational performance in FRSC.
Chi-Square(a)	147,061
Df	4
Asymp. Sig.	,000

a 0 cells (,0%) have expected frequencies less than 5. The minimum expected cell frequency is 49,0. Source: SPSS computerized result.

DECISION CRITERION FOR EVALUATING HYPOTHESIS

The tabulated chi-square ($x^2 - tab$) value for degree of freedom four (4) with an assumed level of significance of 5% (0.05) is 9.488. The chi-square test ($x^2 - cal$) in table 4.24 returned a result of 147.06. Since the table value of chi-square ($x^2 - tab$) is lesser than chi-square calculated ($x^2 - cal$) that is [$x^2 - tab < x^2 - cal$], we accept the alternative hypothesis (H_1) and reject the null hypothesis (H_0). Therefore, we agree that there is significant relationship between human capital training and organizational performance in FRSC.

4.4 DISCUSSION OF FINDINGS

In the first hypothesis, out of two hundred and forty five (245) respondents, ninety nine (99) strongly agree, one hundred and seven (107) agreed, twelve (12) strongly disagree, twenty three (23) disagreed and four (4) were indifference that capacity building contributes positively to organizational performance. The second hypothesis also reflect that while ninety (90) respondents strongly agree, ninety seven (97) agreed, nine (9) strongly disagree, ten (10) disagreed and thirty

nine (39) were indifference that there is a significant relationship between capital training and organizational performance in FRSC.

The findings from the above analysis of hypotheses, all three null (H_0) hypotheses were rejected and the alternatives (H_1) accepted. This indicates that capacity building promotes employees' performance and efficiency in service; which in turn enhances the chances of organizations achieving their stated goal(s). This finding is in line with that of many authors' literature reviewed in chapter two. Thus capacity building in a broad development context implies a dynamic process which enables individuals and organizations to develop critical social/technical capabilities to identify and analyze problems and proffer solutions to them.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

This study attempts to evaluate the impact of capacity building on the effectiveness of public sector a case study of Federal Road Safety Corps Nigeria.

Efforts have been made in the previous chapters to examine the impact of Capacity Building to organizational effectiveness and development. What emerges from the previous chapter analysis is that Capacity Building is a complex subject requiring a comprehensive study. The nature, areas, approaches, barriers, and theories of capacity building have been looked into. In order to evaluate the specific objective and give answers to questions raised in chapter one, two hypothesis were postulated, literatures were reviewed, questionnaire was drafted and distributed to two hundred and fifty respondents out of which two hundred and forty five were returned and analyzed. The study adopted simple percentage and chi-square test of significance to analyze data collected.

The result of the empirical analysis provided useful insight into the importance of capacity building to public service organizations. Analysis shows that an overwhelming 83.08 percent of the respondents agree that capacity building contribute positively to organizational performance of Federal Road Safety Corps compared to 14.29 and 2.63 percent who disagree and are indifferent respectively. The chi-square test statistics also support the claim by the majority. Furthermore, data analyzed shows that 76.33 percent of the respondents said that there is a positive significant relationship between human training and organizational performance in Federal Road Safety Corps while 7.75 and 15.92 percent disagree and are indifferent respectively. The chi-square statistics conducted also revealed that there is a positive significant relationship between human capital training and organizational performance. Also, 62.86 percent said that Federal Road Safety Corps does not have a well design programme for capacity building while only 19.59 and 17.55 percent agree and are indifferent respectively. In addition 88.57 percent said that there are challenges facing capacity building in Federal Road Safety Corps while 9.39 percent said otherwise.

5.2 Conclusion

The study has particularly provided empirical evidence that indeed the adoption of Capacity building training in the Nigerian private sector is beneficial, going by what the analyzed data collected in the ministries, parastatals and local governments have revealed.

The adoption of Capacity building training in the service sector of the economy has positively impacted the sector. Analyses have revealed that the operating efficiency has improved greatly since the adoption of Capacity building training. In the parastatals on the other hand, adoption of Capacity building training has had an appreciable positive impact on the sector. Analysis revealed that adoption rate is very high in the areas of telephone facilities, word processing, fax and e-mail services. Other areas of application include information processing, data analysis and record keeping, especially for inventory control and accounting. The fear that adoption will lead to redundancy of staff was debunked by the analyses, which revealed that the adoption opened up training and employment opportunities for many employees in both sectors.

The adoption opened the employment door to about 700 and 800 skilled workers in the service sector and training and retraining for existing workers in this sector. The impact of Capacity building training adoption was noticeable in the areas of profitability which as revealed by the analysis went up to an average level of 14% per year for the post adoption period considered. Other areas where the impact was significant were improvement in the operating efficiency; investment opportunities were several millions of Naira, better business prospect and a more friendly business environment.

The physical facilities, that is, the gadgets and equipment have been installed, but the constant functioning of these facilities could not be taken for granted due to constant power outages, equipment breakdowns and poor maintenance culture. In other words the non-reliability of electric power has grave consequences on ICT's full adoption to the level of its potential in the industrial and service sectors. Since the development of infrastructural facilities in Nigeria has always been the responsibility of the apex government, it is imperative therefore that government policy be directed at encouraging the reliability of electric power supply to avoid total collapse of energy sources in the country.

Adequate technical capability in the area of manufacture and maintenance of ICT components is another area that must be of utmost interest to policy makers. Telecommunication facilities in many states in the country are poor or non-existent and where available, they are obsolete. These situations are skill prevalent, because the rates of Capacity building in these areas are equally poor and not taken seriously. It must also be noted that the present policy of upgrading and

modernizing the existing telecommunication facilities will not lead to sustainable growth, unless backed with serious Capacity building effort. A situation where Capacity building is relegated to the background, and the desire to move along with the level of globalization, will only make the Capacity building training sector in Nigeria perpetually dependent on the developed world for survival.

5.3 Recommendations

The study raised pertinent policy issues, which should be accorded priority attention for development. However, in drawing up these policy issues, we will be guided by the following critical success factors of Capacity building training in Nigeria in particular:

- (1) Government policies and strategies that support the Capacity building training sector growth and competitiveness. The sum allocated to the education sector has always fallen short of the UNESCO recommendation of 26%. If government has any interest in developing manpower and capacity building, government must make deliberate effort to continually increase budgetary allocation to education to meet this recommendation. Head of civil service should formulate policy programmes where government Agencies and Parastatals forward their annual reports on training programmes undertaken, as well as proposals for the in-coming year(s)
- (2) Education and training programmes to build up the base for human capital development and resources for long term investments. Government agencies and private sectors through their Human Resource department should map-out long term education and training programmes that are in line with the objectives of the organization and those that match employee's abilities and skills that will enhance effective performance. Also, government should make it compulsory for civil servants to undergo relevant training programmes especially in the senior cadre before being promoted to the next level
- (3) Fiscal policies, performance level and quality of products to meet international standard.
- (4) Government policies: have been found to act as catalysts in the adoption of information and communication technology in Nigeria.

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QUESTIONNAIRE

SECTION A

BIO-DATA

- (i) Sex: (a) Male (b) Female
- (ii) Age: a) 18-30 years b) 31-40 years c) 41-50 years d) 51 and above
- (iii) Marital Status: (a) Male (b) Female
- (iv) Educational Qualification: a) NCE / ND b) HND/B.SC c) PGD/M.SC d) PHD
- (v) Grade Level:.....
- (vi) Length of Service: a) 6months – 1yr b) 2-3years c) 3-5years d) 6 – 10years e) 10 years and above

SECTION B

1. Capacity building makes positive impact in Federal Road Safety Corps Nigeria, Nigeria?
a) Yes b) No
2. Capacity building contributes to staff performance in the public sector?
a) Yes b) No
3. If yes, how effective and efficient is Capacity building in Federal Road Safety Corps Nigeria, Nigeria?
a) Excellent b) Good c) Satisfactory d) Fair
4. What are the requirements for Capacity building in Federal Road Safety Corps Nigeria, Nigeria?
a)
b).
C)
d)
5. Capacity building enhances the organizational goals and performance
a) Yes b) No
6. Is the Capacity building in Federal Road Safety Corps Nigeria, Nigeria faced with challenges?

a) Yes b) No

7. What are the challenges facing Capacity building in Federal Road Safety Corps Nigeria, Nigeria?

a)

b).

C)

d)

8. What are the benefits of Capacity building in Federal Road Safety Corps Nigeria, Nigeria?

a)

b).

C)

d)

9. Capacity building contributes positively to government parastatals in Nigeria.

a) Yes b) No

10. Capacity building promotes employees performance and efficiency in service

a) Yes b) No